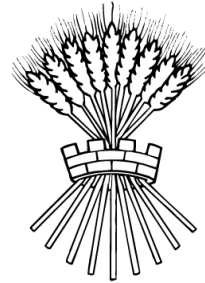


RYEDALE
DISTRICT
COUNCIL



FINANCIAL STRATEGY

2012 - 2016

REVENUE BUDGET

2012 – 2013

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RYEDALE DISTRICT COUNCIL

To:

Members of Ryedale District Council

Meeting:

Monday, 20 February 2012

BUDGET REVIEW 2012-2013

The Financial Strategy 2012–2016, Revenue Budget for 2012–2013, 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 2012/2013 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 beyond the £2.07m for the Brambling Fields project.
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 2012/2013 of **£6,972,100**.
- 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 / service cuts of **£792,000**
- Investment in Priorities of **£100,000**
- A capital programme totalling **£5,104,000** over the period 2012 – 2016
- The Treasury Management Statement and Annual Investment Strategy 2012/2013
- The Prudential Indicators

Section 25 Report

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

In setting the Revenue budget for 2012/13 **I consider that the proposed budget is robust, and reflects a realistic and prudent view of all anticipated expenditure and income.**

The proposed new efficiency savings are £628k. 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 2012/2013 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.

The revised Capital Strategy 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, Recycling, Trade Waste and Planning to enable action to be taken in year where necessary.

FINANCIAL STRATEGY

2012 - 2016

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 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 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.

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 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 2011/12 totals £7.366m after allowing for £193,000 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	11,126	10,446	680
Cultural & Related Services	2,213	59	2,154
Environmental & Regulatory Services	4,592	1,471	3,121
Highways & Transport Services	395	830	(435)
Housing Services	12,997	11,774	1,223
Planning Services	3,515	971	2,544
	34,838	25,551	9,287
General Fund Reserve			(193)
Other Financial Adjustments			(1,728)
Net Revenue Budget			7,366
Financed By:			
Government Formula Grant			3,599
Collection Fund Surplus			52
Ryedale District Council Precept			3,715
Total			7,366

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 2012/2013 budget.

Council Tax currently 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 was 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, which started with the One-11 programme for 2011/2012, Going for Gold for 2012/2013 and Round 3 for 2013/2014, 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 regional 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:

- Ryedale Strategic Partnership
- North Yorkshire Building Control Partnership
- North Yorkshire Audit Partnership

Changes to the above will take place in 2012/2013 with North Yorkshire Audit Partnership ending as the Council forms part of a Limited company with other authorities, Veritau, for its internal audit provision. Further partnership working is expected with the establishment of the Homes Improvement agency Partnership with Scarborough Borough Council and work is ongoing to deliver a business case for a Legal Service Partnership with Scarborough Borough Council. Further partnerships and shared service may be 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 significant 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:-

- The Corporate Efficiency Programmes, One-11, going for Gold and Round 3 to programme to monitor and manage proposed efficiencies
- Ongoing review of costs and service standards, 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 2012-2016

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.

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 10.9% reduction in 2012/2013. Proposals beyond this are not known, and are subject to a number of uncertainties including Localisation of Business rates, Localisation of Council Tax Benefit and formula and distribution review. 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 set the limit above which increases in Council Tax must be subject to referendum at 3.5%. With a District wide referendum likely to cost in excess of £70k, the authority must look to manage increases below this threshold.

The proposed Council Tax increase for 2012/13 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 1% has been included for 2012/13. 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:-

2012/13 - £100,000

2013/14 - £100,000

2014/15 - £100,000

2015/16 - £100,000

In 2012/2013 this provision has been allocated to the continued extension of plastics recycling £50k. The remaining £50k has not yet been allocated.

Provision is included for years 2013 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 2012/2013 includes estimated efficiency and other savings of £628k. These have been primarily delivered through the Corporate Efficiency Programme – the Going for Gold 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 STRATEGY

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

a) Prioritisation methodology

New schemes are reviewed against the Council priorities plus a detailed assessment of deliverability prior to consideration by Council. This 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 including developer contributions. 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.

(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 or replaced. 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 2012/13 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 with the public and other stakeholders.	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.	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 holds 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

2012/2013 Budget Pressures

		£'000
Fuel and Tyre Costs	Above inflation cost pressures	43
Car Parking	Budget realignment	20
Community Leisure Grant	Income reductions	20
Building Control	Cost pressure due to downturn	15
External Audit Fees	£30k saving taken last year	15
Crime and Disorder	Reduced Partnership Funding	15
Benefits Administration Grant	Further cut to central government funding	10
Indoor Bowls Club	Rent reduction following review of space	10
Total		148

2012/2013 Meeting Priorities

		£'000
Plastic Bottles and Cardboard Recycling	Rollout of kerbside collection district wide during the second year	50
Unallocated Growth		50
Total		100

2012/2013 Savings Proposals

Proposal	Savings £'000	Risk L/M/H
Efficiency & Budget Reduction Savings		
Streetscene Service Review	250	M
Budget Review Efficiencies	150	L
Voluntary Redundancy Savings	140	L
Terms and Conditions Review	50	M
Other Savings		
Pay Award 2011/2012 (zero)	38	L
Sub total	628	
Service Cuts		
Reduced reception opening hours at Ryedale House	15	
Introduction of Charging for Rats in Pest Control Service	4	
Introduce charge for using credit cards to settle accounts	10	
Sports Development support	30	
Cease Play Rangers Scheme	12	
Reduce Kirkbymoorside Area Office to 1 day per week	10	
Cease RDC involvement Skatepark from 1/10/12 (invite bids to the New Homes Bonus Grant panel). Additional income for CCTV from Cameras in Action.	15	
Grant Cut to RVA £7k (currently £22k)	7	
Grant Cut to Ryedale Community Transport (currently £50k)	7	
Cut to Civic Budget	7	
Museums and Arts Grants Cuts		
<ul style="list-style-type: none"> Shed by £2,832 (20%) 		

Proposal	Savings £'000	Risk L/M/H
<ul style="list-style-type: none"> • Pied Piper by £1,391 (20%) • Live Music Now £257 (10%) • Helmsley Arts Centre £1,287 (10%) • Ryedale Festival £20,000 (80%) • Folk Museum £634 (10%) • Malton Museum £5,000 (78%) • Beck Isle Museum £634 (10%) • Other Budgets £15,355 (58%) 	47	
Sub total (Cuts)	164	
Total of Savings	792	

