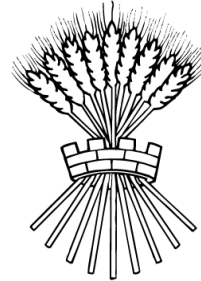


RYEDALE
DISTRICT
COUNCIL



FINANCIAL STRATEGY

2011 - 2015

REVENUE BUDGET

2011 – 2012

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RYEDALE DISTRICT COUNCIL

To:

Members of Ryedale District Council

Meeting:

Monday, 21 February 2011

BUDGET REVIEW 2011-2012

The Financial Strategy 2011–2015, Revenue Budget for 2011–2012, the Capital Programme, the Prudential Indicators and Special Expenses recommended for approval by the Policy and Resources Committee, are submitted for approval by the Council. The appropriate draft resolution has been circulated to all Members of the Council.



PD Cresswell Corporate Director (s151)

EXECUTIVE SUMMARY

Financial Management is essential in achieving good corporate governance and underpins service quality, improvement and accountability. It supports effective performance and the achievement of the organisations aims. Financial Planning is integral to an organisations strategic planning process.

The Council has put in place a fully integrated Financial Strategy that seeks to ensure Long-term financial stability, the achievement of Value for Money and funding for priorities.

The focus of the Financial Strategy is on long term planning and decision making for the future. Whilst the Strategy includes specific proposals for the 2011/2012 Revenue Budget there should not be an over concentration on just one years budget. This Strategy seeks to avoid year on year budget setting and use of short term/one off measures to balance the budget. It is a strategy for the future, to ensure effective resource planning and the delivery of Corporate Objectives.

To achieve the delivery of this Financial Strategy will require an understanding within the senior levels of the organisation of the collective responsibilities for stewardship and use of resources.

The Financial Strategy seeks to achieve the following objectives: -

1. Budgets are Prudent and Sustainable in the Long Term,
2. Financial plans recognise corporate Priorities and Objectives,
3. Significant risks are identified, and mitigation factors identified,
4. The Capital Programme is planned over a 4 year period with no further borrowing planned.
5. Constraints on capital and revenue resources, including the uncertainties around future government funding, are recognised and taken into account,
6. Council Tax increases will be kept below the Government's expected upper level of increase, and the broad anticipated increase for future years will be set out within the Financial Plans, recognising that these increases may be subject to change,
7. Prudent levels of general balances, reserves and contingencies are maintained in the context of an assessment of the risks facing the Council,
8. Value for Money and achievement of improved efficiency and service delivery underpin the Financial Strategy,
9. The Financial Strategy supports the achievement of Excellence in Financial Management and Use of Resources.

The headlines are as follows:

- A revenue budget for 2011/2012 of **£7,365,930**.
- No increase in Council tax for the Ryedale District Council Tax of **£176.72** for a band D property (note the total Council Tax, including County Council, Fire and Police is covered within the separate Council Tax setting report)
- Savings / additional income of **£1,127,000**
- Investment in Priorities of **£105,000**
- A capital programme totalling **£9,587,000** over the period 2011 – 2015
- The Treasury Management Statement and Annual Investment Strategy 2011/2012
- The Prudential Indicators

Section 25 Report

(Report of the Chief Finance Officer – Corporate Director (s151))

In setting the Revenue budget for 2011/12 I consider that the proposed budget is robust, and reflects a realistic and prudent view of all anticipated expenditure and income.

The proposed new savings are £1.127m. The achievement of these savings will be crucial in managing within the budget. The risk of this has been mitigated in part by thoroughly reviewing all savings proposals for their robustness, and effective budget monitoring procedures are in place. However, there inevitably remains a risk in delivering on this level of efficiency savings in the year, and there is always potential for delay in achieving savings. Where this occurs, compensating savings will need to be identified. Assumptions are within the 2011/2012 budget that efficiencies of £58k from the 3 month moratorium will be delivered.

The overall level of reserves is considered in detail within the Financial Strategy. In summary I consider that the overall level of reserves is adequate subject to the proposed changes within this report to the Capital Contingency Fund.

The revised Capital Plan and Capital Programme improve the Council's financial management and deliverability of the Council's capital programme whilst providing members the flexibility to consider capital proposals in year against the Council priorities. The significant reduction in interest receipts as a result of the global recession have been factored into the Council's available capital balances, this situation will be reviewed during the year. It is important that proper project management disciplines are followed for schemes within the programme together with regular monitoring to minimise the potential for unexpected overspends.

Within the current economic climate it will be important that close budget monitoring of services which generate income and partnerships takes place. In particular Land Charges, Building Control, Car Parking, Trade Waste and Planning to enable action to be taken in year where necessary.

**FINANCIAL
STRATEGY
2011 - 2015**

FINANCIAL STRATEGY

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1.INTRODUCTION – THE PURPOSE AND SCOPE OF THE FINANCIAL STRATEGY

The Financial Strategy sets out the overall shape of the Council's budget by establishing how available resources will be allocated between services, reflecting Council and community priorities, and therefore providing a framework for the preparation of annual budgets.

The Strategy is linked with and supports service priorities and the Council's other strategies and plans, including but not limited to:

- The Community Plan – Imagine Ryedale
- The Council's Corporate Plan
- The Asset Management Plan
- The IT Strategy
- The Procurement Strategy
- The Capital Strategy
- The Treasury Management Strategy
- The Risk Management Strategy
- The HR Strategy

The focus of the Financial Strategy is on medium and long term planning, and decision making for the future. Whilst the Strategy includes specific proposals for a particular financial year, there should not be an over concentration on just one year's budget. This Strategy seeks to avoid year on year budget setting, and use of short term/one off measures to balance the budget. It is a Strategy for the future, to ensure effective resource planning and the delivery of Corporate Objectives.

In particular it:

- sets out the Council's medium term financial aims and the measures to be taken to ensure they will be achieved;
- sets out the Council's approach to delivering improved services and value for money over the next few years;
- describes the Council's arrangements for developing the financial strategy, including:
 - The identification and prioritisation of spending needs;
 - The key financial influences on the medium term financial planning and the assumptions made in developing the plan;
 - The challenges and risks associated with the plan and how the Council will deal with them.
- sets out the Council's policy on reserves and balances.
- identifies the resource issues and principles, which will shape the Council's Financial Strategy and annual budgets.

The Financial Strategy covers all revenue and capital spending plans of the Authority.

2. OBJECTIVES OF THE FINANCIAL STRATEGY

The Financial Strategy seeks to achieve the following **Objectives**: -

1. Budgets are Prudent and Sustainable in the Long Term,
2. Financial plans recognise corporate Priorities and Objectives,
3. Significant risks are identified, and mitigation factors identified,
4. The Capital Programme is planned over a 4 year period. Borrowing will only take place where there is a clear financial business case to borrow and it meets the requirements of the Prudential Code,
5. Constraints on capital and revenue resources, including the uncertainties around future government funding, are recognised and taken into account,
6. Council Tax increases will be kept below the Government's expected upper level of increase, and the broad anticipated increase for future years will be set out within the Financial Plans, recognising that these increases may be subject to change,
7. Prudent levels of general balances, reserves and contingencies are maintained in the context of an assessment of the risks facing the Council,
8. Value for Money and achievement of improved efficiency and service delivery underpin the Financial Strategy,
9. The Financial Strategy supports the achievement of Excellence in Financial Management and Use of Resources.

3. THE CURRENT FINANCIAL POSITION

The Council's net budget for 2010/11 totals £8.280m after allowing for £100,000 contribution from the General Fund Reserve and is allocated to services as shown below:

Service	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000
Central Services	8,608	9,535	(927)
Cultural & Related Services	3,821	54	3,767
Environmental & Regulatory Services	4,279	1,570	2,709
Planning & Development Services	2,446	998	1,448
Highways & Transport Services	903	1,066	(163)
Housing Services	12,389	11,131	1,258
	32,446	24,354	8,092
General Fund Reserve			(100)
Other Financial Adjustments			288
Net Revenue Budget			8,280
Financed By:			
Government Formula Grant			4,520
Collection Fund Surplus			50
Ryedale District Council Precept			3,710
Total			8,280

Overall Ryedale continues to have a strong financial discipline, which is exemplified by the size and diversity of its balances and its year-on-year budgetary performance. However, revenue spending demands are increasing in several areas.

These spending demands have a fundamental impact on the way in which the Council operates. It has to continually deliver real efficiencies to balance year-on-year financial resources with the high quality services which residents and visitors expect.

Appendix A details the budget pressures and savings proposals for the 2011/2012 budget.

Council Tax pays for 51% of the Council's revenue spending. With 49% of the Council's resources come from central government, the financial strategy is to some extent shaped by factors outside the Council's immediate control. However, there are many facets to an effective financial strategy, and the Council must ensure it proactively manages its resources with a view to ensuring robust financial planning that delivers Council priorities.

External Factors:

Revenue Support Grant and Capital Financing Settlements- In December 2010 Government announced the outcome of its Comprehensive Spending Review 2010 (CSR10) a draft 2 year financial settlement for Local Government covering 2011/2012 and 2012/2013. Whilst the Council has previously seen and supported 3-year finance settlements with the current state of national public spending the two year announcement is welcomed. The Council will support lobbying for early announcements of future years. However, there will remain significant uncertainties in long term planning, as the level of grant is only one part of a complicated set of assumptions in long term financial planning.

Public Spending Plans and National Priorities - It is clear from CSR10 that the Authority will see several years of reducing Government grant support. Public services are however under increased pressure from their customers for improved service provision. In addition new legislation proposals may create burdens as well as opportunities for the Council. This financial strategy seeks to ensure national priorities are considered alongside local priorities.

Efficiencies

The requirement to formally record and report efficiencies has now been removed however the achievement of efficiencies will be essential to balancing the Council's budget with minimal impact to front line services with the likely levels of government Grant support.

These efficiencies have to be achieved through a greater focus on Value for Money and through a culture of innovation. Responsibility for identifying opportunities for efficiency gains are left to individual Councils and it will be up to them to put in place the processes that they need to plan VFM projects, track delivery, measure achievement, and assure service quality. The Council's Corporate Efficiency Programme, with the continuation of the One-11 programme, will be an essential tool in delivering savings to meet the target and to finance other services within the Authority.

