

# RIBBLE VALLEY BOROUGH COUNCIL

## REPORT TO POLICY AND FINANCE COMMITTEE

Agenda Item No 10

meeting date: 27 JANUARY 2015  
title: ORIGINAL REVENUE BUDGET 2015/16  
submitted by: DIRECTOR OF RESOURCES  
principal author: TRUDY HOLDERNESS

### 1 PURPOSE

- 1.1 To agree the draft revenue budget for 2015/16, for consideration at Special Policy and Finance Committee.

### 2 BACKGROUND

- 2.1 The three year forecast to Policy and Finance Committee in September showed that significant reductions to our budget of £513k and £900k would be necessary for 2015/16 and 2016/17 based on our indicative grant allocation following a consultation in the summer, and forecast future grant allocation reductions.
- 2.2 Our provisional Settlement Funding Assessment, announced on the 18 December 2014, is £2,240,595 for 2015/16. In comparison our current year's allocation is £2,603,769. This represents therefore a reduction of 14% in our core government funding. No announcement was made regarding 2016/17.
- 2.3 The Government announce movements in our 'Spending Power' which includes income from Council Tax Payers, New Homes Bonus and other grants when quoting our funding allocations. According to the Government we will face a reduction in our Spending Power of 1% in 2015/16.
- 2.4 In the Autumn Statement announced on 3 December 2014 the Chancellor indicated that in the next Parliament Public Sector spending would continue to fall. He stated that the reductions in spending may be at the same rate seen over the last five years. In my budget forecast in September I have assumed a 10% reduction in core funding for 2016/17 and a further 5% in 2017/18. This pessimistic forecast may eventually prove to have been optimistic. Much will depend on the outcome of the General Election and the pace of economic recovery.
- 2.5 The Budget Working Group is meeting regularly to consider the Council's budget for next year and have suggested **four options** to address the budget shortfall:
- Whether the Council Tax should be increased for 2015/16
  - Examination in detail of our underspends and overspends to ensure our base budget is accurate
  - Consider increasing the amount of New Homes Bonus we use to finance the revenue budget
  - Examination of how much business rates growth we can realistically expect to rely upon.
- 2.6 The Budget Working Group will continue to meet over the coming weeks and will ultimately make recommendations to Special Policy and Finance on 10 February 2015.

### 3 2015/16 DRAFT REVENUE BUDGET

- 3.1 As far as your budget is concerned, the estimates have been prepared on the current levels of service, and they allow for the settled pay award of 2.2% spread over two years (2014/15 and 2015/16) and price increases of 2%.
- 3.2 Detailed in the following section of the report are the individual budget areas under this committee. Shown are the movements from the 2014/15 Original Estimate, to the proposed Original Estimate for 2015/16. Comments are also provided on the main variances.

## 4 COMMITTEE SERVICE ESTIMATES

### 4.1 CHIEF EXECUTIVE'S DEPARTMENT

| Service Description   |                           |                 |                             |                                     |                  |         | CEXEC                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|---------|---------------------------|
| <p>The Chief Executive's Department comprises three service units: Regeneration and Housing, Legal and Democratic Services and Environmental Health. The Regeneration and Housing section is responsible for providing support for regeneration in the area, community safety and provide the council's mandatory housing functions. Legal and Democratic services provide the council with advice on legal issues and support to the democratic process, it also has responsibility for the Committee Services section, which prepares and distributes agendas, and offers support to the Borough Mayor. The costs for staffing for Legal and Democratic Services are shown in a separate paragraph 4.27. Environmental Health provides commercial and domestic environmental health support and also the building control function within the area.</p> |                           |                 |                             |                                     |                  |         |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |         |                           |
| To be a well managed council providing efficient services based on identified customer needs  |                           |                 |                             |                                     |                  |         |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £       | £                         |
| Employee Related  | 924,960                   | 18,510          | 850                         | -33,920                             | 0                | 0       | 910,400                   |
| Transport Related   | 28,460                    | 560             | -270                        | -990                                | 0                | 0       | 27,760                    |
| Supplies and Services   | 22,710                    | 450             | -60                         | -780                                | 0                | 0       | 22,320                    |
| Support Services  | 181,130                   | 0               | 0                           | 0                                   | 950              |         | 182,080                   |
| Total Expenditure   | 1,157,260                 | 19,520          | 520                         | -35,690                             | 950              | 0       | 1,142,560                 |
| Other grants & reimbursements   | -20                       | 0               | 0                           | -30                                 | 0                | 0       | -50                       |
| Departmental Recharges  | -1,145,390                | 0               | 0                           | 0                                   | 14,640           | 0       | -1,130,750                |
| Miscellaneous Recharges   | -11,850                   | 0               | 0                           | 0                                   | 90               | 0       | -11,760                   |
| Total Income  | -1,157,260                | 0               | 0                           | -30                                 | 14,730           | 0       | -1,142,560                |
| NET   | 0                         | 19,520          | 520                         | -35,720                             | 15,680           | 0       | 0                         |
| Comments  |                           |                 |                             |                                     |                  |         |                           |
| <p>An increase in the staff turnover provision has been included in employee related expenses together with a reduction in hours worked within the housing section; a pay award adjustment; and a reduction in the amount of superannuation deficit payment due to the pension fund.</p> <p>The share of vehicle insurance, cost of email and internet connection and mobile device costs have been reduced due to less insurance claims and change in telephone suppliers.</p> <p>Support costs have increased mainly from Financial and Computer services offset by a reduction from the Contact Centre due to changes in cost allocations from these services.</p> <p>The net decrease in net expenditure is reflected in reduced recharges to other services.</p>   |                           |                 |                             |                                     |                  |         |                           |

## 4.2 ORGANISATION AND MEMBER DEVELOPMENT

| Service Description   |                           |                 |                             |                                     |                  |               | OMDEV                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|---------------|---------------------------|
| <p><i>This budget covers human resources, central administration functions and corporate services. Human resources provide the personnel function and organisation wide training. The central administration function provides typing and corporate printing. Corporate services provide advice and services including health and safety issues, strategic planning, performance management, policy development and review, consultation and communications.</i></p>  |                           |                 |                             |                                     |                  |               |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |               |                           |
| To help make peoples' lives safer and healthier   |                           |                 |                             |                                     |                  |               |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital       | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £             | £                         |
| Employee Related  | 315,800                   | 6,320           | 140                         | -9,530                              | 0                | 0             | 312,730                   |
| Transport Related   | 6,120                     | 120             | -80                         | -940                                | 0                | 0             | 5,220                     |
| Supplies and Services   | 37,000                    | 740             | -90                         | -1,370                              | 0                | 0             | 36,280                    |
| Support Services  | 77,050                    | 0               | 0                           | 0                                   | -4,670           | 0             | 72,380                    |
| Depreciation and Impairment   | 4,630                     | 0               | 0                           | 0                                   | 0                | -4,630        | 0                         |
| <b>Total Expenditure</b>  | <b>440,600</b>            | <b>7,180</b>    | <b>-30</b>                  | <b>-11,840</b>                      | <b>-4,670</b>    | <b>-4,630</b> | <b>426,610</b>            |
| Customer and Client Receipts  | -4,040                    | -80             | -20                         | -20                                 | 0                | 0             | -4,160                    |
| Departmental Recharges  | -436,560                  | 0               | 0                           | 0                                   | 14,110           | 0             | -422,450                  |
| <b>Total Income</b>   | <b>-440,600</b>           | <b>-80</b>      | <b>-20</b>                  | <b>-20</b>                          | <b>14,110</b>    | <b>0</b>      | <b>-426,610</b>           |
| <b>NET</b>  | <b>0</b>                  | <b>7,100</b>    | <b>-50</b>                  | <b>-11,860</b>                      | <b>9,440</b>     | <b>-4,630</b> | <b>0</b>                  |
| Comments  |                           |                 |                             |                                     |                  |               |                           |
| <p>An increase in the staff turnover provision has been included in employee related expenses together with a pay award adjustment and a reduction in the amount of superannuation deficit payment due to the pension fund.</p> <p>Transport related expenses have reduced due a decrease in the rate of employer's contribution towards the costs of a leased vehicle and supplies and service expenditure shows a reduction in the cost of telephone calls.</p> <p>A reduction in support costs is mainly from Financial services due to changes in costs allocated from this service.</p> <p>The telephone system installed in 2004/05 has now become fully depreciated, reflecting the adjustment under 'capital'.</p> <p>The overall decrease in net expenditure is reflected in reduced departmental recharges to other services.</p> |                           |                 |                             |                                     |                  |               |                           |