APPENDIX B

Medium Term Revenue Budget Forecast

Committee	2011/12 Estimate £'000	2012/13 Projection £'000	2013/14 Projection £'000	2014/15 Projection £'000	2015/16 Projection £'000	Notes
Base Budget and Inflation						
Base Budget		7366	6972	6842	6763	1
Pay Increase & General Inflation		167	163	166	169	2
		7533	7135	7008	6932	
Add Future Cost Increases						
Budget Pressures		148	40	100	0	3
Meeting Priorities		100	100	100	100	4
Capital Programme Borrowing		0	80	48	0	5
Deduct Future Savings						
Efficiency & Other Savings (net)		-628	-607	-493	-455	6
Service Cuts		-164	0	0	0	7
Other Net Movements		-16	0	0	0	
Council Tax Freeze Grant		-94	94	0	0	8
Movement to / from Reserves		93	0	0	0	8
Net Revenue Budget	7366	6972	6842	6763	6577	
Financing						
Government Grant Settlement	3599	3207	2982	2803	2517	9
Collection Fund Surplus	52	48	50	50	50	10
Council Taxpayers	3715	3717	3810	3910	4010	10
Budget Requirement	7366	6972	6842	6763	6577	

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 2012/13 includes a pay award provision of 1%. 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 2011/12 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. In 2013/2014 the Authority takes on responsibility for Localised Council Tax Benefit with a 10% reduction in funding. The next triennial pension fund valuation is in 2014/2015 and there may be a need to increase contributions to the pension fund.
4. The existing policies and planned priorities such as the rollout of the kerbside collection of plastic bottles and cardboard recycling will have revenue implications.
5. Members have agreed that borrowing is required to finance the A64 upgrade at the Brambling Fields junction.
6. The Going for Gold programme has delivered significant savings for the 2012/13 budget, however, it is anticipated that new budget pressures and likely reductions in the government grant settlement will mean further efficiency and other savings will be required to balance the budget in future years.
7. Service cuts have been required in the 2012/2013 budget. Further cuts may be required subject to confirmed levels of Government Grant and the scope for sufficient efficiencies in service delivery being identified.
8. The government has announced its intention to provide local authorities additional grant providing they freeze the council tax for 2012/13 at the current level. This is equivalent to £94k for this council.
9. The Formula Grant from Central Government for 2012/13 was considerably reduced by £392k (10.9%). The government has not announced any provisional settlement details for 2013/14 onwards. Based on recent intelligence, projections are made for a 7% cut 2013/14 with a further 6% and 10.2% reduction for each of the two subsequent years.
10. The district rate Council Tax is assumed not to increase for 2012/13, 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

Capital Expenditure

The actual capital expenditure that was incurred in 2010/11 and the estimates of capital expenditure to be incurred for the current and future years that are recommended for approval are:

	2010-11 Actual £'000	2011-12 Forecast £'000	2012-13 Estimate £'000	2013-14 Estimate £'000	2014-15 Estimate £'000
Total Capital Programme	3,569	6,360	1,434	2,270	700

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 2010/11 are:

	2010-11 Actual	2011-12 Forecast	2012-13 Estimate	2013-14 Estimate	2014-15 Estimate
Estimate of ratio of financing costs to net revenue stream	0.95%	0.86%	1.70%	2.21%	2.19%

Capital Financing Requirement

Estimates of the Capital Financing Requirement for the Authority for the current years and the actual Capital Financing Requirement at 31 March 2011 are:

2010-11 Actual £'000	2011-12 Forecast £'000	2012-13 Estimate £'000	2013-14 Estimate £'000	2014-15 Estimate £'000
639	473	295	2,315	2,878

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 2010/11, 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.

	2011-12 £'000	2012-13 £'000	2013-14 £'000	2014-15 £'000
Borrowing	20,000	20,000	20,000	20,000
Other Long Term Liabilities	1,000	1,000	1,000	1,000
Authorised Limit	21,000	21,000	21,000	21,000

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.

	2011-12 £'000	2012-13 £'000	2013-14 £'000	2014-15 £'000
Borrowing	5,000	5,000	5,000	5,000
Other Long Term Liabilities	800	600	600	1,300
Operational Boundary	5,800	5,600	5,600	6,300

The Council's actual external debt at 31 March 2011 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 2012/13 (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	2012/13	2013/14	2014/15
	£3.76	£6.84	£7.94

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 the 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.

APPENDIX D

Key Reserves and Balances

	General Reserve	Capital Fund	Capital Receipts	Capital Grants & Conts	Total
	£'000	£'000	£'000	£'000	£'000
Balance as at 1 April 2011	648	3,368	2,652	-	6,668
Add					
Estimated Income During Year:					
Contribution from General Fund	-	75	-	-	75
Interest on Investment of Balances	-	140	-	-	140
Capital Receipts	-	-	10	-	10
Capital Grants & Contributions	-	-	-	1,306	1,306
	648	3,583	2,662	1,306	8,199
Deduct					
Estimated Expenditure During Year:					
Transfer to General Fund	-162	-	-	-	-162
Capital Expenditure	-	-2,498	-2,556	-1,306	-6,360
Estimated Balance 31 March 2012	486	1,085	106	-	1,677
Add					
Estimated Income During Year:					
Contribution from General Fund	-	75	-	-	75
Interest on Investment of Balances	-	90	-	-	90
Capital Receipts	-	-	50	-	50
Capital Grants & Contributions	-	-	-	200	200
	486	1,250	156	200	2,092
Deduct					
Estimated Expenditure During Year:					
Transfer to General Fund	-100	-	-	-	-100
Capital Expenditure	-	-1,184	-50	-200	-1,434
Estimated Balance 31 March 2013	386	66	106	-	558
Add					
Estimated Income During Year:					
Contribution from General Fund	-	75	-	-	75
Interest on Investment of Balances	-	130	-	-	130
Capital Receipts	-	-	50	-	50
Capital Grants & Contributions	-	-	-	200	200
	386	271	156	200	1,013
Deduct					
Estimated Expenditure During Year:					
Transfer to General Fund	-	-	-	-	-
Capital Expenditure	-	-	-	-200	-200
Estimated Balance 31 March 2014	386	271	156	-	813
Add					
Estimated Income During Year:					
Contribution from General Fund	-	75	-	-	75
Interest on Investment of Balances	-	190	-	-	190
Capital Receipts	-	-	50	-	50
Capital Grants & Contributions	-	-	-	200	200
	386	536	206	200	1,328
Deduct					
Estimated Expenditure During Year:					
Transfer to General Fund	-	-	-	-	-
Capital Expenditure	-	-400	-100	-200	-700
Estimated Balance 31 March 2015	386	136	106	-	628