Additional Cost Pressures

There has been a trend in local government in recent years for additional cost pressures (for example pay increases, impact of meeting national targets, new duties/legislation) to significantly outweigh increases in Government funding. In addition to this some of the pressures carry significant growth year on year, which is not reflected in Revenue Grant Settlements.

Looking ahead, it is likely that further pressures will be placed upon local authorities resulting in the requirement for authorities to achieve efficiencies/savings. These anticipated pressures are reflected within this financial strategy.

External Funding

The Audit Commission sees the achievement of external funding as a key part in the demonstration of Value for Money. External funding opportunities include European funding, lottery funding, and Yorkshire Forward funding.

The Council must carefully appraise the role that external grant resources can play in meeting its objectives. Decisions about bidding for external grants must be taken in the context of the priorities in the Corporate Plan.

Pensions

The Councils contribution rate for the North Yorkshire Pension Fund is set based up on the returns to the fund and the recovery period for the fund. These are affected by economic fluctuations and with the economic downturn increases in contribution rates may ensue. The contribution rates are established in consultation with the Council based on a triennial review by the actuary. In addition the national review of public sector pensions being

undertaken by Lord Hutton could impact on future costs facing the Council. The next review will take place during 2013/2014 and some estimation of the impact is included in the Financial Strategy.

Significant Partnerships

The following have been identified as the Council's significant partnerships:

- Moors and Coast Tourism Partnership
- Ryedale Strategic Partnership
- North Yorkshire Concessionary Fares Partnership
- North Yorkshire Building Control Partnership
- North Yorkshire Audit Partnership

Changes to the above will take place in 2011/2012 with both the North Yorkshire Concessionary Fares Partnership and Moors and Coast Tourism Partnership both ending. Further partnership working maybe sought to secure efficiency savings in future years. Proper governance and security of Council finances will be an important consideration of any such proposals.

The above is meant to be indicative only as there are many other areas of increased customer expectation, Government priorities or Members' wishes for improved services. As stated these future revenue pressures are increasing amidst a heightened need for moderate Council tax increases although the Government is providing some funding for its new spending pressures. In these circumstances the Council will have to consider further pro-active approaches to reallocation of resources with the attendant consequences for some existing local services as funding is switched to meeting new initiatives.

4. FINANCIAL STRATEGY OBJECTIVES

The following are the objectives of the Council's financial strategy:

Objective 1 - Budgets are Prudent and Sustainable in the Long Term

This seeks to ensure that budgets recognise real cost pressures.

This will be achieved by ensuring:-

- Adequate provision is made for inflation pressures, pay awards, and new legislation
- The revenue budget is not supported by one off savings, or any significant use of reserves
- Effective budget monitoring to ensure early identification of issues and action planning

Objective 2 – Financial Plans Recognise Corporate Priorities and Objectives

This seeks to ensure that financial plans link in with corporate planning and priorities, and that there is provision within the Financial Strategy for growth/development funding on an ongoing basis.

This will be achieved by ensuring:-

- additional investment, and savings proposals make explicit reference to corporate priorities
- Local and national targets are considered
- Long term vision and objectives are considered within the report
- Provision within financial planning figures for growth and contingency amounts based upon perceived risk,
- Review capital prioritisation process/option appraisal

Objective 3 - Significant risks are identified, and mitigation factors identified

Risk Management is crucial in long term planning, and it is essential that the Financial Strategy clearly identifies the associated risks, and that this is supported by an embedded risk management culture within the organisation.

This will be achieved by:-

- Risk management being embedded in corporate and service planning
- Financial risks being specifically considered on an ongoing basis, and specifically reflected within the Financial Strategy

Objective 4 - The Capital Programme is planned over a 4 year period, with no further borrowing planned.

This seeks to ensure that the capital programme is prudent and sustainable, and does not lead to unaffordable revenue implications.

This will be achieved by ensuring: -

- the development of a 4 Year capital programme
- Regular review of reserves and balances
- a Corporate approach to external funding opportunities
- only includes fully evaluated schemes within the programme

Objective 5 - Constraints on capital and revenue resources, including the uncertainties around future government funding, are recognised and taken into account;

It is important that the Financial Strategy is realistic and that there is a corporate awareness of the constraints on Council funding.

This will be achieved by ensuring:-

- specific reference within each financial strategy of constraints, and current issues
- regular reporting to members on local government finance issues
- awareness of the financial position within the organisation through effective Communication

Objective 6 - Council Tax increases will be kept below the Government's expected upper level of increase, and the broad anticipated increase for future years will be set out within the Financial Plans, recognising that these increases may be subject to change.

It is important in developing the financial plan that an assumed Council Tax increase is included, ensuring that financial plans do not place over-reliance upon excessive Council Tax increases.

This will be achieved by ensuring that financial plans take account of this level of Council Tax increase, Government expectations on Council Tax increases, and in particular that target efficiency gains reflect the likely levels of Council Tax. However, it has to be recognised that additional burdens and demands can be placed upon local authorities, and that it may not always be feasible to achieve an increase in Council tax in line with the inflation rate.

Objective 7 - Prudent levels of general balances, reserves and contingencies are maintained in the context of an assessment of the risks facing the Council.

It is important to strike a balance between maintaining adequate reserves and contingencies and delivering priorities and achievement of Value For Money.

This will be achieved by ensuring:-

- an annual review of reserves, linked to corporate priorities and treasury management implications
- that capital reserves are maintained at a level to fund the planned capital programme

Objective 8 - Value for Money and achievement of improved efficiency and service delivery underpin the Financial Strategy

Value For Money should be at the heart of everything the Council does, and the pursuit of improved efficiency and performance needs to be established as an ongoing underlying principle

This is being achieved through:-

- A Corporate Efficiency Programme and One-11 programme to monitor and manage proposed efficiencies
- Ongoing review of costs, challenge and benchmarking with others.

Objective 9 - The Financial Strategy supports the achievement of Excellence in Financial Management and Use of Resources

A Financial Plan in isolation will achieve little. It needs to be supported by:-

- Effective financial governance arrangements
- Financial Management that supports performance
- Effective Monitoring arrangements
- Effective Financial Reporting

This will be achieved by

- Implementation of the action plans following external inspection
- Developing the financial culture within the Council
- Financial reporting and documentation based upon stakeholder needs
- Maintaining the quality and performance of the Financial Systems
- Training and Development – finance/non finance
- Integration of financial and non financial performance measures

5. THE REVENUE PLAN 2011-2015

The medium term revenue plan is based on an analysis of the key influences on the Council's financial position and an assessment of the main financial risks facing the Council. The financial forecast is based on the following factors and assumptions:

Local Government Finance Settlement

The Council receives external support from Central Government through the distribution of resources within the Local Government Finance Settlement. The distribution is made in accordance to authorities' relative needs with a mechanism for protection against detrimental changes in grant allocations. Approximately 49% of the Councils net expenditure is financed from the Local Government Finance Settlement.

To strengthen financial stability and promote medium term financial planning this external funding has been announced for 2 years starting in 2011/12.

The 2-year finance settlement for the Council identified grant reductions of 15.8% in 2011/2012 and 12.8% reduction in 2012/2013. Proposals beyond this are not known, however predictions are that funding support will continue to be cut.

Council Tax

In accordance with Objective 6 of this Financial Strategy, the plan makes a clear assumption that future Council Tax increases will be restricted to below Government upper limits. The Government have said that they expect the overall increase in Council Tax to be substantially below 5%.

The proposed Council Tax increase for 2011/12 is 0%. Future years Council Tax rises are provisionally predicted at 2.5%.

Inflation rates and pay increases

The medium term plan makes provision for inflation and pay awards as follows:
Inflation: a composite rate of approximately 3% has been used for non-salary expenditure budgets.

Pay awards: an estimated increase of 0% has been included for 2011/12, however provision for a pay rise of £250 for all those earning under £21,000

has been provided in line with Government recommendations. Future years are based on a 1% increase.

The ongoing effect of existing policies and priorities

The ongoing effect of current policies is included in the plan. These additional costs include planned changes in the contribution rate to the Pension Fund, Salary Increments, investment in the Local Development Framework and revenue implications of capital projects.

Growth and Contingency

The plan assumes provision for growth/contingency as follows:-

2011/12 - £105,000

2012/13 - £100,000

2013/14 - £100,000

2014/15 - £100,000

In 2011/2012 this provision has been allocated to the extension of plastics recycling and revenue subsidy for the Malton Sports Centre with the remainder to meet one-off initiatives for winter weather equipment and parish planning.

Provision is included for years 2012 onwards, to recognise the likelihood of additional burdens/pressures upon the Council.

Efficiency savings

The Council no longer has efficiency targets set by Government, which are now abolished. The Budget for 2011/2012 includes estimated efficiency and other savings of £1,127k. These have been primarily delivered through the Corporate Efficiency Programme – the One-11 programme.

The Corporate efficiency Programme will be the tool for identification, monitoring and delivery of the efficiencies required for the Councils financial strategy. However, in recognising the need to achieve such a scale of transformation the Council needs to look closely at all areas of potential efficiency including partnership working, shared services, procurement, trusts and streamlining services.

Risks, contingencies and balances

There are significant risks inherent in the Medium Term Plan for the reasons summarised above and exemplified in the section below. A number of key items in the plan cannot be estimated with accuracy and the figures in the plan assume that significant savings will be made. In this situation it is essential to maintain sufficient balances, not only to deal with unforeseen events but also to cover the potential risk of not achieving the savings required.

6. DEVELOPMENT OF THE FINANCIAL STRATEGY

As noted above, the development of the budget and medium term financial plan is driven by the Council's priorities.

The Council already have in place a comprehensive Financial Strategy, and this document represents an update to the existing Strategy. The objectives are to:

- help Members to determine priorities;
- forecast the changes in demand for services;
- identify the likely financial implications of changes in legislation;
- demonstrate the future cost of policies or proposals;
- match the demand for spending with the resources likely to be available;
- and
- provide a financial framework within which services and individual managers can plan their services.

The budget process

The Financial Strategy comprises a 4-year revenue plan and a 4-year capital plan.