### 4.3 CORPORATE SERVICES

| Service Description   |                           |                 |                             |                                     |                  |         | CSERV                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|---------|---------------------------|
| <p><i>The cost of a small team (within the Resources Department) providing corporate support, advice and services including health and safety issues, strategic planning, performance management, policy development and review, consultation and communications, which is recharged here from the Organisation and Member Development Cost Centre.</i></p> |                           |                 |                             |                                     |                  |         |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |         |                           |
| To be a well managed council providing efficient services based on identified customer needs.   |                           |                 |                             |                                     |                  |         |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £       | £                         |
| Supplies and Services   | 23,630                    | 480             | -10                         | -60                                 | 0                | 0       | 24,040                    |
| Support Services  | 156,250                   | 0               | 0                           | 0                                   | -3,690           | 0       | 152,560                   |
| Total Expenditure   | 179,880                   | 480             | -10                         | -60                                 | -3,690           | 0       | 176,600                   |
| Net   | 179,880                   | 480             | -10                         | -60                                 | -3,690           | 0       | 176,600                   |
| Comments  |                           |                 |                             |                                     |                  |         |                           |
| Reduction in support costs mainly from Organisation and Member Development due to changes in cost allocations from this service.  |                           |                 |                             |                                     |                  |         |                           |

### 4.4 CORPORATE MANAGEMENT

| Service Description   |                           |                 |                             |                                     |                  |         | CORPM                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|---------|---------------------------|
| <p><i>Corporate Management concerns those activities and costs that provide the infrastructure to allow services to be provided and the information that is required for public accountability.</i></p> <p><i>This budget includes staff indirectly employed on corporate issues such as corporate planning, council and corporate policy making, preparation of published accounts, publicity, estimating and accounting for precepts.</i></p> |                           |                 |                             |                                     |                  |         |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |         |                           |
| To be a well managed council providing efficient services based on identified customer needs  |                           |                 |                             |                                     |                  |         |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £       | £                         |
| Support Services  | 357,170                   | 0               | 0                           | 0                                   | -32,340          | 0       | 324,830                   |
| Total Expenditure   | 357,170                   | 0               | 0                           | 0                                   | -32,340          | 0       | 324,830                   |
| NET   | 357,170                   | 0               | 0                           | 0                                   | -32,340          | 0       | 324,830                   |
| Comments  |                           |                 |                             |                                     |                  |         |                           |
| Reduction in support costs mainly from Chief Executives, Legal services and Contact Centre due to changes in cost allocations from these services.  |                           |                 |                             |                                     |                  |         |                           |

## 4.5 CIVIC SUITE

| Service Description   |                           |                 |                             |                                     |                  |            | CIVST                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|------------|---------------------------|
| <p>All running costs for the civic suite are shown here, including staffing and cleaning of the facility. On occasions the civic suite is hired out to external organisations, for which a charge is made. Council departments are also charged a proportion of the running costs to reflect the level of usage that they have had of the facility during the year.</p>   |                           |                 |                             |                                     |                  |            |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |            |                           |
| To be a well managed council providing efficient services based on identified customer needs  |                           |                 |                             |                                     |                  |            |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital    | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £          | £                         |
| Employee Related  | 10,760                    | 200             | 30                          | 400                                 | 0                | 0          | 11,390                    |
| Premises Related  | 27,570                    | 560             | 220                         | -330                                | 0                | 0          | 28,020                    |
| Supplies and Services   | 2,270                     | 30              | -30                         | 0                                   | 0                | 0          | 2,270                     |
| Support Services  | 25,830                    | 0               | 0                           | 0                                   | -410             | 0          | 25,420                    |
| Depreciation and Impairment   | 9,090                     | 0               | 0                           | 0                                   | 0                | -10        | 9,080                     |
| <b>Total Expenditure</b>  | <b>75,520</b>             | <b>790</b>      | <b>220</b>                  | <b>70</b>                           | <b>-410</b>      | <b>-10</b> | <b>76,180</b>             |
| Customer and Client Receipts  | -5,210                    | -100            | 20                          | -1,090                              | 0                | 0          | -6,380                    |
| Departmental Recharges  | -70,310                   | 0               | 0                           | 0                                   | 510              | 0          | -69,800                   |
| <b>Total Income</b>   | <b>-75,520</b>            | <b>-100</b>     | <b>20</b>                   | <b>-1,090</b>                       | <b>510</b>       | <b>0</b>   | <b>-76,180</b>            |
| <b>NET</b>  | <b>0</b>                  | <b>690</b>      | <b>240</b>                  | <b>-1,020</b>                       | <b>100</b>       | <b>-10</b> | <b>0</b>                  |
| Comments  |                           |                 |                             |                                     |                  |            |                           |
| <p>The increase in employee related expenses is due to staff joining the superannuation scheme offset by a reduction in the provision for temporary staff, reduction in electricity usage and support costs.</p> <p>Income from function hire has been reduced to reflect the average usage for past three years.</p> <p>The net decrease in expenditure is reflected in reduced recharges to other services.</p> |                           |                 |                             |                                     |                  |            |                           |

## 4.6 COUNCIL OFFICES

| Service Description   |                           |                 |                             |                                     |                  |          | CLOFF                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|----------|---------------------------|
| <p><i>This budget is for the cost of our Council offices in Clitheroe. All running costs are collated under this budget and then recharged to the services that use the building at the end of the financial year.</i></p>  |                           |                 |                             |                                     |                  |          |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |          |                           |
| <p>To be a well managed council providing efficient services based on identified customer needs</p>   |                           |                 |                             |                                     |                  |          |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital  | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £        | £                         |
| Employee Related  | 45,670                    | 910             | 1,580                       | -3,050                              | 0                | 0        | 45,110                    |
| Premises Related  | 148,090                   | 2,970           | 1,740                       | -1,630                              | 0                | 0        | 151,170                   |
| Supplies and Services   | 8,230                     | 170             | -10                         | -200                                | 0                | 0        | 8,190                     |
| Third Party Payments  | 990                       | 20              | 0                           | 0                                   | 0                | 0        | 1,010                     |
| Support Services  | 48,100                    | 0               | 0                           | 0                                   | -890             | 0        | 47,210                    |
| Depreciation and Impairment   | 23,660                    | 0               | 0                           | 0                                   | 0                | 0        | 23,660                    |
| <b>Total Expenditure</b>  | <b>274,740</b>            | <b>4,070</b>    | <b>3,310</b>                | <b>-4,880</b>                       | <b>-890</b>      | <b>0</b> | <b>276,350</b>            |
| Customer and Client Receipts  | -9,460                    | -190            | 140                         | 190                                 | 0                | 0        | -9,320                    |
| Departmental Recharges  | -265,280                  | 0               | 0                           | 0                                   | -1,750           | 0        | -267,030                  |
| <b>Total Income</b>   | <b>-274,740</b>           | <b>-190</b>     | <b>140</b>                  | <b>190</b>                          | <b>-1,750</b>    | <b>0</b> | <b>-276,350</b>           |
| <b>NET</b>  | <b>0</b>                  | <b>3,880</b>    | <b>3,450</b>                | <b>-4,690</b>                       | <b>-2,640</b>    | <b>0</b> | <b>0</b>                  |
| Comments  |                           |                 |                             |                                     |                  |          |                           |
| <p>There has been an above inflationary increase in employee related expenditure, this is offset by introducing a provision for staff turnover.</p> <p>Other expenditure items show a reduction in share of the cost of premises insurance, a reduction in the purchase of vending machine ingredients and reduced support costs mainly from Community services. These are offset by increased energy usage and above inflationary increase in electricity costs.</p> <p>The increase in net expenditure is reflected in increased recharges to other services.</p> |                           |                 |                             |                                     |                  |          |                           |