APPENDIX E

RYEDALE DISTRICT COUNCIL - PROPOSED CAPITAL PROGRAMME 2011/12 TO 2015/16

Cttee	Category / Scheme	2011/12 Rev Est £'000	2011/12	2012/13	2013/14	2014/15	2015/16	Total	External	Net RDC	Comments	External Funding Assumptions	Revenue Implications					
			Forecast	Estimate	Estimate	Estimate	Estimate	Cost	Funding	Cost		Comments	2011/12	2012/13	2013/14	2014/15	2015/16	Comments
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	
ASSET MANAGEMENT																		
CB	Car Parks Major Repairs	30	30	30	0	0	0	60	0	60	In accordance with Asset Mgt Plan, Health & Safety risk	0	0	0	0	0	0	
CB	Vehicle Replacement Programme	430	420	25	0	25	25	495	50	445	Replacement for recycling, street cleansing and grass cutting services	50 NYCC Recycling Reward	0	0	0	0	0	
CB	Public Conveniences Refurbishment	30	30	0	30	0	0	60	0	60	Refurbishment of sites	0	0	0	0	0	0	
CB	Wall Repairs Land Castlegate Malton	150	120	0	0	0	0	120	0	120	Repairs to boundary walls	0	0	0	0	0	0	
CB	Recreational Open Space Development	20	20	0	0	0	0	20	0	20	Implement improvements identified in ILAM report	0	0	0	0	0	0	
CB	Equipment for Plastics and Cardboard Recycling	135	135	0	0	0	0	135	0	135	Rollout of fortnightly plastics and cardboard kerbside collection	0	30	80	80	80	80 Operational	
CB	Trade Waste Equipment	0	0	0	15	0	0	15	0	15	Replacement of trade waste bulk bins	0	0	0	0	0	0	
P&R	Energy Efficiency Improvements to Council Property	282	282	0	0	0	0	282	0	282	Efficient energy use, reduce pollution	0	0	0	0	0	0	
P&R	ICT Strategy Provision	82	125	0	0	0	0	125	0	125	Investment programme aimed at generating revenue efficiency savings	0	0	0	0	0	0	
P&R	Property Condition Survey	316	316	125	125	125	125	816	0	816	Programme of minor capital works to property portfolio	0	0	0	0	0	0	
P&R	Ryedale House Public Areas	100	100	0	0	0	0	100	0	100	Minor capital works to Council Reception area	0	0	0	0	0	0	
		1,575	1,578	180	170	150	150	2,228	50	2,178		50	30	80	80	80	80	
PRIORITY AIMS - HOUSING																		
CB	Aff Hsg Init - Home Repair Loans	45	45	45	45	45	45	225	0	225	Equity loans to applicants	0	0	0	0	0	0	
CB	Aff Hsg Init - Houses in Multiple Occupation Grants	30	30	30	30	30	30	150	0	150	Improvement/repair work to help owners comply with licensing	0	0	0	0	0	0	
CB	Aff Hsg Init - Empty Property Grants	30	30	30	30	30	30	150	0	150	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	Aff Hsg Init - Decent Home Loans	30	30	30	30	30	30	150	0	150	Equity loans to applicants to bring properties towards decent homes standard	0	0	0	0	0	0	
CB	Aff Hsg Init - Home Appreciation Loans	20	20	20	20	20	20	100	0	100	Equity loans to applicants	0	0	0	0	0	0	
CB	Private Sector Energy Efficiency Grants	70	70	70	70	70	70	350	0	350	Provide insulation improvements	0	0	0	0	0	0	
CB	Private Sector Renewal - Disabled Facilities Grants	400	400	325	325	325	325	1,700	1,000	700	Improve access to and within properties for people	1,000 DCLG	0	0	0	0	0	
CB	Mortgage Rescue Scheme	161	161	0	0	0	0	161	0	161	Scheme in partnership with Registered Social Landlord	0	0	0	0	0	0	
		886	886	550	550	550	550	3,086	1,000	2,086		1,000	0	0	0	0	0	
PRIORITY AIMS - JOBS																		
P&R	Provision for Managed Workspace Facilities	0	0	0	550	0	0	550	0	550	Provision for contribution to external scheme	0	0	0	0	0	0	
		0	0	0	550	0	0	550	0	550		0	0	0	0	0	0	
MAJOR SCHEMES																		
P&R	A64 Brambling Fields Junction Upgrade	1,254	1,800	614	0	0	0	2,414	344	2,070	Contribute to upgrade for improvement to traffic managem't in Malton	344 Developers Contributions	0	0	80	128	128 Borrowing	
P&R	Purchase of Stanley Harrison House	1,200	1,200	0	0	0	0	1,200	500	700	Accommodation for RCVA, CAB & NYCC functions	500 NYCC	0	0	0	0	0	
		2,454	3,000	614	0	0	0	3,614	844	2,770		844	0	0	80	128	128	
OTHER SCHEMES																		
CB	Helmsley Sports	50	15	85	50	0	0	150	0	150	Grant for the redevelopment of existing sports facilities in Helmsley	0	0	0	0	0	0	
CB	Pickering Flood Defence	950	0	0	950	0	0	950	0	950	Major grant contribution to Environment Agency scheme	0	0	0	0	0	0	
CB	Ryedale Folk Museum	230	230	0	0	0	0	230	0	230	Grant for the purchase & development of building for Harrison Collection	0	0	0	0	0	0	
CB	Vale of Pickering Channel Management Pilot	8	8	5	0	0	0	13	0	13	Contribution to joint funded project	0	0	0	0	0	0	
CB	Householder Flood Resistance Grants Scheme	50	50	0	0	0	0	50	0	50	Facilitate small scale works to reduce impact of flooding to households	0	0	0	0	0	0	
CB	Flood Works at Kirkbymoorside and Pickering	0	212	0	0	0	0	212	212	0	212 Environment Agency	0	0	0	0	0	0	
CB	Malton Museum Relocation	60	0	0	0	0	0	0	0	0	Contribution to relocate the Malton Museum to the Derwent Fort site	0	0	0	0	0	0	
P&R	Former Town Hall Malton - Stoneworks 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	329	329	0	0	0	0	329	0	329	Work required under lease to prevent further deterioration of building	0	0	0	0	0	0	
		1,729	896	90	1,000	0	0	1,986	212	1,774		212	0	0	0	0	0	
TOTAL OF PROPOSED CAPITAL PROGRAMME																		
		6,644	6,360	1,434	2,270	700	700	11,464	2,106	9,358		TOTAL 2,106	TOTAL	30	80	160	208	208