The plans will be reviewed annually and rolled forward by a year. The process, from the start of the review of the financial plans through to the approval and allocation of budgets, spans the whole year.

One of the key features of the budget processes is the linkage between the corporate financial requirements and the operational needs and demands of the Council. This will be done through the Service Delivery Plans that identify funding requirements for the revenue and capital budget, performance outcome expectations and risk assessments.

Consultation and Communication

There is a need for this Strategy to be effectively communicated to staff and key stakeholders. In addition, it is important that in the development of the Strategy, allocations of resources, and the setting of Council Tax that there are effective consultation mechanism in place.

Looking ahead the following broad actions are planned to ensure effective communication and consultation:-

- Budget Consultation – working with Parish Council's and meeting with harder to reach groups.
- Regular communication with staff at all levels, and with unions

Budget Monitoring arrangements

It is essential that the financial plan is regularly monitored, with the progress being reported to Members. This will be done through the issuing of monthly revenue and capital monitoring reports to Corporate Management Team, and quarterly financial and performance monitoring reports to the Resources Working Party and then onto the Policy and Resources Committee.

The monitoring process focuses on high risk budgets and involves:

- Regular reviews/dialogue between finance staff and service managers with timely and accurate budget monitoring information
- Quarterly service level performance review boards incorporating budgets and financial performance.

The process requires budget holders to explain the reasons for any significant variances and Heads of Service to identify ways in which such variances can be managed within their total resources available. This is one of the key principles underlying this strategy – that growth items are wherever possible accommodated from existing resources. To achieve this requires a culture of financial awareness within the authority and this is seen as a key priority.

7. CAPITAL PLANS

The capital strategy is the key vehicle for developing long term change to deliver the key priorities and corporate objectives.

a) Prioritisation methodology

The Council has developed a prioritisation process that allows members and officers to focus on corporate priorities when formulating spending proposals and ensures that any resources available can be allocated in the context of the Council's priority needs.

This prioritisation methodology will be applied to all proposals, regardless of the source of funding, prior to any decision being made to apply for external capital support such as grant funding, so that the Council can ensure that they form part of an overall capital investment strategy.

b) Engagement with partners of the community

The Council is committed to seeking out innovative partnership and funding opportunities in order to deliver the capital strategy and achieve best value.

The Council has worked closely with funding partners (particularly Yorkshire Forward and Government Office). Future projects will continue to be developed through partnership working. The Council also recognises the importance of increased community engagement and participation as fundamental to the quality of public services and the health of community life. The Council will therefore seek to develop major projects with the full involvement of local communities and ensure appropriate consultation prior to scheme approval.

c) Affordability of funding

Financing the Capital Programme for the Future

Resources to fund capital spending are provided from central government grants, with other external grants and contributions sought. Council funding in the form of capital receipts, use of reserves, borrowing and from revenue sources make up the balance of resources. However, grants provided by central government and resources from other external agencies are often specific to an individual scheme and cannot be used for any other purpose by the Council. The Council has limited scope to generate significant capital receipts other than through the sale of Wentworth Street Car Park, approved in November 2010.

(d) Integration of Capital and Revenue Decision-Making

The Prudential Code

Under the Prudential Regime, which has operated since April 2004, the Council has the responsibility to demonstrate that its capital investment programme is affordable, prudent and sustainable. The Prudential Code requires that this is done by calculating specific indicators for capital expenditure and financing and by setting borrowing limits. The indicators and borrowing limits for the current and next two years are set out at Appendix B.

Revenue Implications

The revenue implications of funding the capital programme are built into the medium term financial forecasts.

(e) Framework for Managing and Monitoring the Capital Programme

The Corporate Director (s151) has overall responsibility for the preparation and monitoring of the Council's capital programme and for reporting the outcome to members. The process involves:

- Reviewing the capital programme annually.
- Reviewing the current and estimated future availability of external earmarked funding and other opportunities for obtaining or bidding for additional capital resources.
- Prioritising and appraising any new proposals against agreed corporate criteria.
- Preparing the Council's capital programme, strategy and consultation process.
- Monitoring progress in achieving the capital programme objectives.
- Ensuring that the outcomes of investment are reported to members.
- Ensuring there are effective arrangements for project planning and project evaluation.
- Issuing corporate guidance to ensure that there is a consistent approach across all service areas.

- Reviewing and monitoring the Council's capital resources and asset disposal programme.

Full details of the programme together with funding streams are attached at Appendix D. The programme is split into six sections:

- Asset Management
- Priority Aims
- Major Schemes
- Externally Funded Schemes
- Other

Schemes relating to Asset Management comprise all those that will result in the Council's assets being improved. These can include works to land and buildings or IT upgrades of either hardware or software.

Schemes under Priority Aims are those where the Council has taken a deliberate decision that these will help satisfy its corporate objectives/key priorities.

8. BALANCES AND RESERVES

The Local Government Act 2003 places a specific duty on the Chief Finance Officer, i.e. the Corporate Director (s151), to make a report to the authority when it is considering its budget and the level of the Council Tax. This report must deal with the robustness of the estimates and the adequacy of reserves allowed for in the budget proposals. The Council must have regard to this report in making their decisions.

The Council also has a fiduciary duty to local taxpayers and the Corporate Director (s151) must be satisfied that the decisions taken on the level of balances and reserves represent the proper stewardship of funds.

In assessing the adequacy of the contingencies, balances and reserves, the Director takes account of the key financial assumptions underpinning the budget, together with an assessment of the Council's financial management arrangements. This assessment will include a review of past performance and external influences on the financial plan, and full consideration of the risks and uncertainties associated with the plan, their likelihood and potential impact.

The Council's policy is to maintain its contingencies, balances and reserves at levels that are prudent but not excessive.

Appendix C details the position on the Councils Reserves

9. IMPACT/RISK ASSESSMENT

This section recognises the challenges and risks that have implications for the Council's financial position in the medium term. This assessment of risk is an essential element of the budget process; it is used to inform decisions about the appropriate levels of contingencies and reserves that may be required and to indicate priorities for financial monitoring.

Managing Risk is an important part of the Financial Strategy. In addition to the Corporate Risk Register each service maintains its own risk register and these will be reported to the Overview and Scrutiny Committee during the forthcoming year.

The key risks identified for 2011/12 and in the medium term are listed below, together with comments on how they will be managed:

Issue/Risk	Consequences if allowed to happen	Likelihood	Impact	Mitigation	Mitigated Likelihood	Mitigated Impact
Fluctuations in inflation, Government grants, and changes in Government legislation	Council unable to set a balanced budget without significant cuts to services and service quality, adverse external inspection, excessive call on Council reserves	Very Likely	Major	Keep under review through the financial strategy. Consider fully any changes in legislation. Ensure minimum reserves are maintained to mitigate the risk. Ensure authorities interests are represented through the LGA/other groups. Ensure Longer Term plans for significant variations are in place.	Very Likely	Medium
Budgets are overspent	Unplanned use of reserves which may impact on future year Council Tax, adverse external inspection	Not Likely	Major	Robust budget setting, challenging budget provision. Regular monitoring with corrective actions. Develop a culture of financial awareness. Effective project planning and management. Ensure sufficient contingency sums. Review of any material overspends.	Not Likely	Minor
Savings are not achieved	If compensating savings not identified unplanned use of reserves, potential for cuts to services or service levels	Likely	Major	Regular budget monitoring to identify issues at an early stage. Corporate efficiency programme. Detailed scrutiny and review of all savings proposals.	Not Likely	Minor
Changes in demand/usage levels affecting income from fees and charge	Unplanned use of reserves with potential to impact on future Council Tax levels or requiring cuts to services or service levels	Very Likely	Major	Ensure regular monitoring Review trends Take appropriate action Ensure base income budgets are realistic.	Likely	Medium

Budget does not reflect corporate priorities	Council fails to achieve Corporate plan with consequent impact on Community Plan. Adverse external inspection.	Not Likely	Major	Ensure corporate involvement in the process. Early consideration of budget pressures and legislation changes. Regular reporting to members. Approved scoring criteria for prioritising capital schemes	Not Likely	Minor
The capital programme is not affordable	Council may need to remove existing planned schemes from the programme or use reserves earmarked for other purposes. Adverse External inspection.	Likely	Major	Schemes are monitored and reported on a regular basis. Financing profile based on realistic assumptions. Ensure only fully evaluated schemes are included within the programme with sufficient contingency sums.	Not Likely	Medium
Poor budget planning with decisions being made without proper consideration/consultation	Council fails to meet community needs, adverse impact on Corporate and Community Plan. Adverse external inspection	Likely	Major	Develop a long-term financial strategy. Set out a clear budget timetable. Regular updates to Members. Effective ongoing consultation processes.	Not Likely	Minor
Decision on Pension fund contribution rates create future significant cost pressure	Additional savings/cuts to services required in future years	Likely	Major	Market interest rates and investment returns are expected to improve. National review of Pension scheme could alter benefits and Authority contributions. Next triennial review will take place in potentially improved situation for Grant settlements	Likely/not Likely	Medium

10. CONCLUSION

This Financial Strategy sets out a range of proposals regarding the future management of resources and delivery of priorities.

The Strategy is underpinned by nine key Objectives, which are set out within section 2.

The process of developing the Financial Strategy is ongoing. Although there is a considerable amount of work to be done, and further improvements to be made, the Council has put in place the framework for ensuring a strong financial base that delivers priorities. This strong financial base has been previously commented upon within External Audit reports, with the Council receiving high scores for its financial management and reporting.

As far as possible, the plan anticipates future needs and recognises the financial uncertainties, risks and challenges faced by the Council. The Council has in place rigorous financial monitoring and aims to ensure it hold balances and reserves that are considered adequate without being excessive.

Consequently, Ryedale now has in place a sound Financial Strategy and a robust financial plan that is designed to support the delivery of the targets in the Corporate Plan and meet the Council's Objectives.