#### 4.7 COMMUNITY SAFETY

| Service Description   |                           |                 |                             |                                     |                  |         |                           | EMERG |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|---------|---------------------------|-------|
| <p><i>The Council is designated as a Category 1 responder under the Civil Contingency Act and as such is required to work with other agencies to develop and provide a suitable robust response to a range of identified local civil emergency risks.</i></p> |                           |                 |                             |                                     |                  |         |                           |       |
| Link to Ambitions   |                           |                 |                             |                                     |                  |         |                           |       |
| To help make people's lives safer and healthier   |                           |                 |                             |                                     |                  |         |                           |       |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital | Original Estimate 2015/16 |       |
|   | £                         | £               | £                           | £                                   | £                | £       | £                         |       |
| Supplies and Services   | 10,090                    | 200             | -20                         | -140                                | 0                | 0       | 10,130                    |       |
| Support Services  | 49,240                    | 0               | 0                           | 0                                   | 4,850            | 0       | 54,090                    |       |
| Total Expenditure   | 59,330                    | 200             | -20                         | -140                                | 4,850            | 0       | 64,220                    |       |
| NET   | 59,330                    | 200             | -20                         | -140                                | 4,850            | 0       | 64,220                    |       |
| Comments  |                           |                 |                             |                                     |                  |         |                           |       |
| Increase in support costs mainly from Chief Executive and Community services due to changes in cost allocations from these services   |                           |                 |                             |                                     |                  |         |                           |       |

## 4.8 COUNCIL TAX

| Service Description   |                           |                 |                             |                                     |                  |          | CLTAX                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|----------|---------------------------|
| <i>The administration and collection of council tax</i>   |                           |                 |                             |                                     |                  |          |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |          |                           |
| To be a well managed council providing efficient services based on identified customer needs  |                           |                 |                             |                                     |                  |          |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital  | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £        | £                         |
| Supplies and Services   | 59,490                    | 1,190           | -170                        | -4,840                              | 0                | 0        | 55,670                    |
| Support Services  | 341,220                   | 0               | 0                           | 0                                   | 9,550            | 0        | 350,770                   |
| Depreciation and Impairment   | 12,500                    | 0               | 0                           | 0                                   | 0                | 0        | 12,500                    |
| <b>Total Expenditure</b>  | <b>413,210</b>            | <b>1,190</b>    | <b>-170</b>                 | <b>-4,840</b>                       | <b>9,550</b>     | <b>0</b> | <b>418,940</b>            |
| Other grants, Reimbursement and contributions   | -1,630                    | -30             | -10                         | -210                                | 0                | 0        | -1,880                    |
| Customer and Client Receipts  | -83,720                   | -1,670          | 1,670                       | -6,130                              | 0                | 0        | -89,850                   |
| <b>Total Income</b>   | <b>-85,350</b>            | <b>-1,700</b>   | <b>1,660</b>                | <b>-6,340</b>                       | <b>0</b>         | <b>0</b> | <b>-91,730</b>            |
| <b>NET</b>  | <b>327,860</b>            | <b>-510</b>     | <b>1,490</b>                | <b>-11,180</b>                      | <b>9,550</b>     | <b>0</b> | <b>327,210</b>            |
| Comments  |                           |                 |                             |                                     |                  |          |                           |
| <p>The budget provision for the purchase of equipment, printing and stationery, books and software maintenance have been split between council tax and non domestic rates. The budget provision for warrant fees has been removed in line with previous years spending.</p> <p>Increase in support costs mainly from Financial services and Revenue services due to changes in cost allocations from these services.</p> <p>There has not been an inflationary increase in summonses costs but income is predicted to exceed the 2% required.</p> |                           |                 |                             |                                     |                  |          |                           |

#### 4.9 NATIONAL NON DOMESTIC RATES

| Service Description   |                           |                 |                             |                                     |                  |              | NNDRC                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|--------------|---------------------------|
| <i>The administration and collection of national non-domestic rates</i>   |                           |                 |                             |                                     |                  |              |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |              |                           |
| To be a well managed council providing efficient services based on identified customer needs  |                           |                 |                             |                                     |                  |              |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital      | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £            | £                         |
| Supplies and Services   | 1,580                     | 30              | -20                         | 3,520                               | 0                | 0            | 5,110                     |
| Transfer Payments   | 25,370                    | 510             | 0                           | 400                                 | 0                | 0            | 26,280                    |
| Support Services  | 111,260                   | 0               | 0                           | 0                                   | 0                | 3,210        | 114,470                   |
| <b>Total Expenditure</b>  | <b>138,210</b>            | <b>540</b>      | <b>-20</b>                  | <b>3,920</b>                        | <b>0</b>         | <b>3,210</b> | <b>145,860</b>            |
| Government Grants   | -85,950                   | -1,720          | 1,720                       | -1,950                              | 0                | 0            | -87,900                   |
| Other Grants and Contributions  | -50                       | 0               | 0                           | -20                                 | 0                | 0            | -70                       |
| Customer and Client Receipts  | -6,000                    | -120            | 120                         | 0                                   | 0                | 0            | -6,000                    |
| <b>Total Income</b>   | <b>-92,000</b>            | <b>-1,840</b>   | <b>1,840</b>                | <b>-1,970</b>                       | <b>0</b>         | <b>0</b>     | <b>-93,970</b>            |
| <b>NET</b>  | <b>46,210</b>             | <b>-1,300</b>   | <b>1,820</b>                | <b>1,950</b>                        | <b>0</b>         | <b>3,210</b> | <b>51,890</b>             |
| Comments  |                           |                 |                             |                                     |                  |              |                           |
| A provision for purchase of equipment, printing and stationery, books, postages and software maintenance has been established by splitting the budget provision on council tax. |                           |                 |                             |                                     |                  |              |                           |
| There has been an increase in the NNDR cost of collection grant but no increase in summonses income.  |                           |                 |                             |                                     |                  |              |                           |

#### 4.10 ELECTION ADMINISTRATION

| Service Description  |                           |                 |                             |                                     |                  |          | ELADM                     |
|--|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|----------|---------------------------|
| <i>The cost of administering elections to the council.</i>   |                           |                 |                             |                                     |                  |          |                           |
| Link to Ambitions  |                           |                 |                             |                                     |                  |          |                           |
| To be a well managed council providing efficient services based on identified customer needs   |                           |                 |                             |                                     |                  |          |                           |
| Budget Analysis  | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital  | Original Estimate 2015/16 |
|  | £                         | £               | £                           | £                                   | £                | £        | £                         |
| Support Services   | 32,970                    | 0               | 0                           | 0                                   | 11,820           | 0        | 44,790                    |
| <b>Total Expenditure</b>   | <b>32,970</b>             | <b>0</b>        | <b>0</b>                    | <b>0</b>                            | <b>11,820</b>    | <b>0</b> | <b>44,790</b>             |
| <b>NET</b>   | <b>32,970</b>             | <b>0</b>        | <b>0</b>                    | <b>0</b>                            | <b>11,820</b>    | <b>0</b> | <b>44,790</b>             |
| Comments   |                           |                 |                             |                                     |                  |          |                           |
| An increase in support costs from Chief Executives, Financial and Legal services due to changes in cost allocations from these services reflecting the joint Parliamentary and District elections in 2015. |                           |                 |                             |                                     |                  |          |                           |