APPENDIX E (continued)

CAPITAL RESOURCES AVAILABLE FOR NEW SCHEMES		Nil	
CAPITAL INVESTMENT PLAN - POTENTIAL SCHEMES		Net Cost RDC £'000	Annual Revenue Implication £'000
P&R	Heart of Malton	TBC	0
P&R	Provision for an Economic Development Scheme	750	0
P&R	Regeneration Schemes Pickering / Kirkbymoorside	500	0
P&R	Livestock Market	1,000	0
P&R	Milton Rooms Phase 2	650	0
CB	Asset Management Ryedale and Derwent Swimming Pools	500	0
CB	Ryedale Pool	360	0
CB	Relocation of Bridge House	100	0
PROVISION FOR INVESTMENT OPPORTUNITIES			
P&R	Land and Property Acquisitions	N/A	N/A
CB	Environmental Improvement Schemes	N/A	N/A

CAPITAL PROGRAMME 2011/12 TO 2015/16 - SUMMARY OF FUNDING

Source of Funding	2011/12 Rev Est Funding £'000	2011/12	2012/13	2013/14	2014/15	2015/16	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	189	200	200	200	200	200	1,000	Private Sector Renewal - Disabled Facilities Grant
North Yorkshire County Council (NYCC)	50	550	0	0	0	0	550	Vehicle replacement programme £50k, Acquisition of Stanley Harrison House Norton £500k
Developers Contributions	0	344	0	0	0	0	344	A64 Brambling Fields Junction Upgrade
Environment Agency	0	212	0	0	0	0	212	Flood works at Kirkbymoorside and Pickering
Total External Grants and Contributions	239	1,306	200	200	200	200	2,106	
Ryedale DC Funding of Schemes	6,405	5,054	1,234	2,070	500	500	9,358	
TOTAL FUNDING OF CAPITAL PROGRAMME	6,644	6,360	1,434	2,270	700	700	11,464	

REVENUE

BUDGET

2012-13

COUNCILLOR G ACOMB

Chairman of the Policy & Resources Committee

P D CRESSWELL

Corporate Director (s151)

REVENUE BUDGET 2012–2013

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**GENERAL FUND
SUMMARY**

GENERAL FUND SUMMARY

2010/11 Actual £	2011/12 Original Estimate £	2011/12 Revised Estimate £	Service	2012/13 Original Estimate £
			CENTRAL SERVICES	
909,181	921,560	923,270	Central Services to the Public	989,160
1,376,281	1,367,770	1,363,430	Corporate & Democratic Core	1,257,060
-2,815,400	95,670	358,480	Non Distributed Costs	127,610
391,511	-1,686,640	-1,340,840	Other Operating Income & Expenditure	-864,690
-138,427	698,360	1,304,340	Total	1,509,140
3,263,286	2,483,800	2,025,700	CULTURAL & RELATED SERVICES	1,376,140
2,909,230	3,198,850	2,734,100	ENVIRONMENTAL & REGULATORY SERVICES	2,540,010
91,025	-435,240	-357,970	HIGHWAYS & TRANSPORT SERVICES	-459,740
994,641	1,222,450	1,368,040	HOUSING SERVICES	1,127,780
1,309,338	2,197,610	2,789,010	PLANNING SERVICES	1,825,160
8,429,093	9,365,830	9,863,220		7,918,490
-104,868	-1,999,900	-2,497,290	CONTRIBUTIONS TO/(FROM) EARMARKED RESERVES	-946,390
8,324,225	7,365,930	7,365,930	TOTAL NET EXPENDITURE	6,972,100

2010/11 Actual £	2011/12 Original Estimate £	2011/12 Revised Estimate £	Service by Committee	2012/13 Original Estimate £
7,057,168	6,373,680	5,714,530	COMMISSIONING BOARD	4,714,650
1,267,057	992,250	1,651,400	POLICY & RESOURCES COMMITTEE	2,257,450
8,324,225	7,365,930	7,365,930	TOTAL NET EXPENDITURE	6,972,100

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 38 and 39 and for the Policy & Resources Committee on pages 44 and 45.

**COMMISSIONING
BOARD**

**COMMISSIONING BOARD
DETAIL OF NET EXPENDITURE**

2010/11 Actual £	2011/12 Original Estimate £	2011/12 Revised Estimate £	Division / Subdivision of Service	2012/13 Original Estimate £	Line Ref
			CENTRAL SERVICES TO THE PUBLIC		
78,093	53,140	53,140	Emergency Planning Emergency Relief Work	53,010	1
73,239	76,910	89,840	General Grants Bequests & Donations Grants	270,460	2
151,332	130,050	142,980	Total Central Services to the Public	323,470	
			CULTURAL & RELATED SERVICES		
277,042	515,140	512,140	Culture & Heritage	161,430	3
2,538,543	1,579,080	1,125,580	Recreation & Sport	845,260	4
126,662	96,710	95,110	Open Spaces	109,160	5
			Tourism		
145,100	114,860	114,860	Tourism	111,070	6
175,939	178,010	178,010	Tourist Information Centres	149,220	7
321,039	292,870	292,870	Sub Total	260,290	
3,263,286	2,483,800	2,025,700	Total Cultural & Related Services	1,376,140	
			ENVIRONMENTAL & REGULATORY SERVICES		
46,006	32,410	32,410	Community Safety (Crime Reduction)	47,150	8
45,368	39,320	31,960	Community Safety (CCTV)	26,750	9
6,946	-	-	Community Safety (Safety Services)	-	10
43,609	467,900	67,900	Flood Defence & Land Drainage	15,560	11
			Regulatory Services		
155,992	178,090	178,090	Pollution Reduction	166,470	12
43,258	42,770	56,140	Pest Control	35,690	13
53,986	63,950	63,950	Dog Control	61,710	14
188,270	139,670	139,670	Food Safety	129,780	15
154,670	169,280	169,280	Public Health	154,070	16
450,061	264,720	264,720	Public Conveniences	265,310	17
-9,200	-3,170	-3,170	Cesspool Emptying	-3,900	18
11,343	12,890	12,890	Hackney Carriage & Private Hire Vehicles Licensing	9,840	19
1,412	14,500	14,500	Licences	9,430	20
1,049,792	882,700	896,070	Sub Total	828,400	
332,750	380,480	380,480	Street Cleansing	361,980	21
582,730	569,500	559,550	Waste Collection	543,170	22
-7,348	-30,000	-16,870	Trade Waste	-45,380	23
734,034	778,930	704,990	Recycling	682,170	24
2,833,887	3,121,240	2,656,490	Total Environmental & Regulatory Services	2,459,800	