APPENDIX A

2011/2012 Budget Pressures

		£'000
Local Authority Business Growth Incentive (LABGI)	Cessation of government grant scheme	20
HB/CTB Admin Grant	Reduction in government grant to administer housing benefit and council tax benefit claims	15
Area Based Grant	Net effect of reduction in government grant	8
Car Parks	Loss of ticket and permit income	27
Trade Waste	Reduction in number of contracts	25
Land Charges	Reduction in income	18
Total		113

2011/2012 Meeting Priorities

		£'000
Malton Dry Sports Centre	Provision for maximum contribution to running costs of the centre	50
Plastics and Cardboard Recycling	Rollout of kerbside collection district wide during the year	30
Winter Weather Equipment	One-off investment in equipment for communities	20
Parish Planning	Initiative to support parishes for one year only	5
Total		105

2011/2012 Savings Proposals

Proposal	Savings £'000	Risk L/M/H
Efficiency & Budget Reduction Savings		
One-11 Programme Salary Savings	505	L
One-11 Root and Branch Budget Review -	100	L
External Audit Fees	30	M
Housing Strategy	20	L
Risk Management	10	L
Business Rate Hardship Relief	10	L
Fund Manager Fees	5	L
Income Generation		
Development Control Fees	50	M
Street Naming	25	L
Transfer of Responsibility		
Concessionary Fares	240	L
Other Savings		
Pay Award 2009/2010 (zero)	70	L
Restructure Provision	50	L
Service Cuts		
Distribution of Ryedale news	12	L
Total of Savings	1,127	

APPENDIX B

Medium Term Revenue Budget Forecast

Committee	2010/11 Estimate £'000	2011/12 Projection £'000	2012/13 Projection £'000	2013/14 Projection £'000	2014/15 Projection £'000	Notes
Base Budget and Inflation						
Base Budget		8280	7366	6973	6917	1
Pay Increase & General Inflation		116	146	149	152	2
		8396	7512	7122	7069	
Add Future Cost Increases						
Budget Pressures		113	5	0	100	3
Meeting Priorities		105	100	100	100	4
Capital Programme Borrowing		0	63	82	0	5
Deduct Future Savings						
Efficiency & Other Savings (net)		-1127	-707	-387	-400	6
Other Net Movements		-28	0	0	0	
Movement to / from Reserves		-93	0	0	0	7
Net Revenue Budget	8280	7366	6973	6917	6869	
Financing						
Government Grant Settlement	4520	3599	3113	2957	2809	8
Collection Fund Surplus	50	52	50	50	50	9
Council Taxpayers	3710	3715	3810	3910	4010	9
Budget Requirement	8280	7366	6973	6917	6869	

APPENDIX B (continued)

Medium Term Revenue Budget Forecast

NOTES

1. The base budget is updated each year to take account of inflation and growth factors in the previous year.
2. The budget for 2011/12 includes a pay award provision of £250 for employees earning less than £21,000. An increase of 1% has also been used for the following three years. A provision is included for annual increments to cover the progress up the salary grade of new starters. General Inflation of 3% is included for increases of expenditure for 2010/11 and 3% for subsequent years. It is netted off with anticipated increases in income at the inflation level.
3. Provision is included for the likelihood of additional spending pressures. They include the impact of further reductions in general and specific grants from Central Government and less income from service charges e.g. car parks, land charges etc. It is projected that after the next triennial valuation by the Actuary in 2014 there may be a need to increase contributions to the pension fund.
4. The existing policies and planned priorities such as the provision of a Sports Centre for the community use at Malton School and rollout of the kerbside collection of plastics and cardboard recycling will have revenue implications. Additional resources have been earmarked solely in 2011/12 to provide for community winter weather equipment and support for parish planning.
5. Members have agreed to include in the Capital Programme the A64 upgrade at the Brambling Fields junction on the understanding that borrowing may be required to finance this scheme.
6. The one-11 programme has delivered significant savings for the 2011/12 budget, however, subsequent to the publication of the Comprehensive Spending Review (CSR10) in December further efficiency and other savings will be required to balance the budget in future years.
7. The government has announced its intention to provide local authorities additional grant providing they freeze the council tax for 2011/12 at the current level. This is equivalent to £93k for this council and has initially been met by an equivalent sum being drawn down from the Council's General Reserve.
8. The Formula Grant from Central Government for 2011/12 was considerably reduced by £921k (20.4%). The government has announced a provisional settlement for 2012/13 with a further reduction in grant of £486k (13.5%). Projections are made for a 5% cut for each of the two subsequent years.
9. The district rate Council Tax is assumed not to increase for 2011/12, whilst future years Council Tax rises are predicted at 2.5%. An adjustment has been made for a small increase in the council tax base. The Collection Fund Surplus is estimated to be £50,000 each year.

Prudential Indicators**Total Capital Expenditure**

The actual capital expenditure that was incurred in 2009/10 and the estimates of capital expenditure to be incurred for the current and future years that are recommended for approval are:

	2009-10 Actual £'000	2010-11 Forecast £'000	2011-12 Estimate £'000	2012-13 Estimate £'000	2013-14 Estimate £'000
Total Capital Programme	1,589	4,629	5,802	2,425	680
Finance Leases	0	253	0	0	0
Total Capital Expenditure	1,589	4,882	5,802	2,425	680

Ratio of Financing Costs to Net Revenue Stream

Estimates of the ratio of financing costs to net revenue stream for the current and future years, and the actual figures for 2009/10 are:

	2009-10 Actual	2010-11 Forecast	2011-12 Estimate	2012-13 Estimate	2013-14 Estimate
Estimate of ratio of financing costs to net revenue stream	-1.12%	1.03%	1.11%	1.58%	0.72%

Capital Financing Requirement

Estimates of the Capital Financing Requirement for the Authority for the current and future years and the actual Capital Financing Requirement at 31 March 2010 are:

2009-10 Actual £'000	2010-11 Forecast £'000	2011-12 Estimate £'000	2012-13 Estimate £'000	2013-14 Estimate £'000
556	639	1,383	2,346	2,138

The Capital Financing Requirement (CFR) measures the authority's underlying need to borrow for a capital purpose.

CIPFA's Prudential Code for Capital Finance in Local Authorities' includes the following as a key indicator of prudence:

"In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and the next two financial years."

The Corporate Director (s151) reports that the authority had no difficulty meeting this requirement in 2009/10, nor are any difficulties envisaged for the current or future years. This view takes into account current commitments, existing plans, and the proposals in this budget report.

Authorised Limit for External Debt

In respect of its external debt, it is recommended that the Council approves the following authorised limits for its total external debt gross of investments for the next three financial years, and agrees the continuation of the previously agreed limit for the current year since no change to this is necessary. These limits separately identify borrowing from other long-term liabilities such as finance leases. The Council is asked to approve these limits and to delegate authority to the Corporate Director (s151), within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long term liabilities, in accordance with option appraisal and best value for money for the authority. Any such changes made will be reported to the Council at its next meeting following the change.

	2010-11 £'000	2011-12 £'000	2012-13 £'000	2013-14 £'000
Borrowing	20,000	20,000	20,000	20,000
Other Long Term Liabilities	0	0	0	0
Authorised Limit	20,000	20,000	20,000	20,000

The Corporate Director (s151) reports that these authorised limits are consistent with the Authority's current commitments, existing plans and the proposals in this budget report for capital expenditure and financing, and with its approved treasury management policy statement and practices. The Corporate Director (s151) confirms that they are based on the estimate of most likely, prudent but not worst case scenario, with in addition sufficient headroom over and above this to allow for operational management, for example unusual cash movements. Risk analysis and risk management strategies have been taken into account; as have plans for capital expenditure, estimates of the capital financing requirement and estimates of cashflow requirements for all purposes.

Operational Boundary for external debt

The Council is also asked to approve the following operational boundary for external debt for the same time period. The proposed operational boundary for external debt is based on the same estimates as the authorised limit but reflects directly the Corporate Director's (s151) estimate of the most likely, prudent but not worst case scenario, without the additional headroom included within the authorised limit to allow for example for unusual cash movements, and equates to the maximum of external debt projected by this estimate. The operational boundary represents a key management tool for in year monitoring by the Corporate Director (s151). Within the operational boundary, figures for borrowing and other long-term liabilities are separately identified. The Council is also asked to delegate authority to the Corporate Director (s151); within the

total operational boundary for any individual year; to effect movement between the separately agreed figures for borrowing and other long term liabilities, in a similar fashion to the authorised limit. Any such changes will be reported to the Council at its next meeting following the change.

	2010-11 £'000	2011-12 £'000	2012-13 £'000	2013-14 £'000
Borrowing	5,000	5,000	5,000	5,000
Other Long Term Liabilities	0	0	0	0
Operational Boundary	5,000	5,000	5,000	5,000

The Council's actual external debt at 31 March 2010 was nil. It should be noted that actual external debt is not directly comparable to the authorised limit and operational boundary, since the actual external debt reflects the position at one point in time.

In taking its decisions on this budget report, the Council is asked to note that the Authorised Limit determined for 2011/12 (see above) will be the statutory limit determined under section 3(1) of the Local Government Act 2003.

Estimate of Incremental Impact of Capital Investment

The estimate of the incremental impact of capital investment decisions proposed in this budget report, over and above capital investment decisions that have previously been taken by the Council are:

For the Band D Council Tax	2011/12	2012/13	2013/14
	£6.99	£10.85	£12.76

These forward estimates are not fixed and do not commit the Council.

Consideration of options for the capital programme

In considering its programme for capital investment, the Council is required within the Prudential Code to have regard to:

- affordability, e.g. implications for Council Tax
- prudence and sustainability, e.g. implications for external borrowing
- value for money, e.g. option appraisal
- stewardship of assets, e.g. asset management planning
- service objectives, e.g. strategic planning for the authority
- practicality, e.g. achievability of the forward plan.

A key measure of affordability is the incremental impact on the Council Tax, and the Council could consider different options for its capital investment programme in relation to their differential impact on the Council Tax.