#### 4.11 DISTRICT ELECTIONS

| Service Description  |                           |                 |                             |                                     |                  |         | DISTC                     |
|--|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|---------|---------------------------|
| <i>The cost of holding local elections once every four years. An earmarked reserve is set aside to fund this cost. The next elections are in 2015.</i>                 |                           |                 |                             |                                     |                  |         |                           |
| Link to Ambitions  |                           |                 |                             |                                     |                  |         |                           |
| To be a well managed council providing efficient services based on identified customer needs   |                           |                 |                             |                                     |                  |         |                           |
| Budget Analysis  | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital | Original Estimate 2015/16 |
|  | £                         | £               | £                           | £                                   | £                | £       | £                         |
| Employee Related   | 0                         | 0               | 0                           | 41,310                              | 0                | 0       | 41,310                    |
| Premises Related   | 0                         | 0               | 0                           | 7,800                               | 0                | 0       | 7,800                     |
| Transport Related  | 0                         | 0               | 0                           | 140                                 | 0                | 0       | 140                       |
| Supplies and Services  | 0                         | 0               | 0                           | 28,500                              | 0                | 0       | 28,500                    |
| Total Expenditure  | 0                         | 0               | 0                           | 77,750                              | 0                | 0       | 77,750                    |
| NET  | 0                         | 0               | 0                           | 77,750                              | 0                | 0       | 77,750                    |
| Comments   |                           |                 |                             |                                     |                  |         |                           |
| To introduce a budget provision for holding the local elections in 2015, estimates based on previous election in 2011/12 and will be funded from an earmarked reserve. |                           |                 |                             |                                     |                  |         |                           |

#### 4.12 REGISTER OF ELECTORS

| Service Description   |                           |                 |                             |                                     |                  |          | ELECT                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|----------|---------------------------|
| <i>The council has a statutory duty to compile and maintain a register of all those entitled to vote</i>  |                           |                 |                             |                                     |                  |          |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |          |                           |
| To be a well managed council providing efficient services based on identified customer needs  |                           |                 |                             |                                     |                  |          |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital  | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £        | £                         |
| Employee Related  | 13,510                    | 270             | -160                        | -8,200                              | 0                | 0        | 5,420                     |
| Supplies and Services   | 54,930                    | 1090            | -150                        | -8,730                              | 0                | 0        | 47,140                    |
| Support Services  | 31,050                    | 0               | 0                           | 0                                   | 10,870           | 0        | 41,920                    |
| <b>Total Expenditure</b>  | <b>99,490</b>             | <b>1,360</b>    | <b>-310</b>                 | <b>-16,930</b>                      | <b>10,870</b>    | <b>0</b> | <b>94,480</b>             |
| Other grants and reimbursements   | -21,600                   | -430            | 430                         | 21,600                              | 0                | 0        | 0                         |
| Customer and Client Receipts  | -1,250                    | -30             | 10                          | 50                                  | 0                | 0        | -1,220                    |
| <b>Total Income</b>   | <b>-22,850</b>            | <b>-460</b>     | <b>440</b>                  | <b>21,650</b>                       | <b>0</b>         | <b>0</b> | <b>-1,220</b>             |
| <b>NET</b>  | <b>76,640</b>             | <b>900</b>      | <b>130</b>                  | <b>4,720</b>                        | <b>10,870</b>    | <b>0</b> | <b>93,260</b>             |
| Comments  |                           |                 |                             |                                     |                  |          |                           |
| <p>Relocation of resources between canvasses fees and postages. An increase in printing costs funded from an earmarked reserve fund established to fund additional cost incurred with the move to individual electoral registration.</p> <p>An increase in support costs mainly from Legal services due to changes in cost allocations from this service, which reflect the introduction of a new part-time post, which is to be funded from the earmarked reserve.</p> <p>The provision for non recurring purchase of equipment funded from grant income has been removed.</p> |                           |                 |                             |                                     |                  |          |                           |

#### 4.13 MAYOR'S ATTENDANT

| Service Description   |                           |                 |                             |                                     |                  |          | ATTEN                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|----------|---------------------------|
| <i>Costs of the mayor's attendant are shown here. These costs are then charged to Civic Functions and the Civic Suite</i> |                           |                 |                             |                                     |                  |          |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |          |                           |
| To be a well managed council providing efficient services based on identified customer needs                              |                           |                 |                             |                                     |                  |          |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital  | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £        | £                         |
| Employee Related  | 13,850                    | 280             | 20                          | -2,020                              | 0                | 0        | 12,130                    |
| Supplies and Services   | 400                       | 0               | 0                           | -70                                 | 0                | 0        | 330                       |
| Support Services  | 4,610                     | 0               | 0                           | 0                                   | 590              | 0        | 5,200                     |
| <b>Total Expenditure</b>  | <b>18,860</b>             | <b>280</b>      | <b>20</b>                   | <b>-2,090</b>                       | <b>590</b>       | <b>0</b> | <b>17,660</b>             |
| Departmental Recharges  | -18,860                   | 0               | 0                           | 0                                   | 1,200            | 0        | -17,660                   |
| <b>Total Income</b>   | <b>-18,860</b>            | <b>0</b>        | <b>0</b>                    | <b>0</b>                            | <b>1,200</b>     | <b>0</b> | <b>-17,660</b>            |
| <b>NET</b>  | <b>0</b>                  | <b>280</b>      | <b>20</b>                   | <b>-2,090</b>                       | <b>1,790</b>     | <b>0</b> | <b>0</b>                  |
| Comments  |                           |                 |                             |                                     |                  |          |                           |
| A reduction in the provision for overtime and temporary cover is reflected in a decrease in recharges to other services.  |                           |                 |                             |                                     |                  |          |                           |

#### 4.14 CIVIC FUNCTIONS

| Service Description   |                           |                 |                             |                                     |                  |          | CIVCF                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|----------|---------------------------|
| <i>Costs of all mayoral events and functions are shown here.</i>  |                           |                 |                             |                                     |                  |          |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |          |                           |
| To be a well managed council providing efficient services based on identified customer needs  |                           |                 |                             |                                     |                  |          |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital  | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £        | £                         |
| Employee Related  | 0                         | 0               | 0                           | 200                                 | 0                | 0        | 200                       |
| Premises Related  | 380                       | 10              | 0                           | -40                                 | 0                | 0        | 350                       |
| Transport Related   | 8,580                     | 170             | -170                        | -570                                | 0                | 0        | 8,010                     |
| Supplies and Services   | 23,110                    | 460             | -30                         | 0                                   | 0                | 0        | 23,540                    |
| Support Services  | 28,670                    | 0               | 0                           | 0                                   | -1,110           | 0        | 27,560                    |
| <b>Total Expenditure</b>  | <b>60,740</b>             | <b>640</b>      | <b>-200</b>                 | <b>-410</b>                         | <b>-1,110</b>    | <b>0</b> | <b>59,660</b>             |
| <b>NET</b>  | <b>60,740</b>             | <b>640</b>      | <b>-200</b>                 | <b>-410</b>                         | <b>-1,110</b>    | <b>0</b> | <b>59,660</b>             |
| Comments  |                           |                 |                             |                                     |                  |          |                           |
| A provision for employee national insurance has been introduced as part of the mayoral allowance. This is offset by a reduction in the cost of the mayoral car and reduced mayors attendant costs |                           |                 |                             |                                     |                  |          |                           |