COMMISSIONING BOARD

DETAIL OF NET EXPENDITURE (CONTINUED)

2010/11 Actual £	2011/12 Original Estimate £	2011/12 Revised Estimate £	Division / Subdivision of Service	2012/13 Original Estimate £	Line Ref
			HIGHWAYS & TRANSPORT SERVICES		
			Parking Services		
-203,499	-505,340	-428,070	Car Parks	-522,140	25
-203,499	-505,340	-428,070	Total Highways & Transport Services	-522,140	
			HOUSING SERVICES		
121,720	73,440	73,440	Housing Strategy	68,580	26
28,969	25,880	125,880	Housing Enabling	23,490	27
66,863	58,390	58,390	Housing Advice	50,710	28
182,997	476,590	550,590	Private Sector Housing Renewal	481,980	29
120,558	155,910	155,910	Homelessness	148,670	30
			Other Council Property		
83,677	20,200	20,200	Travellers Site, Malton	19,150	31
			Welfare Services		
-3,565	8,970	8,970	Ryecare Lifeline Service	-15,690	32
601,219	819,380	993,380	Total Housing Services	776,890	
			PLANNING SERVICES		
			Building Control		
20,656	-4,670	-4,670	Street Naming	8,840	33
225,808	192,500	192,000	Environmental Initiatives	169,250	34
			Business Support		
218,017	180,700	180,700	Economic Development Support	171,900	35
			Economic Development		
-53,538	-43,980	-43,980	Markets	-49,500	36
410,943	324,550	324,050	Total Planning Services	300,490	
7,057,168	6,373,680	5,714,530	NET EXPENDITURE FOR COMMITTEE	4,714,650	

COMMISSIONING BOARD BUDGET VARIATIONS

PAGE 38/39 LINE REF	DETAIL				NOTES
	Original 2011/12 to Probable Outturn 2011/12				
		£'000	£'000	£'000	
	Original Estimate 2011/12 Net Expenditure			6374	
	Additional Costs:				
25	Car Parking	77			1
22,23,24	Transport Running Costs	28			1
2	Grant Payments (New Homes Bonus Scheme)	<u>13</u>			2
			118		
	Cost Reductions and Savings:				
24	Recycling Efficiencies		-70		3
	Other Movements in Costs and Savings			14	
	Capital Financing Adjustments:				
22,23,24	Leasing Adjustment	-209			
22,23,24	Capital Charges	178			
3,4,11,26,29	Revenue Exp Funded from Capital Under Statute (REFCUS)	-679			
29	Grant Income for REFCUS	<u>-11</u>			
			-721		
	Net Movement of Expenditure			-659	
	Revised Estimate 2011/12 Net Expenditure			<u>5,715</u>	

COMMISSIONING BOARD BUDGET VARIATIONS

PAGE 38/39 LINE REF	DETAIL				NOTES
	Original 2011/12 to 2012/13				
		£'000	£'000	£'000	
	Original Estimate 2011/12 Net Expenditure			6374	
	Inflation:				
	Provision for Pay Increase & General Inflation (net)		78		
	Additional Costs:				
	Budget Pressures:				
22,23,24	Transport Running Costs	43			1
25	Car Parking	20			1
4	Community Leisure Grant	20			1
8	Crime and Disorder	15			1
	Meeting Priorities:				
24	Recycling Plastic Bottles and Cardboard	50			4
	Other Costs				
2	Grant Payments (New Homes Bonus Scheme)	<u>202</u>			
			350		
	Cost Reductions and Savings:				
See Financial (Efficiency & Budget Reduction Savings	-291			3
Strategy (Other Savings	-19			3
Appendix A	Service Cuts	<u>-115</u>			3
			-425		
	Other Movements in Costs and Savings		-264		
	Capital Financing Adjustments:				
22,23,24	Leasing Adjustment	-210			5
22,23,24	Capital Charges	271			5
3,4,11	Revenue Exp Funded from Capital Under Statute (net)	<u>-1459</u>			6
			-1398		
	Net Movement of Expenditure			-1659	
	Original Estimate 2012/13 Net Expenditure			<u>4,715</u>	

BUDGET VARIATION NOTES

1. There is currently a shortfall of income on charges for car parking and above inflation cost pressures on fuel and tyres for the Council's operational vehicle fleet. In addition there are budget pressures on the running of the Council's leisure facilities and withdrawal of external funding for crime and disorder. The realignment of estimates for these service areas has been proposed as part of the 2012/13 budget.
2. The government announced a new source of non-ringfenced funding, the New Homes Bonus scheme, subsequent to the approval of the 2011/12 budget. The Council has received £215k in 2011/12 and have been notified of a further £440k in 2012/13. The allocation of the spending of the current year's grant has been shown in the budget as spread over the two financial years.
3. The Comprehensive Spending Review 2010 (CSR 10) included a considerable reduction in the Formula Grant paid to the Council for 2012/13. 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, budget reductions and proposed service cuts included in the 2012/13 budget are listed in Appendix A of the Financial Strategy.
4. The 2012/13 budget provides for growth to cover the district wide rollout of the kerbside collection of plastic bottles and cardboard for recycling.
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. The increase in capital charges reflects the reclassification of several vehicle leasing arrangements from operating leases to finance leases following changes in the accounting regulations.
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 Adjustments between Accounting & Funding under Regulations heading in the Policy & 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