Key Reserves and Balances

	General Reserve	Capital Fund	Capital Receipts	Capital Grants & Conts	Total
	£'000	£'000	£'000	£'000	£'000
Balance as at 1 April 2010	632	3,524	5,155	-	9,311
Add					
Estimated Income During Year:					
Contribution from General Fund	-	53	-	-	53
Interest on Investment of Balances	-	130	-	-	130
Capital Receipts	-	-	20	-	20
Capital Grants & Contributions	-	-	-	736	736
	632	3,707	5,175	736	10,250
Deduct					
Estimated Expenditure During Year:					
Transfer to General Fund	-85	-	-	-	-85
Capital Expenditure	-	-968	-2,925	-736	-4,629
Estimated Balance 31 March 2011	547	2,739	2,250	-	5,536
Add					
Estimated Income During Year:					
Contribution from General Fund	-	75	-	-	75
Interest on Investment of Balances	-	120	-	-	120
Capital Receipts	-	-	50	-	50
Capital Grants & Contributions	-	-	-	829	829
	547	2,934	2,300	829	6,610
Deduct					
Estimated Expenditure During Year:					
Transfer to General Fund	-193	-	-	-	-193
Capital Expenditure	-	-1,869	-2,194	-829	-4,892
Estimated Balance 31 March 2012	354	1,065	106	-	1,525
Add					
Estimated Income During Year:					
Contribution from General Fund	-	75	-	-	75
Interest on Investment of Balances	-	160	-	-	160
Capital Receipts	-	-	50	-	50
Capital Grants & Contributions	-	-	-	195	195
	354	1,300	156	195	2,005
Deduct					
Estimated Expenditure During Year:					
Transfer to General Fund	-	-	-	-	-
Capital Expenditure	-	-1,020	-50	-195	-1,265
Estimated Balance 31 March 2013	354	280	106	-	740
Add					
Estimated Income During Year:					
Contribution from General Fund	-	75	-	-	75
Interest on Investment of Balances	-	280	-	-	280
Capital Receipts	-	-	50	-	50
Capital Grants & Contributions	-	-	-	195	195
	354	635	156	195	1,340
Deduct					
Estimated Expenditure During Year:					
Transfer to General Fund	-	-	-	-	-
Capital Expenditure	-	-435	-50	-195	-680
Estimated Balance 31 March 2014	354	200	106	-	660

APPENDIX E

RYEDALE DISTRICT COUNCIL - PROPOSED CAPITAL PROGRAMME 2010/11 TO 2014/15

Cttee	Category / Scheme	2010/11 Rev Est £'000	2010/11	2011/12	2012/13	2013/14	2014/15	Total	External	Net RDC	Comments	External Funding Assumptions		Revenue Implications														
			Forecast £'000	Estimate £'000	Estimate £'000	Estimate £'000	Estimate £'000	Cost £'000	Funding £'000	Cost £'000		£'000	Comments	2010/11	2011/12	2012/13	2013/14	2014/15	Comments									
ASSET MANAGEMENT																												
CB	Car Parks Major Repairs	86	86	30	30	0	0	146	0	146	In accordance with Asset Mgt Plan, Health & Safety risk	0		0	0	0	0	0										
CB	Ryedale Pool Major Repairs	40	40	0	0	0	0	40	0	40	In accordance with Asset Mgt Plan, Health & Safety risk	0		0	0	0	0	0										
CB	Vehicle Replacement Programme	170	0	430	0	0	0	430	50	380	Replacement for recycling and grass cutting services	50	NYCC Recycling Reward Grant	0	0	0	0	0										
CB	Derwent Pool Remodel Reception	59	59	0	0	0	0	59	0	59	Revenue savings to be secured from reduction in separate office costs	0		-7	-7	-7	-7	-7	Invest to save									
CB	Public Conveniences Refurbishment	89	89	30	0	0	0	119	0	119	Refurbishment of 3 sites	0		0	0	0	0	0										
CB	Wall Repairs Land Castlegate Malton	150	60	90	0	0	0	150	0	150	Repairs to boundary walls	0		0	0	0	0	0										
CB	Recreational Open Space Development	32	32	0	0	0	0	32	0	32	Implement improvements identified in ILAM report	0		0	0	0	0	0										
CB	Equipment for Plastics and Cardboard Recycling	0	0	135	0	0	0	135	0	135	Rollout of fortnightly plastics and cardboard kerbside collection	0		0	30	80	80	80	Operational									
P&R	Energy Efficiency Improvements to Council Property	293	100	218	0	0	0	318	0	318	Efficient energy use, reduce pollution	0		0	0	0	0	0										
P&R	Major Repair & Replacement Programme RDC Property	105	105	15	0	0	0	120	0	120	Planned maintenance programme in accordance with Asset Mgt Plan	0		0	0	0	0	0										
P&R	ICT Strategy Provision	631	631	180	0	0	0	811	97	714	Investment programme aimed at generating revenue efficiency savings	97	DCLG	0	0	0	0	0										
P&R	Property Condition Survey	208	208	125	125	125	125	708	0	708	Programme of minor capital works to property portfolio	0		0	0	0	0	0										
P&R	Ryedale House Public Areas	100	0	100	0	0	0	100	0	100	Minor capital works to Council Reception area	0		0	0	0	0	0										
		1,963	1,410	1,353	155	125	125	3,168	147	3,021		147		-7	23	73	73	73										
PRIORITY AIMS - HOUSING																												
CB	Aff Hsg Init - Home Repair Loans	160	160	165	170	170	170	835	0	835	Equity loans to applicants	0		0	0	0	0	0										
CB	Aff Hsg Init - HMO Grant	0	0	30	30	30	30	120	0	120	Improvement/repair work to help owners comply with licensing	0		0	0	0	0	0										
CB	Aff Hsg Init - Empty Property Grant	0	0	30	30	30	30	120	0	120	Bring property back into use; tenancy nomination rights	0		0	0	0	0	0										
CB	Aff Hsg Init - Exception Sites Land Purchase	100	100	0	0	0	0	100	0	100	Contribution to RSL land acquisitions	0		0	0	0	0	0										
CB	PS Renewal - Disabled Facilities Grant	357	357	315	325	325	325	1,647	974	673	Improve access to and within properties for people	974	DCLG	0	0	0	0	0										
CB	Mortgage Rescue Scheme	161	0	161	0	0	0	161	0	161	Scheme in partnership with Registered Social Landlord	0		0	0	0	0	0										
		778	617	701	555	555	555	2,983	974	2,009		974		0	0	0	0	0										
PRIORITY AIMS - JOBS																												
P&R	Provision for Managed Workspace Facilities	550	0	0	550	0	0	550	0	550	Provision for contribution to external scheme	0		0	0	0	0	0										
		550	0	0	550	0	0	550	0	550		0		0	0	0	0	0										
MAJOR SCHEMES																												
CB	Dry Sports Centre Malton School	1,500	1,500	0	0	0	0	1,500	0	1,500	Grant to Malton School to provide leisure facilities for community use	0		0	50	50	50	50	Operational									
P&R	A64 Brambling Fields Junction Upgrade	420	210	1,000	1,160	0	0	2,370	300	2,070	Contribute to upgrade for improvement to traffic management in Malton	300	Developers Contributions	0	0	63	145	145	Borrowing									
P&R	Purchase of Property in Malton / Norton Area	0	0	1,200	0	0	0	1,200	500	700	Accommodation for RCVA, CAB & NYCC functions	500	NYCC	0	0	0	0	0										
		1,920	1,710	2,200	1,160	0	0	5,070	8000	4,270		800		0	50	113	195	195										
EXTERNALLY FUNDED SCHEMES AT A HIGH RATE																												
CB	Private Sector Housing Grants	229	229	0	0	0	0	229	229	0	Grant to support Energy Efficiency, Decent Homes, Empty Properties	229	100% DCLG	0	0	0	0	0										
		229	229	0	0	0	0	229	229	0		229		0	0	0	0	0										
OTHER SCHEMES																												
CB	Helmsley Sports	500	0	500	0	0	0	500	0	500	Grant for the redevelopment of existing sports facilities in Helmsley	0		0	0	0	0	0										
CB	Pickering Flood Defence	200	400	400	0	0	0	800	0	800	Major grant contribution to Environment Agency scheme	0		0	0	0	0	0										
CB	Ryedale Folk Museum	230	0	230	0	0	0	230	0	230	Grant for the purchase & development of building for Harrison Collection	0		0	0	0	0	0										
CB	Environmental Improvements Norton	60	60	0	0	0	0	60	0	60	Enhancement to basic scheme e.g. street furniture	0		0	0	0	0	0										
CB	Vale of Pickering Channel Management Pilot	15	15	8	5	0	0	28	0	28	Contribution to joint funded project	0		0	0	0	0	0										
CB	Malton Museum Relocation	0	0	60	0	0	0	60	0	60	Contribution to relocate the Malton Museum to the Derwent Fort site	0		0	0	0	0	0										
P&R	Former Town Hall Malton - Roof Repairs	86	86	0	0	0	0	86	0	86	Work required under terms of lease	0		0	0	0	0	0										
P&R	Former Town Hall Malton - Stonework Repairs	52	52	0	0	0	0	52	0	52	Work required under terms of lease	0		0	0	0	0	0										
P&R	Assembly and Milton Rooms - Preservation Works	350	50	300	0	0	0	350	0	350	Work required under lease to prevent further deterioration of building	0		0	0	0	0	0										
P&R	Householder Flood Resistance Grants Scheme	0	0	50	0	0	0	50	0	50	Facilitate small scale work to reduce impact of flooding to households	0		0	0	0	0	0										
		1,493	663	1,548	5	0	0	2,216	0	2,216		0		0	0	0	0	0										
TOTAL OF PROPOSED CAPITAL PROGRAMME												6,933	4,629	5,802	2,425	680	680	14,216	2,150	12,066	TOTAL	2,150	TOTAL	-7	73	186	268	268

APPENDIX E (continued)

CAPITAL RESOURCES AVAILABLE FOR NEW SCHEMES		£150k	
CAPITAL INVESTMENT PLAN - POTENTIAL SCHEMES	Net Cost RDC £'000	Annual Revenue Implication £'000	
Heart of Malton Project	TBC	0	Includes Milton Rooms, Assembly Rooms & Caretaker House and public realm improvements
Provision for an Economic Development Scheme	750	0	Site acquisition & infrastructure works
Regeneration Schemes Pickering / Kirkbymoorside	500	0	Contribution to development & design costs and minor public realm improvements
Livestock Market	1,000	0	Contribution to relocation
Milton Rooms Phase 2	650	0	Work under terms of lease
Relocation of Bridge House	100	0	Contribution to RSL scheme
Recreational Open Space Development Phase 2	30	0	Implement further improvements to open space areas
PROVISION FOR INVESTMENT OPPORTUNITIES			
Land and Property Acquisitions	N/A	N/A	Possible acquisitions
Environmental Improvement Schemes	N/A	N/A	Mitigation against adverse environmental impact