#### 4.15 COST OF DEMOCRACY

| Service Description   |                           |                 |                             |                                     |                  |          | COSDM                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|----------|---------------------------|
| <i>This budget includes member allowances, special responsibility allowances, member travel expenses, council meeting expenses and miscellaneous costs relating to members.</i> |                           |                 |                             |                                     |                  |          |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |          |                           |
| To be a well managed council providing efficient services based on identified customer needs  |                           |                 |                             |                                     |                  |          |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital  | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £        | £                         |
| Employee Related  | 4,480                     | 90              | 40                          | -350                                | 0                | 0        | 4,260                     |
| Supplies and Services   | 225,060                   | 4,500           | 1,930                       | 1,330                               | 0                | 0        | 232,820                   |
| Support Services  | 209,510                   | 0               | 0                           | 0                                   | 8,570            | 0        | 218,080                   |
| <b>Total Expenditure</b>  | <b>439,050</b>            | <b>4,590</b>    | <b>1,970</b>                | <b>980</b>                          | <b>8,570</b>     | <b>0</b> | <b>455,160</b>            |
| <b>NET</b>  | <b>439,050</b>            | <b>4,590</b>    | <b>1,970</b>                | <b>980</b>                          | <b>8,570</b>     | <b>0</b> | <b>455,160</b>            |
| Comments  |                           |                 |                             |                                     |                  |          |                           |
| Increase in the supplies and services relating to the use of mobile devices, reflecting the cost of annual software costs.  |                           |                 |                             |                                     |                  |          |                           |
| Increase in support costs mainly from Chief Executives and Financial services offset by a reduction from Legal services due to changes in cost allocation from these services   |                           |                 |                             |                                     |                  |          |                           |

#### 4.16 MAYORAL TRANSPORT

| Service Description  |                           |                 |                             |                                     |                  |          | MAYCR                     |
|--|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|----------|---------------------------|
| <i>All costs associated with the mayor's car are shown here, including the lease of the vehicle, cleaning, servicing, insurance and fuel. Costs for the driver are shown under the Mayor's Attendant heading. All these costs are charged on to Civic Functions.</i> |                           |                 |                             |                                     |                  |          |                           |
| Link to Ambitions  |                           |                 |                             |                                     |                  |          |                           |
| To be a well managed council providing efficient services based on identified customer needs   |                           |                 |                             |                                     |                  |          |                           |
| Budget Analysis  | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital  | Original Estimate 2015/16 |
|  | £                         | £               | £                           | £                                   | £                | £        | £                         |
| Transport Related  | 7,840                     | 140             | -90                         | -290                                | 0                | 0        | 7,600                     |
| Support Services   | 740                       | 0               | 0                           | 0                                   | -320             | 0        | 420                       |
| <b>Total Expenditure</b>   | <b>8,580</b>              | <b>140</b>      | <b>-90</b>                  | <b>-290</b>                         | <b>-320</b>      | <b>0</b> | <b>8,020</b>              |
| Miscellaneous Recharges  | -8,580                    | 0               | 0                           | 0                                   | 560              | 0        | -8,020                    |
| <b>Total Income</b>  | <b>-8,580</b>             | <b>0</b>        | <b>0</b>                    | <b>0</b>                            | <b>560</b>       | <b>0</b> | <b>-8,020</b>             |
| <b>NET</b>   | <b>0</b>                  | <b>140</b>      | <b>-90</b>                  | <b>-290</b>                         | <b>240</b>       | <b>0</b> | <b>0</b>                  |
| Comments   |                           |                 |                             |                                     |                  |          |                           |
| Reduction in fuel and insurance costs and support costs from Financial services are reflected in reduced recharge to other services.   |                           |                 |                             |                                     |                  |          |                           |

#### 4.17 LICENSING

| Service Description   |                           |                 |                             |                                     |                  |          | LICSE                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|----------|---------------------------|
| <p>The council has a statutory duty to licence premises that serve alcohol, provide regulated entertainment or permit gambling and issue personal licenses to individuals. In addition the council licenses hackney and private hire drivers, vehicles and operators.</p>             |                           |                 |                             |                                     |                  |          |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |          |                           |
| <p>To make people's lives safer and healthier</p>   |                           |                 |                             |                                     |                  |          |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital  | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £        | £                         |
| Employee Related  | 4,340                     | 90              | 0                           | 280                                 | 0                | 0        | 4,710                     |
| Supplies and Services   | 20,690                    | 420             | -20                         | 40                                  | 0                | 0        | 21,130                    |
| Support Services  | 107,060                   | 0               | 0                           | 0                                   | -1,120           |          | 105,940                   |
| <b>Total Expenditure</b>  | <b>132,090</b>            | <b>510</b>      | <b>-20</b>                  | <b>320</b>                          | <b>-1,120</b>    | <b>0</b> | <b>131,780</b>            |
| Other Grants and Contributions  | -4,340                    | -90             | 0                           | -280                                | 0                | 0        | -4,710                    |
| Customer and Client Receipts  | -117,620                  | -2,360          | 1,400                       | 1,980                               | 0                | 0        | -116,600                  |
| <b>Total Income</b>   | <b>-121,960</b>           | <b>-2,450</b>   | <b>1,400</b>                | <b>1,700</b>                        | <b>0</b>         | <b>0</b> | <b>-121,310</b>           |
| <b>NET</b>  | <b>10,130</b>             | <b>-1,940</b>   | <b>1,380</b>                | <b>2,020</b>                        | <b>-1,120</b>    | <b>0</b> | <b>10,470</b>             |
| Comments  |                           |                 |                             |                                     |                  |          |                           |
| <p>A reduction in support costs mainly from Chief Executives offset by an increase from Financial services due to changes in cost allocations from these services.</p> <p>Reduced income mainly from premises licenses offset by an increase in sale of taxi plates and brackets.</p> |                           |                 |                             |                                     |                  |          |                           |

#### 4.18 LAND CHARGES

| Service Description   |                           |                 |                             |                                     |                  |          | LANDC                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|----------|---------------------------|
| <i>The council holds and compiles the register of charges affecting properties, which then forms the basis of the local land charges search.</i>  |                           |                 |                             |                                     |                  |          |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |          |                           |
| To be a well managed council providing efficient services based on identified customer needs  |                           |                 |                             |                                     |                  |          |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital  | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £        | £                         |
| Employee Related  | 2,610                     | 50              | 10                          | 250                                 | 0                | 0        | 2,920                     |
| Supplies and Services   | 8,560                     | 170             | 80                          | 3,960                               | 0                | 0        | 12,770                    |
| Support Services  | 87,480                    | 0               | 0                           | 0                                   | -2,000           | 0        | 85,480                    |
| Depreciation and Impairment   | 5,330                     | 0               | 0                           | 0                                   | 0                | 0        | 5,330                     |
| <b>Total Expenditure</b>  | <b>103,980</b>            | <b>220</b>      | <b>90</b>                   | <b>4,210</b>                        | <b>-2,000</b>    | <b>0</b> | <b>106,500</b>            |
| Customer and Client Receipts  | -70,610                   | -1,410          | -1,140                      | -3,480                              | 0                | 0        | -76,640                   |
| <b>Total Income</b>   | <b>-70,610</b>            | <b>-1,410</b>   | <b>-1,140</b>               | <b>-3,480</b>                       | <b>0</b>         | <b>0</b> | <b>-76,640</b>            |
| <b>NET</b>  | <b>33,370</b>             | <b>-1,190</b>   | <b>-1,050</b>               | <b>730</b>                          | <b>-2,000</b>    | <b>0</b> | <b>29,860</b>             |
| Comments  |                           |                 |                             |                                     |                  |          |                           |
| An increase in the cost of software maintenance is due to an upgrade to the software and a change in the number of users previously charged to Environmental Health.                          |                           |                 |                             |                                     |                  |          |                           |
| A reduction in support costs mainly from Chief Executives, Legal and Financial services offset by an increase from Community services due to changes in cost allocations from these services. |                           |                 |                             |                                     |                  |          |                           |
| Increase in income from search fees due to an expected increase in average number of searches received.   |                           |                 |                             |                                     |                  |          |                           |