2010/11 Actual £	2011/12 Original Estimate £	2011/12 Revised Estimate £	Division / Subdivision of Service	2012/13 Original Estimate £	Line Ref
			CENTRAL SERVICES TO THE PUBLIC		
			Local Tax Collection		
395,459	318,150	364,970	Cost of Rate/Council Tax Collection	319,070	1
-23,756	-17,000	-30,000	Council Tax Benefits Payments	-32,000	2
147,001	147,790	133,820	Council Tax Benefits Administration	121,880	3
78,990	74,130	74,130	Rate Relief	76,360	4
597,694	523,070	542,920	Sub Total	485,310	
			Elections		
115,186	188,530	157,460	Conducting Elections	97,870	5
83,696	90,120	90,120	Registration of Electors	89,490	6
198,882	278,650	247,580	Sub Total	187,360	
-38,727	-10,210	-10,210	Local Land Charges	-6,980	7
757,849	791,510	780,290	Total Central Services to the Public	665,690	
			CORPORATE & DEMOCRATIC CORE		
713,336	736,360	724,190	Democratic Representation & Management	703,150	8
662,945	631,410	639,240	Corporate Management	553,910	9
1,376,281	1,367,770	1,363,430	Total Corporate & Democratic Core	1,257,060	
			NON DISTRIBUTED COSTS		
			Non Distributed Costs		
-	-	177,470	Voluntary Redundancy Payments	-	10
-2,950,100	32,900	107,680	Retirement Benefits	114,950	11
45,816	48,160	73,330	Costs of Unused Shares of Assets	12,660	12
88,884	14,610	-	Assets under Construction & Surplus Assets for Disposal	-	13
-2,815,400	95,670	358,480	Sub Total	127,610	
-2,815,400	95,670	358,480	Total Non Distributed Costs	127,610	

POLICY & RESOURCES COMMITTEE
DETAIL OF NET EXPENDITURE (CONTINUED)

2010/11 Actual £	2011/12 Original Estimate £	2011/12 Revised Estimate £	Division / Subdivision of Service	2012/13 Original Estimate £	Line Ref
			OTHER OPERATING INCOME & EXPENDITURE		
			Interest & Investment Income		
-127,663	-130,000	-140,000	Interest & Investment Income	-100,000	14
-12,710	-77,430	-41,120	Investment Property	-57,920	15
-140,373	-207,430	-181,120	Sub Total	-157,920	
1,114,000	1,100,000	800,000	Pensions Interest Cost & Expected Return on Assets	800,000	16
-2,915,000	-	-	Pensions Actuarial Gains & Losses	-	17
207,205	17,240	-422,130	Other Corporate Costs		
75,976	-	-	General Financial Provisions	-603,510	18
45,964	-	-	Other Employee Related Costs	-	19
			Customer Liaison & Marketing	-	20
329,145	17,240	-422,130	Sub Total	-603,510	
2,003,739	-2,596,450	-1,537,590	Adjs between Accounting & Funding under Regulations	-903,260	21
391,511	-1,686,640	-1,340,840	Total Other Operating Income & Expenditure	-864,690	
			ENVIRONMENTAL & REGULATORY SERVICES		
			Flood Defence & Land Drainage		
75,343	77,610	77,610	Drainage Boards Levies	80,210	22
75,343	77,610	77,610	Total Environmental & Regulatory Services	80,210	
			HIGHWAYS & TRANSPORT SERVICES		
			Public Transport		
294,524	70,100	70,100	Transport Support	62,400	23
294,524	70,100	70,100	Total Highways & Transport Services	62,400	
			HOUSING SERVICES		
6,583	55,000	23,000	Housing Benefits Payments	23,000	24
386,839	348,070	351,660	Housing Benefits Administration	327,890	25
393,422	403,070	374,660	Total Housing Services	350,890	
			PLANNING SERVICES		
43,413	43,730	58,730	Building Control	61,030	26
428,979	377,870	443,720	Development Control	305,950	27
288,573	1,288,530	1,799,580	Planning Policy	1,008,590	28
137,430	162,930	162,930	Community Development	149,100	29
898,395	1,873,060	2,464,960	Total Planning Services	1,524,670	
-104,868	-1,999,900	-2,497,290	CONTRIBUTIONS TO/(FROM) EARMARKED RESERVES	-946,390	30
1,267,057	992,250	1,651,400	NET EXPENDITURE FOR COMMITTEE	2,257,450	

POLICY & RESOURCES COMMITTEE BUDGET VARIATIONS

PAGE 44/45 LINE REF	DETAIL	£'000	£'000	£'000	NOTES
	Original 2011/12 to Probable Outturn 2011/12				
		£'000	£'000	£'000	
	Original Estimate 2011/12 Net Expenditure			992	
	Additional Costs:				
10 & 18	Voluntary Redundancies	127			1
11	Early Retirement	85			1
27	Development Control fees	90			2
26	Building Control	15			2
1 & 9	External Audit Fee	<u>15</u>			2
			332		
	Cost Reductions and Savings:				
18	Net Salary Savings	-72			1
2 & 24	HB/CTB Payments Subsidy	-45			
28	Planning Policy	<u>-35</u>			
			-152		
18	New Homes Bonus Grant	-215			3
18	Council Tax Freeze Grant	<u>-94</u>			4
			-309		
	Other Movements in Costs and Savings		-65		
	Capital Financing Adjustments:				
18 & 21	Leasing Adjustment	209			
1 & 3	Capital Charges	2			
28	Revenue Exp Funded from Capital Under Statute (REFCUS)	800			
28	Grant Income for REFCUS	-254			
21	Capital Adjustment Account (net)	-36			
21	Revenue Contributions to Capital Outlay	<u>629</u>			
			1350		
	Financial Adjustments:				
	Contribution to / (from) Balances:				
30	Reduced Contribution from General Reserve	31			5
30	Net Increased Contribution from Capital Fund	-609			5
30	Contribution to Grants Reserve	202			3 & 5
30	Contribution from Restructure Reserve	-186			1 & 5
30	Reduced Contribution from LDF Reserve	50			5
30	Other Minor Movement in Funds	<u>15</u>			5
			-497		
	Net Movement of Expenditure			<u>659</u>	
	Revised Estimate 2011/12 Net Expenditure			<u>1651</u>	