CAPITAL PROGRAMME 2010/11 TO 2014/15 - SUMMARY OF FUNDING

Source of Funding	2010/11 Rev Est Funding £'000	2010/11	2011/12	2012/13	2013/14	2014/15	Total	Scheme
		Forecast Funding £'000	Estimate Funding £'000	Estimate Funding £'000	Estimate Funding £'000	Estimate Funding £'000	Estimate Funding £'000	
External Grants and Contributions								
Department Constitution & Local Government	200	200	189	195	195	195	974	Private Sector Renewal - Disabled Facilities Grant
Department Constitution & Local Government	229	229	0	0	0	0	229	Private Sector Housing Grant
Department Constitution & Local Government	0	97	0	0	0	0	97	ICT Strategy
North Yorkshire County Council (NYCC)	50	0	550	0	0	0	550	Vehicle replacement programme £50k, acquisition of property in Malton / Norton area £500k
Developers Contributions	0	210	90	0	0	0	300	A64 Brambling Fields junction upgrade
Total External Grants and Contributions	479	736	829	195	195	195	2,150	
Ryedale DC Funding of Schemes	6,454	3,893	4,973	2,230	485	485	12,066	
TOTAL FUNDING OF CAPITAL PROGRAMME	6,933	4,629	5,802	2,425	680	680	14,216	

REVENUE

BUDGET

2011-2012

COUNCILLOR C R WAINWRIGHT

Chairman of the Policy & Resources Committee

P D CRESSWELL

Corporate Director (s151)

REVENUE BUDGET 2011–2012

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**GENERAL FUND
SUMMARY**

GENERAL FUND SUMMARY

2009/10 Actual £	2010/11 Original Estimate £	2010/11 Revised Estimate £	Service	2011/12 Original Estimate £
			CENTRAL SERVICES	
773,874	907,120	937,800	Central Services to the Public	921,560
1,342,059	1,471,810	1,458,540	Corporate & Democratic Core	1,367,770
198,487	82,540	527,150	Non Distributed Costs	78,880
-498,902	-3,246,510	-3,578,300	Other Operating Income & Expenditure	-3,608,930
1,815,518	-785,040	-654,810	Total	-1,240,720
1,488,521	3,767,280	3,012,730	CULTURAL & RELATED SERVICES	2,154,210
2,492,037	2,709,490	3,138,340	ENVIRONMENTAL & REGULATORY SERVICES	3,121,240
-137,806	-163,170	-187,030	HIGHWAYS & TRANSPORT SERVICES	-435,240
859,835	1,257,880	1,396,000	HOUSING SERVICES	1,222,450
1,732,022	1,493,620	1,574,830	PLANNING SERVICES	2,543,990
8,250,127	8,280,060	8,280,060	NET EXPENDITURE	7,365,930

2009/10 Actual £	2010/11 Original Estimate £	2010/11 Revised Estimate £	Service by Committee	2011/12 Original Estimate £
4,583,604	7,368,570	7,250,780	COMMISSIONING BOARD	6,044,090
3,666,523	911,490	1,029,280	POLICY & RESOURCES COMMITTEE	1,321,840
8,250,127	8,280,060	8,280,060	NET EXPENDITURE	7,365,930

NOTES

The preparation of this budget is in compliance with the Best Value Accounting Code of Practice and it is presented using the mandatory division of service headings stipulated in the Code.

A further subdivision of the expenditure is analysed under discretionary headings and is shown for the Commissioning Board on pages 37 and 38 and for the Policy & Resources Committee on pages 43 and 44.

**COMMISSIONING
BOARD**

**COMMISSIONING BOARD
DETAIL OF NET EXPENDITURE**

2009/10 Actual £	2010/11 Original Estimate £	2010/11 Revised Estimate £	Division / Subdivision of Service	2011/12 Original Estimate £	Line Ref
			CENTRAL SERVICES TO THE PUBLIC		
63,773	83,610	83,610	Emergency Planning Emergency Relief Work	53,140	1
94,692	87,040	87,040	General Grants Bequests & Donations Grants	76,910	2
158,465	170,650	170,650	Total Central Services to the Public	130,050	
			CULTURAL & RELATED SERVICES		
234,946	564,280	365,430	Culture & Heritage	515,140	3
827,360	2,738,350	2,186,700	Recreation & Sport	1,249,490	4
118,880	104,480	101,540	Open Spaces	96,710	5
			Tourism		
140,053	183,300	183,300	Tourism	114,860	6
167,282	176,870	175,760	Tourist Information Centres	178,010	7
307,335	360,170	359,060	Sub Total	292,870	
1,488,521	3,767,280	3,012,730	Total Cultural & Related Services	2,154,210	
			ENVIRONMENTAL & REGULATORY SERVICES		
30,491	48,780	48,780	Community Safety (Crime Reduction)	32,410	8
26,518	35,190	35,190	Community Safety (CCTV)	39,320	9
8,082	5,170	5,170	Community Safety (Safety Services)	-	10
30,202	39,630	439,630	Flood Defence & Land Drainage	467,900	11
			Regulatory Services		
137,963	162,210	162,210	Pollution Reduction	178,090	12
43,932	39,590	46,540	Pest Control	42,770	13
53,154	61,150	61,150	Dog Control	63,950	14
170,271	200,610	200,610	Food Safety	139,670	15
155,372	185,360	185,360	Public Health	169,280	16
244,274	276,250	282,290	Public Conveniences	264,720	17
-7,400	-4,600	-9,430	Cesspool Emptying	-3,170	18
3,361	10,930	10,930	Hackney Carriage & Private Hire Vehicles Licensing	12,890	19
2,823	20,820	9,760	Licences	14,500	20
803,750	952,320	949,420	Sub Total	882,700	
350,642	354,960	351,420	Street Cleansing	380,480	21
581,178	557,240	561,480	Waste Collection	569,500	22
-42,209	-54,610	-23,480	Trade Waste	-30,000	23
703,383	770,810	770,730	Recycling	778,930	24
2,492,037	2,709,490	3,138,340	Total Environmental & Regulatory Services	3,121,240	

COMMISSIONING BOARD

DETAIL OF NET EXPENDITURE (CONTINUED)

2009/10 Actual £	2010/11 Original Estimate £	2010/11 Revised Estimate £	Division / Subdivision of Service	2011/12 Original Estimate £	Line Ref
			HIGHWAYS & TRANSPORT SERVICES		
			Parking Services		
-481,733	-484,200	-508,060	Car Parks	-505,340	25
-481,733	-484,200	-508,060	Total Highways & Transport Services	-505,340	
			HOUSING SERVICES		
119,534	120,190	120,190	Housing Strategy	73,440	26
32,474	38,390	138,390	Housing Enabling	25,880	27
60,703	78,700	78,700	Housing Advice	58,390	28
173,698	398,240	433,240	Private Sector Housing Renewal	476,590	29
131,376	177,640	171,300	Homelessness	155,910	30
			Other Council Property		
18,721	19,790	19,790	Travellers Site, Malton	20,200	31
			Welfare Services		
-16,279	12,110	12,110	Ryecare Lifeline Service	8,970	32
520,227	845,060	973,720	Total Housing Services	819,380	
			PLANNING SERVICES		
			Building Control		
24,185	25,330	25,330	Street Naming	-4,670	33
191,656	195,430	259,890	Environmental Initiatives	192,500	34
			Business Support		
246,251	180,720	219,370	Economic Development Support	180,700	35
			Economic Development		
-56,005	-41,190	-41,190	Markets	-43,980	36
406,087	360,290	463,400	Total Planning Services	324,550	
4,583,604	7,368,570	7,250,780	NET EXPENDITURE FOR COMMITTEE	6,044,090	

COMMISSIONING BOARD BUDGET VARIATIONS

PAGE 37/38 LINE REF	DETAIL	£'000	£'000	£'000	NOTES
	Original 2010/11 to Probable Outturn 2010/11				
		£'000	£'000	£'000	
	Original Estimate 2010/11 Net Expenditure			7,369	
	Additional Costs:				
23	Trade Waste	19			1
25	Car Parks Income	42			1
35	Business Grants	<u>27</u>			2
			88		
	Cost Reductions and Savings:				
7 & 25	RDC Property Business Rates Refund		-43		
	Other Movements in Costs and Savings		-18		
	Capital Financing Adjustments:				
4 & 23	Capital Charges	-40			
3,4,11,26,29,34	Revenue Exp Funded from Capital Under Statute (REFCUS)	-84			
29	Grant Income for REFCUS	<u>-21</u>			
			-145		
	Net Movement of Expenditure			-118	
	Revised Estimate 2010/11 Net Expenditure			<u>7,251</u>	

COMMISSIONING BOARD BUDGET VARIATIONS

PAGE 37/38 LINE REF	DETAIL				NOTES	
	Original 2010/11 to 2011/12		£'000	£'000	£'000	
	Original Estimate 2010/11 Net Expenditure				7,369	
	Inflation:					
	Provision for Pay Increase & General Inflation (net)			50		
	Additional Costs:					
	Budget Pressures:					
25	Car Parks Income		27			1
23	Trade Waste		25			1
	Meeting Priorities:					
4	Malton Dry Sports Centre		50			3
24	Recycling Plastics and Cardboard		30			3
21	Community Winter Weather Equipment		<u>20</u>			3
				152		
	Cost Reductions and Savings:					
See Financial (Efficiency & Budget Reduction Savings		-361			4
Strategy (Income Generation		<u>-25</u>			4
Appendix A				-386		
	Other Movements in Costs and Savings			22		
	Capital Financing Adjustments:					
	Capital Charges		-127			5
	Revenue Exp Funded from Capital Under Statute (net)		<u>-1,036</u>			6
				-1,163		
	Net Movement of Expenditure				-1,325	
	Original Estimate 2011/12 Net Expenditure				<u>6,044</u>	

BUDGET VARIATION NOTES

1. There are budget pressures on some income budgets and some realignment of income estimates have been proposed as part of the 2011/12 budget.
2. In response to the economic downturn the Council introduced a business grants scheme to assist local businesses.
3. The 2011/12 budget provides for growth to cover the Council's contribution towards the running costs of the new community dry sports centre at Malton School and the rollout during the year of the kerbside collection of plastics and cardboard for recycling. It is also proposed to include a one-off budget provision for winter weather equipment for communities.
4. The announcement of the Comprehensive Spending Review 2010 (CSR 10) has included a considerable reduction in the Formula Grant paid to the Council for 2011/12. The effect of this loss of grant and other budget pressures has required the Council to realise substantial cash savings to balance the budget. Details of the efficiency savings and budget reductions included in the 2011/12 budget are listed in Appendix A of the Financial Strategy.
5. The capital charges for the write-down of depreciation for fixed assets are notional and a contra credit entry is shown under the Policy & Resources budget to make neutral the effect on local taxation.
6. The overall decrease of grant related schemes in the Capital Programme has reduced the Revenue Expenditure Funded from Capital Under Statute (REFCUS) charged to the service accounts of the Commissioning Board. A contra entry in the General Financial Provisions heading in the Policy and Resources Committee budget negates the bottom line impact on the Council's Budget Requirement and Council Tax.