#### 4.19 GRANTS AND SUBSCRIPTIONS – POLICY AND FINANCE COMMITTEE

| Service Description  |                           |                 |                             |                                     |                  |         | FGSUB                     |
|--|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|---------|---------------------------|
| <p><i>Within this budget are various Grants, Contributions and Subscriptions paid by the Council from this Committee. The major payments under this budget are to Citizen's Advice Bureau, Ribble Valley Crossroads and Local Government Association (subscription). In addition, concurrent function grants are allocated from this budget.</i></p> |                           |                 |                             |                                     |                  |         |                           |
| Link to Ambitions  |                           |                 |                             |                                     |                  |         |                           |
| To be a well managed council providing efficient services based on identified customer needs   |                           |                 |                             |                                     |                  |         |                           |
| Budget Analysis  | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital | Original Estimate 2015/16 |
|  | £                         | £               | £                           | £                                   | £                | £       | £                         |
| Supplies and Services  | 14,150                    | 280             | 0                           | 0                                   | 0                | 0       | 14,430                    |
| Transfer Payments  | 129,160                   | 2,590           | -550                        | 0                                   | 0                | 0       | 131,200                   |
| Support Services   | 1,190                     | 0               | 0                           | 0                                   | 10               |         | 1,200                     |
| Total Expenditure  | 144,500                   | 2,870           | -550                        | 0                                   | 10               | 0       | 146,830                   |
| NET  | 144,500                   | 2,870           | -550                        | 0                                   | 10               | 0       | 146,830                   |
| Comments   |                           |                 |                             |                                     |                  |         |                           |
| <p>No significant changes to this cost centre.</p> <p>Details of these subscriptions are shown at Annex 1</p>  |                           |                 |                             |                                     |                  |         |                           |

## 4.20 ESTATES

| Service Description   |                           |                 |                             |                                     |                  |         | ESTAT                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|---------|---------------------------|
| <p>The council has many assets, which include land and property. Individual Heads of Service manage the properties that support their operations and the legal section support this work.</p> |                           |                 |                             |                                     |                  |         |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |         |                           |
| <p>To be a well managed council providing efficient services based on identified customer needs</p>   |                           |                 |                             |                                     |                  |         |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £       | £                         |
| Premises Related  | 5,290                     | 110             | 60                          | 2,680                               | 0                | 0       | 8,140                     |
| Supplies and Services   | 1,350                     | 30              | 0                           | 0                                   | 0                | 0       | 1,380                     |
| Support Services  | 40,160                    | 0               | 0                           | 0                                   | -4,350           | 0       | 35,810                    |
| Total Expenditure   | 46,800                    | 140             | 60                          | 2,680                               | -4,350           | 0       | 45,330                    |
| Interest  | -10                       | 0               | 0                           | 0                                   | 0                | 0       | -10                       |
| Customer and Client Receipts  | -37,170                   | -740            | 210                         | 2,820                               | 0                | 0       | -34,880                   |
| Total Income  | -37,180                   | -740            | 210                         | 2,820                               | 0                | 0       | -34,890                   |
| NET   | 9,620                     | -600            | 270                         | 5,500                               | -4,350           | 0       | 10,440                    |
| Comments  |                           |                 |                             |                                     |                  |         |                           |
| <p>A budget provision has been introduced to provide for payment of non domestic rates on the physiotherapy centre, following the termination of the lease by the previous occupiers.</p>     |                           |                 |                             |                                     |                  |         |                           |
| <p>Reduction in support costs mainly from Financial and Legal services due to changes in cost allocations from these services.</p>  |                           |                 |                             |                                     |                  |         |                           |
| <p>Reduction in income for share in garage rents from Symphony Homes and also a fall in general ground rents</p>  |                           |                 |                             |                                     |                  |         |                           |

#### 4.21 MEALS ON WHEELS AND LUNCHEON CLUBS

| Service Description  |                           | VARIOUS CODES   |                             |                                     |                  |          |                           |
|--|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|----------|---------------------------|
| <p>The provision of Meals on Wheels was based on a referral from Lancashire County Council Social Services. Without this referral, residents must pay for any meal provision themselves. Lancashire County Council's current contractor which delivers the meals across Lancashire is the iCare group.</p> <p>Previously the Council received a grant from Lancashire County Council based on 50% of our Meals on Wheels and Luncheon Club costs up to a ceiling. In 2014 The County Council stopped supporting the meals on wheels service in its current format but have agreed that a new service based on Luncheon clubs would be supported through to March 2016. There are currently 6 luncheon clubs financially supported by the Council with a view to developing more Clubs and work with them for them to become sustainable.</p> |                           |                 |                             |                                     |                  |          |                           |
| Link to Ambitions  |                           |                 |                             |                                     |                  |          |                           |
| To be a well managed council providing efficient services based on identified customer needs   |                           |                 |                             |                                     |                  |          |                           |
| Budget Analysis  | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital  | Original Estimate 2015/16 |
|  | £                         | £               | £                           | £                                   | £                | £        | £                         |
| Transport Related  | 2,130                     | 40              | 0                           | 0                                   | 0                | 0        | 2,170                     |
| Supplies and Services  | 11,400                    | 230             | 0                           | -10                                 | 0                | 0        | 11,620                    |
| Third Party Payments   | 15,350                    | 310             | -10                         | -480                                | 0                | 0        | 15,170                    |
| Transfer Payments  | 2,480                     | 50              | 0                           | 0                                   | 0                | 0        | 2,530                     |
| Support Services   | 5,330                     | 0               | 0                           | 0                                   | -3,240           | 0        | 2,090                     |
| <b>Total Expenditure</b>   | <b>36,690</b>             | <b>630</b>      | <b>-10</b>                  | <b>-490</b>                         | <b>-3,240</b>    | <b>0</b> | <b>33,580</b>             |
| Other Grants and Contributions   | -15,550                   | -310            | 40                          | 1,860                               | 0                | 0        | -13,960                   |
| Customer and Client Receipts   | -5,580                    | -110            | 0                           | 30                                  | 0                | 0        | -5,660                    |
| <b>Total Income</b>  | <b>-21,130</b>            | <b>-420</b>     | <b>40</b>                   | <b>1,890</b>                        | <b>0</b>         | <b>0</b> | <b>-19,620</b>            |
| <b>NET</b>   | <b>15,560</b>             | <b>210</b>      | <b>30</b>                   | <b>1,400</b>                        | <b>-3,240</b>    | <b>0</b> | <b>13,960</b>             |
| Comments   |                           |                 |                             |                                     |                  |          |                           |
| <p>The budget provision has been maintained at existing levels, however a separate report is included elsewhere on the agenda, outlining proposed service changes.</p> <p>There has been a reduction in support costs mainly from Financial services due to changes in cost allocations from this service, which impacts on the grant income from the County Council.</p>  |                           |                 |                             |                                     |                  |          |                           |