POLICY & RESOURCES COMMITTEE BUDGET VARIATIONS

PAGE 44/45 LINE REF	DETAIL				NOTES	
	Original 2011/12 to 2012/13		£'000	£'000	£'000	
	Original Estimate 2011/12 Net Expenditure				992	
	Inflation:					
	Provision for Pay Increase & General Inflation (net)			89		
	Additional Costs:					
	Budget Pressures:					
1,3,9,25	External Audit Fees		15			2
26	Building Control		15			2
3 & 25	Housing/CT Benefit Admin Grant		10			2
15	Indoor Bowls Centre		10			2
	Meeting Priorities:					
18	Unallocated Provision		<u>50</u>			
				100		
See Financial (Cost Reductions and Savings:					
Strategy (Efficiency & Budget Reduction Savings		-299			6
Appendix A (Other Savings		-19			6
	Service Cuts		<u>-49</u>			6
				-367		
18	New Home Bonus Grant		-440			3
18	Council Tax Freeze Grant		<u>-94</u>			4
				-534		
	Other Movements in Costs and Savings			211		
	Capital Financing Adjustments:					
18 & 21	Leasing Adjustment		210			7
1 & 3	Capital Charges		6			7
21	Capital Charges – Recharge		-277			7
28	Revenue Exp Funded from Capital Under Statute (net)		-296			8
21	Capital Adjustment Account - REFCUS (net)		1755			8
21	Revenue Contributions to Capital Outlay		<u>-685</u>			9
				713		
	Financial Adjustments:					
	Contribution to / (from) Balances:					
30	Reduced Contribution from General Reserve		93			5
30	Reduced Contribution to Capital Investment		685			5
30	Reduced Contribution to Capital Fund		-30			5
30	Net Contribution to Grants Reserve		238			3 & 5
30	Reduced Contribution from Election Reserve		79			5
30	Other Minor Movement on Funds		<u>-12</u>			5
				1053		
	Net Movement of Expenditure				1265	
	Original Estimate 2012/13 Net Expenditure				<u>2257</u>	

BUDGET VARIATION NOTES

1. The Going for Gold corporate efficiency programme was launched in 2011/12 to generate savings to balance the 2012/13 budget. One of a number of elements in the programme included voluntary redundancy, of which the extra cost will be covered by a drawdown from the Restructure Reserve and salary savings achieved.
2. Spending pressures in 2011/12 include the loss of fee income for development control and building control services and an overstated saving in the base budget for the external audit fee. In 2012/13 there are further pressures due to the reduction in government grants for Housing / Council Tax Benefit administration, rent income reduction for the indoor bowling centre
3. The government announced a new source of non-ringfenced funding, the New Homes Bonus scheme, subsequent to the approval of the 2011/12 budget. The Council has received £215k in 2011/12 and have been notified of a further £440k in 2012/13. Any grant not spent in the year will be transferred to reserves and specifically earmarked and applied in the subsequent year in accordance to the allocation decided by members.
4. As part of the spending review for 2012/13 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.
5. The heading Contributions to / (from) Earmarked Reserves (line 30) shows movements on the Council's funds and reserves. Details of the movement in the Council's key reserves are shown in Appendix D of the Financial Strategy.
6. The Comprehensive Spending Review 2010 (CSR 10) has included a considerable reduction in the Formula Grant paid to the Council for 2012/13. 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, budget reductions and proposed service cuts included in the 2012/13 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 2013/14.
7. 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 included under the heading Adjustments between Accounting & Funding under Regulations (line 21) to make neutral the effect on local taxation. An adjustment is also shown to reverse the effect of changes to the accounting treatment of vehicle leases (see note 5 for Commissioning Board budget).
8. There is a reduction in grant related schemes in the Capital Programme for this committee, which has reduced the Revenue Expenditure Funded from Capital Under Statute (REFCUS) charged to the service accounts. Overall, there is a total net reduction for REFCUS in the budget and this is shown as a contra entry in the heading Adjustments between Accounting & Funding under Regulations (line 21) which negates the bottom line impact on the Council's Budget Requirement and Council Tax.
9. Compared to 2011/12 there will be significantly less capital investment for 2012/13. As a consequence the use of interest receipts to fund the capital programme has reduced.

SERVICE UNITS

SERVICE UNITS HOLDING ACCOUNTS

SUMMARY OF NET EXPENDITURE

Service Units	Employees	Running Expenses	Support Services	Income	2012/13 Original Estimate
	£	£	£	£	£
SUPPORT SERVICE UNITS					
Corporate Management Team & Support	267,540	100,890	61,010	-	429,440
Legal Services	172,320	57,790	40,170	-10,520	259,760
Transformation	184,110	59,430	56,770	-	300,310
Finance & Revenue Services	466,600	112,540	103,830	-13,860	669,110
Customer Services & Benefits	568,190	131,420	137,470	-9,270	827,810
Human Resources	168,990	39,020	37,370	-3,280	242,100
ICT Services	219,710	-	-	-	219,710
Total	2,047,460	501,090	436,620	-36,930	2,948,240
DIRECT SERVICE UNITS					
Facilities & Emergency Planning	143,130	43,930	108,860	-	295,920
Democratic Services	149,130	36,970	69,540	-760	254,880
Economic & Community Services	398,220	83,980	136,480	-	618,680
Housing Services	351,260	98,210	121,180	-	570,650
Development	494,640	107,150	137,980	-1,110	738,660
Forward Planning	275,740	50,350	89,970	-	416,060
Streetscene - Admin	390,540	115,540	194,670	-	700,750
Streetscene - Operational	1,277,180	66,400	14,900	-	1,358,480
Health & Environment	409,480	84,470	138,760	-	632,710
Total	3,889,320	687,000	1,012,340	-1,870	5,586,790
NET EXPENDITURE	5,936,780	1,188,090	1,448,960	-38,800	8,535,030