**POLICY & RESOURCES
COMMITTEE**

POLICY & RESOURCES COMMITTEE

DETAIL OF NET EXPENDITURE

2009/10 Actual £	2010/11 Original Estimate £	2010/11 Revised Estimate £	Division / Subdivision of Service	2011/12 Original Estimate £	Line Ref
			CENTRAL SERVICES TO THE PUBLIC		
			Local Tax Collection		
282,861	345,670	357,850	Cost of Rate/Council Tax Collection	318,150	1
-29,121	-16,000	-16,600	Council Tax Benefits Payments	-17,000	2
89,083	140,880	142,100	Council Tax Benefits Administration	147,790	3
342,823	470,550	483,350	Sub Total	448,940	
			Elections		
68,305	112,900	112,900	Conducting Elections	188,530	4
111,226	89,760	89,760	Registration of Electors	90,120	5
179,531	202,660	202,660	Sub Total	278,650	
-14,798	-18,420	-540	Local Land Charges	-10,210	6
			General Grants Bequests & Donations		
107,853	81,680	81,680	Rate Relief	74,130	7
615,409	736,470	767,150	Total Central Services to the Public	791,510	
			CORPORATE & DEMOCRATIC CORE		
719,670	772,440	759,990	Democratic Representation & Management	736,360	8
622,389	699,370	698,550	Corporate Management	631,410	9
1,342,059	1,471,810	1,458,540	Total Corporate & Democratic Core	1,367,770	
			NON DISTRIBUTED COSTS		
			Non Distributed Costs		
-	-	343,500	Redundancy Payments	-	10
38,124	41,000	163,080	Retirement Benefits	32,900	11
23,466	41,540	20,570	Costs of Unused Shares of Assets	45,980	12
136,897	-	-	Assets under Construction & Surplus Assets for Disposal	-	13
198,487	82,540	527,150	Sub Total	78,880	
198,487	82,540	527,150	Total Non Distributed Costs	78,880	

POLICY & RESOURCES COMMITTEE

DETAIL OF NET EXPENDITURE (CONTINUED)

2009/10 Actual £	2010/11 Original Estimate £	2010/11 Revised Estimate £	Division / Subdivision of Service	2011/12 Original Estimate £	Line Ref
			OTHER OPERATING INCOME & EXPENDITURE		
73,460	73,460	75,350	Precepts & Levies Drainage Boards Levies	77,610	14
-266,531	-230,000	-130,000	Interest & Investment Income Interest & Investment Income	-130,000	15
-31,599	-45,320	850	Investment Property	-77,430	16
-298,130	-275,320	-129,150	Sub Total	-207,430	
-1,907,819	-3,656,930	-4,736,780	Extraordinary Items & Prior Year Adjustments General Financial Provisions	-4,579,110	17
1,495,000	500,000	1,100,000	Pensions Interest Cost & Expected Return on Assets	1,100,000	18
90,179	58,490	58,490	Other Corporate Costs Other Employee Related Costs	-	19
48,408	53,790	53,790	Customer Liaison & Marketing	-	20
138,587	112,280	112,280	Sub Total	0	
-498,902	-3,246,510	-3,578,300	Total Other Operating Income & Expenditure	-3,608,930	
			HIGHWAYS & TRANSPORT SERVICES		
343,927	321,030	321,030	Public Transport Transport Support	70,100	21
343,927	321,030	321,030	Total Highways & Transport Services	70,100	
			HOUSING SERVICES		
49,010	51,000	52,000	Housing Benefits Payments	55,000	22
290,598	361,820	370,280	Housing Benefits Administration	348,070	23
339,608	412,820	422,280	Total Housing Services	403,070	
			PLANNING SERVICES		
56,903	43,580	43,580	Building Control	43,730	24
442,521	511,680	488,580	Development Control	377,870	25
544,619	377,490	311,470	Planning Policy	1,288,530	26
129,904	29,550	96,770	Business Support Non-Industrial Premises & Land	346,380	27
151,988	171,030	171,030	Community Development	162,930	28
1,325,935	1,133,330	1,111,430	Total Planning Services	2,219,440	
3,666,523	911,490	1,029,280	NET EXPENDITURE FOR COMMITTEE	1,321,840	

POLICY & RESOURCES COMMITTEE BUDGET VARIATIONS

PAGE 43/44 LINE REF	DETAIL	£'000	£'000	£'000	NOTES
	Original 2010/11 to Probable Outturn 2010/11				
		£'000	£'000	£'000	
	Original Estimate 2010/11 Net Expenditure			911	
	Additional Costs:				
10	Voluntary Redundancies	243			1
11	Early Retirement	130			1
6	Land Charges loss of income	18			2
16	Investment Property loss of income	46			
17	LABGI Grant	<u>20</u>			2
			457		
	Cost Reductions and Savings:				
17	Net Salary Savings	-429			1
12	RDC Property Business Rates Refund	-31			
25	Development Control fees	-30			
26	Planning Policy	<u>-66</u>			
			-556		
	Other Movements in Costs and Savings		31		
15	Reduction in Investment Income		100		3
	Capital Financing Adjustments:				
8 & 12	Capital Charges	-28			4
27	Revenue Exp Funded from Capital Under Statute (REFCUS)	50			5
17	Capital Adjustment Account (net)	<u>123</u>			4 & 5
			145		
	Financial Adjustments:				
	Contribution to / (from) Balances:				
17	Reduced Contribution from General Reserve	15			6
17	Reduced Contribution to Capital Fund	-90			3
17	Contribution from ICE Fund	-27			7
17	Reduced Contribution from LDF Reserve	50			7
17	Other Minor Movement in Funds	<u>-7</u>			7
			-59		
	Net Movement of Expenditure			118	
	Revised Estimate 2010/11 Net Expenditure			<u>1,029</u>	

POLICY & RESOURCES COMMITTEE BUDGET VARIATIONS

PAGE 43/44 LINE REF	DETAIL	£'000	£'000	£'000	NOTES
	Original 2010/11 to 2011/12				
		£'000	£'000	£'000	
	Original Estimate 2010/11 Net Expenditure			911	
	Inflation:				
	Provision for Pay Increase & General Inflation (net)		66		
	Additional Costs:				
	Budget Pressures:				
17	LABGI	20			2
3 & 23	Housing/CT Benefit Admin Grant	15			2
26	Area Based Grant	8			2
6	Land Charges	18			2
	Meeting Priorities:				
28	Parish Planning Support	5			
	Other Additional Costs				
4	Conducting Elections	79			7
		<u>79</u>			
			145		
	Cost Reductions and Savings:				
	Efficiency & Budget Reduction Savings	-679			8
	Income Generation	-50			8
	Service Cuts	-12			8
		<u>-12</u>			
			-741		
	Other Movements in Costs and Savings		-79		
15	Reduction in Investment Income		100		3
	Capital Financing Adjustments:				
	Capital Charges	35			4
17	Capital Charges – Recharge	92			4
26 & 27	Revenue Exp Funded from Capital Under Statute (net)	1,210			5
17	Capital Adjustment Account - REFCUS (net)	-174			5
17	Revenue Contributions to Capital Outlay	1,869			9
		<u>1,869</u>			
			3,032		
	Financial Adjustments:				
	Contribution to / (from) Balances:				
17	Increased Contribution from General Reserve	-93			6
17	Increased Contribution to Capital Investment	-1,869			9
17	Reduced Contribution to Capital Fund	-78			3
17	Contribution from Election Reserve	-79			7
17	Other Minor Movement on Funds	7			7
		<u>7</u>			
			-2,112		
	Net Movement of Expenditure			411	
	Original Estimate 2011/12 Net Expenditure			1,322	

BUDGET VARIATION NOTES

1. The one-11 corporate efficiency programme was launched in 2010/11 to generate savings to balance the 2011/12 budget. One of a number of elements in the programme included voluntary redundancy, the cost of which will be covered by the salary savings achieved during the year.
2. Spending pressures in 2010/11 include the loss of income from land charges and industrial units and the cessation of the governments funding from the Local Authority Business Growth Incentive (LABGI) grant scheme. In 2011/12 there are further pressures due to the reduction in government grants for Housing / Council Tax Benefit administration and Area Based Grant.
3. The economic recession has resulted in interest rates remaining at record low levels and as a consequence has significantly reduced the interest receipts that the Council receives from its investments to fund the Capital Programme.
4. The capital charges for the write-down of depreciation for fixed assets and the amortisation of intangible assets are notional. A contra credit entry is shown in the capital adjustment account under General Financial Provisions (line 17) to make neutral the effect on local taxation.
5. There is an increase in grant related schemes in the Capital Programme for this committee, which has increased the Revenue Expenditure Funded from Capital Under Statute (REFCUS) charged to the service accounts. However, the contra entry for all REFCUS reflected in the General Financial Provisions (line 17) heading negates the bottom line impact on the Council's Budget Requirement and Council Tax.
6. The budget for 2010/11 included a £100,000 contribution from the General Reserve, It is expected that the full contribution will not be required. The 2011/12 budget shows an additional drawdown of £93,000 from the General Reserve, which is equivalent to 2.5% of the Council Tax. As part of the spending review the government announced that a Council Tax Freeze Grant equivalent to 2.5% will be paid to local authorities, once they have set a nil increase on the level of Council Tax.
7. The heading General Financial Provisions (line 17) includes movements on the Council's reserves, other funds and financial provisions. In 2011/12 the balance on the Election Reserve will be applied to cover the cost of the 4 yearly district and parish elections. Details of the movement in the Council's key reserves are shown in Appendix D of the Financial Strategy.
8. The announcement of the Comprehensive Spending Review 2010 (CSR 10) has included a considerable reduction in the Formula Grant paid to the Council for 2011/12. The effect of this loss of grant and other budget pressures has required the Council to realise substantial cash savings to balance the budget. Details of the efficiency savings and budget reductions included in the 2011/12 budget are listed in Appendix A of the Financial Strategy. Further work will be undertaken to meet the savings necessary to balance the budget in 2012/13.
9. The main funding stream for the Capital Programme for 2010/11 is from the Council's balance of capital receipts from the sale of assets. The financing strategy for 2011/12 will be to apply more of the balance of interest receipts held in the Council's Capital Fund.