#### 4.22 POLICY AND FINANCE MISCELLANEOUS

| Service Description  |                           |                 |                             |                                     |                  |          | FMISC                     |
|--|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|----------|---------------------------|
| <i>Included in this budget are the council's external audit fees and charges for the council's bank accounts. Bank account charges are recharged to services at the end of the financial year.</i> |                           |                 |                             |                                     |                  |          |                           |
| Link to Ambitions  |                           |                 |                             |                                     |                  |          |                           |
| To be a well managed council providing efficient services based on identified customer needs   |                           |                 |                             |                                     |                  |          |                           |
| Budget Analysis  | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital  | Original Estimate 2015/16 |
|  | £                         | £               | £                           | £                                   | £                | £        | £                         |
| Employee Related   | 1,030                     | 20              | -10                         | 0                                   | 0                | 0        | 1,040                     |
| Premises Related   | 540                       | 10              | 0                           | 0                                   | 0                | 0        | 550                       |
| Supplies and Services  | 83,670                    | 1,670           | 0                           | 0                                   | 0                | 0        | 85,340                    |
| Transfer Payments  | 270                       | 10              | 0                           | 0                                   | 0                | 0        | 280                       |
| Support Services   | 12,860                    | 0               | 0                           | 0                                   | -1,120           | 0        | 11,740                    |
| Debt Management Expenses   | 43,280                    | 0               | 0                           | 0                                   | -9,670           | 0        | 33,610                    |
| <b>Total Expenditure</b>   | <b>141,650</b>            | <b>1,710</b>    | <b>-10</b>                  | <b>0</b>                            | <b>-10,790</b>   | <b>0</b> | <b>132,560</b>            |
| Other Grants and Contributions   | -279,300                  | -5,590          | 5,590                       | 99,300                              | 0                | 0        | -180,000                  |
| Customer and Client Receipts   | -170                      | 0               | 0                           | 20                                  | 0                | 0        | -150                      |
| Interest   | -270                      | -10             | 10                          | -50                                 | 0                | 0        | -320                      |
| Miscellaneous Recharges  | -15,110                   | 0               | 0                           | 0                                   | -300             | 0        | -15,410                   |
| <b>Total Income</b>  | <b>-294,850</b>           | <b>-5,600</b>   | <b>5,600</b>                | <b>99,270</b>                       | <b>-300</b>      | <b>0</b> | <b>-195,880</b>           |
| <b>NET</b>   | <b>-153,200</b>           | <b>-3,890</b>   | <b>5,590</b>                | <b>99,270</b>                       | <b>-11,090</b>   | <b>0</b> | <b>-63,320</b>            |
| Comments   |                           |                 |                             |                                     |                  |          |                           |
| Decrease in support costs from Financial services due to changes in cost allocations from this service.  |                           |                 |                             |                                     |                  |          |                           |
| Reduction in debt management expenses mainly due to the removal of provision for the cost of revaluing assets which is due in March 2015.  |                           |                 |                             |                                     |                  |          |                           |
| A substantial reduction in income from VAT Shelter monies from Symphony Homes is anticipated resulting in lower contribution to the earmarked reserve.   |                           |                 |                             |                                     |                  |          |                           |

#### 4.23 PERFORMANCE REWARD GRANTS

| Service Description  |                           |                 |                             |                                     |                  |         | PERFM                     |
|--|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|---------|---------------------------|
| <i>Residual budget relation to former Performance Reward Grant received by this Council. This budget has been used to fund various grants/community projects etc</i> |                           |                 |                             |                                     |                  |         |                           |
| Link to Ambitions  |                           |                 |                             |                                     |                  |         |                           |
| To be a well managed council providing efficient services based on identified customer needs   |                           |                 |                             |                                     |                  |         |                           |
| Budget Analysis  | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital | Original Estimate 2015/16 |
|  | £                         | £               | £                           | £                                   | £                | £       | £                         |
| Transfer Payments  | 23,510                    | 470             | -470                        | -11,550                             | 0                | 0       | 11,960                    |
| Support Costs  | 3,680                     | 0               | 0                           | 0                                   | -1,500           | 0       | 2,180                     |
| Total Expenditure  | 27,190                    | 470             | -470                        | -11,550                             | -1,500           | 0       | 14,140                    |
| NET  | 27,190                    | 470             | -470                        | -11,550                             | -1,500           | 0       | 14,140                    |
| Comments   |                           |                 |                             |                                     |                  |         |                           |
| A number of approved grants are still awaiting completion. The reduction shown reflects the grants which have been paid out since the previous year.                 |                           |                 |                             |                                     |                  |         |                           |
| Reduction in support costs from Chief Executives due to changes in cost allocations from this service.   |                           |                 |                             |                                     |                  |         |                           |

#### 4.24 SUPERANNUATION DEFICIENCY PAYMENTS

| Service Description   |                           |                 |                             |                                     |                  |         | SUPDF                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|---------|---------------------------|
| <i>Costs here relate to historic liabilities arising from unfunded pension costs.</i>                           |                           |                 |                             |                                     |                  |         |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |         |                           |
| To be a well managed council providing efficient services based on identified customer needs                    |                           |                 |                             |                                     |                  |         |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £       | £                         |
| Employee Related  | 6,240                     | 120             | -50                         | 0                                   | 0                | 0       | 6,310                     |
| Third Party Payments  | 120,540                   | 2,410           | -1,070                      | -9,270                              | 0                | 0       | 112,610                   |
| Support Services  | 140                       | 0               | 0                           | 0                                   | 30               | 0       | 170                       |
| Total Expenditure   | 126,920                   | 2,530           | -1,120                      | -9,270                              | 30               | 0       | 119,090                   |
| NET   | 126,920                   | 2,530           | -1,120                      | -9,270                              | 30               | 0       | 119,090                   |
| Comments  |                           |                 |                             |                                     |                  |         |                           |
| Reducing number of beneficiaries will result in a fall in payments due to various pension funds by this Council |                           |                 |                             |                                     |                  |         |                           |

#### 4.25 COMPUTER SERVICES

| Service Description  |                           |                 |                             |                                     |                  |             | COMPR                     |
|--|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|-------------|---------------------------|
| <p><i>The Computer (ICT) Services Section function supports all the services in the council where there is an ICT reliance. It is responsible for the installation, maintenance and development of the computer based systems of the council. Management of the data protection responsibilities of the council also falls within this service area. These costs are fully recharged to service users.</i></p> |                           |                 |                             |                                     |                  |             |                           |
| Link to Ambitions  |                           |                 |                             |                                     |                  |             |                           |
| To be a well managed council providing efficient services based on identified customer needs   |                           |                 |                             |                                     |                  |             |                           |
| Budget Analysis  | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital     | Original Estimate 2015/16 |
|  | £                         | £               | £                           | £                                   | £                | £           | £                         |
| Employee Related   | 148,100                   | 2,950           | 370                         | 5,440                               | 0                | 0           | 156,860                   |
| Transport Related  | 380                       | 10              | 0                           | 0                                   | 0                | 0           | 390                       |
| Supplies and Services  | 159,280                   | 3,180           | -20                         | 0                                   | 0                | 0           | 162,440                   |
| Support Services   | 36,160                    | 0               | 0                           | 0                                   | -680             | 0           | 35,480                    |
| Depreciation and Impairment  | 19,940                    | 0               | 0                           | 0                                   | 0                | -120        | 19,820                    |
| <b>Total Expenditure</b>   | <b>363,860</b>            | <b>6,140</b>    | <b>350</b>                  | <b>5,440</b>                        | <b>-680</b>      | <b>-120</b> | <b>374,990</b>            |
| Other Grants and Reimbursements  | -20                       | 0               | 0                           | 0                                   | 0                | 0           | -20                       |
| Departmental Recharges   | -363,840                  | 0               | 0                           | 0                                   | -11,130          | 0           | -374,970                  |
| <b>Total Income</b>  | <b>-363,860</b>           | <b>0</b>        | <b>0</b>                    | <b>0</b>                            | <b>-11,130</b>   | <b>0</b>    | <b>-374,990</b>           |
| <b>NET</b>   | <b>0</b>                  | <b>6,140</b>    | <b>350</b>                  | <b>5,440</b>                        | <b>-11,810</b>   | <b>-120</b> | <b>0</b>                  |
| Comments   |                           |                 |                             |                                     |                  |             |                           |
| <p>Additional employee costs due to pay increments and a restructuring of the section.<br/>Reduced support costs mainly from financial services due to changes in cost allocations from this service.</p>  |                           |                 |                             |                                     |                  |             |                           |