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	2012/13 Total
	£	£	£	£	£
SUPPORT SERVICE UNITS					
Corporate Management Team & Support	270,730	-	158,710	-	429,440
Legal Services	63,140	-	196,620	-	259,760
Transformation	123,500	25,640	151,170	-	300,310
Finance & Revenue Services	399,140	16,460	253,510	-	669,110
Customer Services & Benefits	671,390	62,520	93,900	-	827,810
Human Resources	28,430	13,460	200,210	-	242,100
ICT Services	-130	218,100	1,740	-	219,710
Total	1,556,200	336,180	1,055,860	0	2,948,240
DIRECT SERVICE UNITS					
Facilities & Emergency Planning	204,660	50,410	-	40,850	295,920
Democratic Services	254,880	-	-	-	254,880
Economic & Community Services	601,550	-	-	17,130	618,680
Housing Services	570,650	-	-	-	570,650
Development	738,660	-	-	-	738,660
Forward Planning	416,060	-	-	-	416,060
Streetscene - Admin	571,720	129,030	-	-	700,750
Streetscene - Operational	1,251,780	106,700	-	-	1,358,480
Health & Environment	632,710	-	-	-	632,710
Total	5,242,670	286,140	0	57,980	5,586,790
NET EXPENDITURE	6,798,870	622,320	1,055,860	57,980	8,535,030

**PARISH & TOWN
COUNCILS
PRECEPT REQUIREMENTS**

PARISH & TOWN COUNCILS PRECEPT REQUIREMENTS 2012/13

Parish/Town	Number of Band D Equivalents	Precept Requirement £	£ per Band D Equivalent
Acklam	71.31	2,200	30.85
Aislaby, Middleton & Wrelton	311.16	2,320	7.46
Allerston & Wilton	199.07	1,500	7.54
Amotherby	148.64	2,700	18.16
Ampleforth	366.42	16,500	45.03
Appleton-le-Moors	95.45	6,000	62.86
Appleton-le-Street	52.99	-	-
Barton-le-Street	81.85	700	8.55
Barton-le-Willows	88.16	1,000	11.34
Barughs Ambo	89.04	200	2.25
Beadlam	98.89	1,700	17.19
Birdsall	84.71	150	1.77
Bransdale	29.75	-	-
Brawby	65.80	-	-
Broughton	83.43	2,500	29.97
Bulmer	96.43	1,500	15.56
Burythorpe	115.15	1,900	16.50
Buttercrambe	43.14	-	-
Byland with Wass & Oldstead	119.09	900	7.56
Cawton, Coulton & Grimstone	93.08	618	6.64
Claxton & Sand Hutton	212.56	4,400	20.70
Cold Kirby	52.21	-	-
Coneysthorpe	42.16	-	-
Cropton	111.60	828	7.42
Ebberston & Yedingham	253.64	3,600	14.19
Edstone	59.59	-	-
Fadmoor	54.47	-	-
Farndale East	48.07	350	7.28
Farndale West	49.05	-	-
Flaxton	149.52	2,500	16.72
Foston & Thornton-le-Clay	127.26	1,500	11.79
Foxholes with Butterwick	90.33	2,800	31.00
Ganton with Potter Brompton	92.59	1,500	16.20
Gate Helmsley & Upper Helmsley	143.52	1,900	13.24
Gillamoor	68.75	500	7.27
Gilling East	107.27	1,282	11.95
Habton	129.53	500	3.86
Harome	119.68	4,000	33.42
Hartoft	32.11	-	-
Harton	37.63	-	-
Hawnby	91.70	600	6.54
Helmsley	730.57	51,500	70.49

PARISH & TOWN COUNCILS PRECEPT REQUIREMENTS 2012/13 (CONTINUED)

Parish/Town	Number of Band D Equivalents	Precept Requirement £	£ per Band D Equivalent
Henderskelfe	25.41	-	-
Heslerton	156.81	3,060	19.51
Hovingham & Scackleton	223.00	3,179	14.26
Howsham	62.25	-	-
Hutton-le-Hole	93.87	4,500	47.94
Huttons Ambo	124.70	2,000	16.04
Kirbygrindalythe	119.38	1,000	8.38
Kirby Misperton	131.01	1,200	9.16
Kirkbymoorside	1,214.90	77,000	63.38
Langton	42.65	-	-
Lastingham	63.53	444	6.99
Leavening	138.10	1,200	8.69
Levisham	49.74	-	-
Lillings Ambo	75.45	200	2.65
Lockton	117.12	2,050	17.50
Luttons	157.90	1,150	7.28
Malton	1,874.75	87,000	46.41
Marishes	56.34	-	-
Marton	97.02	420	4.33
Nawton	250.19	5,000	19.98
Newton-on-Rawcliffe & Stape	123.62	2,100	16.99
Normanby	66.78	400	5.99
Norton	2,497.96	98,500	39.43
Nunnington	122.93	950	7.73
Old Byland & Scawton	71.12	-	-
Oswaldkirk	122.63	1,122	9.15
Pickering	2,688.66	135,000	50.21
Pockley	44.72	-	-
Rievaulx	40.68	300	7.37
Rillington	412.42	13,000	31.52
Rosedale East & West	170.01	4,070	23.94
Salton	34.77	-	-
Scagglethorpe	102.14	1,502	14.71
Scampston with East & West Knapton	132.48	1,750	13.21
Scrayingham with Leppington	78.80	-	-
Settrington	144.80	3,250	22.44
Sherburn	289.49	15,110	52.20
Sheriff Hutton with Cornborough	449.65	14,909	33.16
Sinnington	145.68	1,200	8.24

PARISH & TOWN COUNCILS PRECEPT REQUIREMENTS 2012/13 (CONTINUED)

Parish/Town	Number of Band D Equivalents	Precept Requirement £	£ per Band D Equivalent
Slingsby	255.02	5,449	21.37
Southolme & Fryton	35.56	551	15.49
Spaunton	35.76	-	-
Sproxton	58.31	178	3.05
Stonegrave	45.70	-	-
Swinton	213.75	2,800	13.10
Terrington	239.16	2,935	12.27
Thixendale	78.21	700	8.95
Thornton-le-Dale	820.90	22,237	27.09
Thorpe Bassett	48.56	200	4.12
Warthill	112.09	600	5.35
Weaverthorpe	123.03	3,500	28.45
Welburn (Kirkbymoorside)	33.19	-	-
Welburn (Malton)	213.84	3,500	16.37
Westow	148.83	2,150	14.45
Wharram	45.31	-	-
Whitwell-on-the-Hill & Crambe	104.61	500	4.78
Willerby & Staxton	241.92	7,000	28.94
Wintringham	79.39	1,500	18.89
Wombledon	150.02	3,656	24.37
Council Tax Base	21,033.99		
Aggregate of Parish Requirements		660,170	