SERVICE UNITS

SERVICE UNITS HOLDING ACCOUNTS

SUMMARY OF NET EXPENDITURE

Service Units	Employees	Running Expenses	Support Services	Capital Financing Costs	Income	2011/12 Original Estimate
	£	£	£	£	£	£
SUPPORT SERVICE UNITS						
Corporate Management Team & Support	293,900	96,880	61,010	-	-	451,790
Legal Services	181,850	55,110	40,170	-	-11,210	265,920
Transformation	203,220	58,800	56,770	-	-	318,790
Finance & Revenue Services	511,440	105,700	103,830	-	-13,460	707,510
Customer Services & Benefits	649,740	126,250	137,470	-	-9,000	904,460
Human Resources	202,700	36,540	37,370	-	-3,180	273,430
ICT Services	232,030	-	-	-	-	232,030
Total	2,274,880	479,280	436,620	0	-36,850	3,153,930
DIRECT SERVICE UNITS						
Facilities & Emergency Planning	153,810	40,720	108,860	1,560	-	304,950
Democratic Services	155,370	36,770	69,540	-	-740	260,940
Economic & Community Services	407,810	75,400	136,480	-	-	619,690
Housing Services	433,770	78,450	121,180	-	-	633,400
Development	538,960	97,300	137,980	3,300	-1,080	776,460
Forward Planning	347,900	46,170	89,970	-	-	484,040
Streetscene - Admin	413,700	118,440	194,670	720	-	727,530
Streetscene - Operational	1,280,430	61,810	14,900	-	-	1,357,140
Health & Environment	494,190	70,220	138,760	-	-	703,170
Total	4,225,940	625,280	1,012,340	5,580	-1,820	5,867,320
NET EXPENDITURE	6,500,820	1,104,560	1,448,960	5,580	-38,670	9,021,250

NOTES

These estimates provide for the cost of employees, office equipment and accommodation and other technical and support service costs for all Service Units (SUs). Costs directly associated with Council Services are charged straight to the appropriate service head. SUs are categorised as either those that include a support service role (Support Service Units) or those that provide direct services only (Direct Service Units).

SERVICE UNITS HOLDING ACCOUNTS

SUMMARY OF CHARGES TO SERVICE USERS

Service Units	General Fund Services	Holding Accounts	Service Units	Other Accounts	2011/12 Total
	£	£	£	£	£
SUPPORT SERVICE UNITS					
Corporate Management Team & Support	293,080	-	158,710	-	451,790
Legal Services	69,300	-	196,620	-	265,920
Transformation	138,770	28,850	151,170	-	318,790
Finance & Revenue Services	436,210	17,790	253,510	-	707,510
Customer Services & Benefits	725,030	85,530	93,900	-	904,460
Human Resources	36,240	36,980	200,210	-	273,430
ICT Services	-	230,290	1,740	-	232,030
Total	1,698,630	399,440	1,055,860	0	3,153,930
DIRECT SERVICE UNITS					
Facilities & Emergency Planning	218,010	51,190	-	35,750	304,950
Democratic Services	260,940	-	-	-	260,940
Economic & Community Services	600,440	-	-	19,250	619,690
Housing Services	633,400	-	-	-	633,400
Development	776,460	-	-	-	776,460
Forward Planning	484,040	-	-	-	484,040
Streetscene - Admin	607,460	120,070	-	-	727,530
Streetscene - Operational	1,245,330	111,810	-	-	1,357,140
Health & Environment	703,170	-	-	-	703,170
Total	5,529,250	283,070	0	55,000	5,867,320
NET EXPENDITURE	7,227,880	682,510	1,055,860	55,000	9,021,250

**PARISH & TOWN
COUNCILS
PRECEPT REQUIREMENTS**

PARISH & TOWN COUNCILS PRECEPT REQUIREMENTS 2011/12

Parish/Town	Number of Band D Equivalents	Precept Requirement £	£ per Band D Equivalent
Acklam	71.15	2,150	30.22
Aislaby, Middleton & Wrelton	316.02	2,300	7.28
Allerston & Wilton	195.95	1,500	7.66
Amotherby	152.32	2,700	17.73
Ampleforth	362.80	15,500	42.72
Appleton-le-Moors	92.10	3,430	37.24
Appleton-le-Street	55.11	-	-
Barton-le-Street	82.90	700	8.44
Barton-le-Willows	92.01	900	9.78
Barughs Ambo	89.34	100	1.12
Beadlam	102.00	1,700	16.67
Birdsall	83.89	100	1.19
Bransdale	29.52	-	-
Brawby	62.70	-	-
Broughton	83.42	2,500	29.97
Bulmer	94.68	1,400	14.79
Burythorpe	118.96	1,900	15.97
Buttercrambe	43.37	-	-
Byland with Wass & Oldstead	114.32	900	7.87
Cawton, Coulton & Grimstone	98.22	652	6.64
Claxton & Sand Hutton	205.99	4,200	20.39
Cold Kirby	51.22	-	-
Coneythorpe	41.51	-	-
Cropton	108.95	828	7.60
Ebberston & Yedingham	256.46	3,200	12.48
Edstone	59.36	-	-
Fadmoor	56.23	-	-
Farndale East	49.05	350	7.14
Farndale West	47.25	-	-
Flaxton	151.72	2,500	16.48
Foston & Thornton-le-Clay	129.41	1,000	7.73
Foxholes with Butterwick	90.81	2,700	29.73
Ganton with Potter Brompton	90.24	2,000	22.16
Gate Helmsley & Upper Helmsley	142.80	1,900	13.31
Gillamoor	69.69	500	7.17
Gilling East	102.22	1,248	12.21
Habton	134.18	450	3.35
Harome	120.21	4,000	33.28
Hartoft	33.11	-	-
Harton	38.15	-	-
Hawnby	89.50	600	6.70
Helmsley	739.19	49,700	67.24

PARISH & TOWN COUNCILS PRECEPT REQUIREMENTS 2011/12 (CONTINUED)

Parish/Town	Number of Band D Equivalents	Precept Requirement £	£ per Band D Equivalent
Henderskelfe	25.44	-	-
Heslerton	159.45	3,060	19.19
Hovingham & Scackleton	227.38	3,179	13.98
Howsham	62.14	-	-
Hutton-le-Hole	95.68	4,500	47.03
Huttons Ambo	124.79	2,000	16.03
Kirbygrindalythe	116.11	1,000	8.61
Kirby Misperton	134.97	1,600	11.85
Kirkbymoorside	1,212.24	80,000	65.99
Langton	41.75	-	-
Lastingham	64.93	444	6.84
Leavening	138.82	1,200	8.64
Levisham	49.97	-	-
Lillings Ambo	76.32	200	2.62
Lockton	123.41	1,850	14.99
Luttons	159.43	1,150	7.21
Malton	1,862.35	84,260	45.24
Marishes	56.08	-	-
Marton	95.03	420	4.42
Nawton	256.37	5,000	19.50
Newton-on-Rawcliffe & Stape	123.65	2,100	16.98
Normanby	69.70	400	5.74
Norton	2,459.57	97,000	39.44
Nunnington	126.70	900	7.10
Old Byland & Scawton	72.35	-	-
Oswaldkirk	124.77	1,122	8.99
Pickering	2,691.96	122,000	45.32
Pockley	43.67	-	-
Rievaulx	40.63	300	7.38
Rillington	419.31	13,000	31.00
Rosedale East & West	166.94	4,070	24.38
Salton	35.78	-	-
Scagglethorpe	100.32	1,430	14.25
Scampston with East & West Knapton	128.27	1,750	13.64
Scrayingham with Leppington	77.79	1,228	15.79
Settrington	147.86	3,250	21.98
Sherburn	288.74	15,110	52.33
Sheriff Hutton with Cornborough	455.67	14,545	31.92
Sinnington	144.69	1,100	7.60

PARISH & TOWN COUNCILS PRECEPT REQUIREMENTS 2011/12 (CONTINUED)

Parish/Town	Number of Band D Equivalents	Precept Requirement £	£ per Band D Equivalent
Slingsby	259.31	5,299	20.44
Southolme & Fryton	36.57	518	14.16
Spaunton	34.86	-	-
Sproxton	56.96	408	7.16
Stonegrave	45.94	-	-
Swinton	214.74	2,700	12.57
Terrington	238.11	2,935	12.33
Thixendale	75.16	700	9.31
Thornton-le-Dale	810.51	21,694	26.77
Thorpe Bassett	48.12	200	4.16
Warthill	114.95	600	5.22
Weaverthorpe	121.67	4,000	32.88
Welburn (Kirkbymoorside)	31.50	-	-
Welburn (Malton)	220.39	3,500	15.88
Westow	145.83	1,650	11.31
Wharram	42.75	-	-
Whitwell-on-the-Hill & Crambe	99.14	400	4.03
Willerby & Staxton	243.17	7,000	28.79
Wintringham	79.44	1,500	18.88
Wombledon	154.56	3,656	23.65
Council Tax Base	21,022.74		
Aggregate of Parish Requirements		639,536	