## 4.26 FINANCIAL SERVICES

| Service Description   |                           |                 |                             |                                     |                  |          | FSERV                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|----------|---------------------------|
| <p>The Financial Services Section provides the Accountancy and Internal Audit services of the Council. The section is responsible for all matters of financial administration. The section's main tasks are the preparation of budgets, closure of the Council's accounts, payment of invoices, the collection of debt, the treasury management function, and also the achievement of the annual internal audit plan.</p> |                           |                 |                             |                                     |                  |          |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |          |                           |
| To be a well managed council providing efficient services based on identified customer needs  |                           |                 |                             |                                     |                  |          |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital  | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £        | £                         |
| Employee Related  | 569,840                   | 11,400          | 300                         | -15,490                             | 0                | 0        | 566,050                   |
| Premises Related  | 1,350                     | 30              | -10                         | -240                                | 0                | 0        | 1,130                     |
| Transport Related   | 11,600                    | 220             | -200                        | -1,740                              | 0                | 0        | 9,880                     |
| Supplies and Services   | 27,870                    | 540             | -70                         | -10                                 | 0                | 0        | 28,330                    |
| Support Services  | 57,110                    | 0               | 0                           | 0                                   | -30              | 0        | 57,080                    |
| <b>Total Expenditure</b>  | <b>667,770</b>            | <b>12,190</b>   | <b>20</b>                   | <b>-17,480</b>                      | <b>-30</b>       | <b>0</b> | <b>662,470</b>            |
| Other Grants and reimbursements   | -20                       | 0               | 0                           | 0                                   | 0                | 0        | -20                       |
| Customer and Client Receipts  | -1,110                    | -20             | 20                          | -30                                 | 0                | 0        | -1,140                    |
| Departmental Recharges  | -659,780                  | 0               | 0                           | 0                                   | 4,310            |          | -655,470                  |
| Miscellaneous Recharges   | -6,860                    | 0               | 0                           | 0                                   | 1,020            |          | -5,840                    |
| <b>Total Income</b>   | <b>-667,770</b>           | <b>-20</b>      | <b>20</b>                   | <b>-30</b>                          | <b>5,330</b>     | <b>0</b> | <b>-662,470</b>           |
| <b>NET</b>  | <b>0</b>                  | <b>12,170</b>   | <b>40</b>                   | <b>-17,510</b>                      | <b>5,300</b>     | <b>0</b> | <b>0</b>                  |
| Comments  |                           |                 |                             |                                     |                  |          |                           |
| <p>Reduction in employee related expenses due to increase in staff turnover provision and a pay award adjustment and a reduction in the amount of superannuation deficit payment due to the pension funds.</p> <p>Reduction in share of premises and vehicle insurance and reduction in car leasing costs.</p> <p>The net reduction in expenditure is reflected in reduced recharges to other services.</p>               |                           |                 |                             |                                     |                  |          |                           |

## 4.27 LEGAL SERVICES

| Service Description   |                           |                 |                             |                                     |                  |          |                           | LSERV |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|----------|---------------------------|-------|
| <p>The Legal Services Section provides legal advice to all departments of the council and represents the council in court proceedings and conveyancing, or other non-contentious transactions.</p> <p>The section also includes the direct costs of staff working on land charges, licensing, mayoralty and democratic services, elections, electoral registration, the complaints procedure and various related enforcement functions. These are recharged according to staff time allocations</p> |                           |                 |                             |                                     |                  |          |                           |       |
| Link to Ambitions   |                           |                 |                             |                                     |                  |          |                           |       |
| To be a well managed council providing efficient services based on identified customer needs  |                           |                 |                             |                                     |                  |          |                           |       |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital  | Original Estimate 2015/16 |       |
|   | £                         | £               | £                           | £                                   | £                | £        | £                         |       |
| Employee Related  | 295,060                   | 5,900           | 410                         | 2,040                               | 0                | 0        | 303,410                   |       |
| Premises Related  | 690                       | 10              | 10                          | -40                                 | 0                | 0        | 670                       |       |
| Transport Related   | 6,930                     | 130             | -60                         | 320                                 | 0                | 0        | 7,320                     |       |
| Supplies and Services   | 45,640                    | 920             | -70                         | -10,160                             | 0                | 0        | 36,330                    |       |
| Support Services  | 105,350                   | 0               | 0                           | 0                                   | 70               |          | 105,420                   |       |
| <b>Total Expenditure</b>  | <b>453,670</b>            | <b>6,960</b>    | <b>290</b>                  | <b>-7,840</b>                       | <b>70</b>        | <b>0</b> | <b>453,150</b>            |       |
| Other Grants and Contributions  | -22,800                   | -460            | 330                         | 16,400                              | 0                | 0        | -6,530                    |       |
| Departmental Recharges  | -445,440                  | 0               | 0                           | 0                                   | -40              | 0        | -445,480                  |       |
| Miscellaneous Recharges   | -1,830                    | 0               | 0                           | 0                                   | 690              | 0        | -1,140                    |       |
| <b>Total Income</b>   | <b>-470,070</b>           | <b>-460</b>     | <b>330</b>                  | <b>16,400</b>                       | <b>650</b>       | <b>0</b> | <b>-453,150</b>           |       |
| <b>NET</b>  | <b>-16,400</b>            | <b>6,500</b>    | <b>620</b>                  | <b>8,560</b>                        | <b>720</b>       | <b>0</b> | <b>0</b>                  |       |
| Comments  |                           |                 |                             |                                     |                  |          |                           |       |
| <p>Increase in employee costs due to a new post of IER &amp; elections officer being introduced offset by an increase in staff turnover provision and pay award adjustment.</p> <p>Reduction in the budget provision for reference books within supplies and services.</p> <p>Removal of budget provision for the new burden grant income for Right to Bid and Right to Challenge.</p>  |                           |                 |                             |                                     |                  |          |                           |       |

## 4.28 CONTACT CENTRE

| Service Description   |                           |                 |                             |                                     |                  |               | CONTC                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|---------------|---------------------------|
| <i>The contact centre acts as first point of contact for a range of front line services and provides the main telephony service.</i>  |                           |                 |                             |                                     |                  |               |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |               |                           |
| To be a well managed council providing efficient services based on identified customer needs  |                           |                 |                             |                                     |                  |               |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital       | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £             | £                         |
| Employee Related  | 167,520                   | 3,360           | 10                          | -6,830                              | 0                | 0             | 164,060                   |
| Transport Related   | 150                       | 0               | 0                           | 0                                   | 0                | 0             | 150                       |
| Supplies and Services   | 18,900                    | 380             | 40                          | 3,420                               | 0                | 0             | 22,740                    |
| Support Services  | 42,330                    | 0               | 0                           | 0                                   | 2,720            | 0             | 45,050                    |
| Depreciation and Impairment   | 7,230                     | 0               | 0                           | 0                                   | 0                | -4,450        | 2,780                     |
| <b>Total Expenditure</b>  | <b>236,130</b>            | <b>3,740</b>    | <b>50</b>                   | <b>-3,410</b>                       | <b>2,720</b>     | <b>-4,450</b> | <b>234,780</b>            |
| Departmental Recharges  | -236,130                  | 0               | 0                           | 0                                   | 1,350            | 0             | -234,780                  |
| <b>Total Income</b>   | <b>-236,130</b>           | <b>0</b>        | <b>0</b>                    | <b>0</b>                            | <b>1,350</b>     | <b>0</b>      | <b>-234,780</b>           |
| <b>NET</b>  | <b>0</b>                  | <b>3,740</b>    | <b>50</b>                   | <b>-3,410</b>                       | <b>4,070</b>     | <b>-4,450</b> | <b>0</b>                  |
| Comments  |                           |                 |                             |                                     |                  |               |                           |
| <p>Reduction in employee costs due to an increase in the staff turnover provision and pay award adjustment.</p> <p>Increase in supplies and service costs due to an increase in the purchase of equipment and materials budget provision funded by a reduction within the Revenues service and an increase in software maintenance costs as a result of a new maintenance agreement.</p> <p>Increase in support costs mainly from Computer services offset by a reduction from Organisation and Member Development due to changes in cost allocations of these services.</p> <p>The CRM system purchased in 2011/12 is now fully depreciated, reflected under 'capital'.</p> <p>The net reduction in expenditure is reflected in reduced recharges to other services.</p> |                           |                 |                             |                                     |                  |               |                           |

#### 4.29 REVENUES AND BENEFITS

| Service Description  |                           |                 |                             |                                     |                  |          | REVUE                     |
|--|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|----------|---------------------------|
| <i>Income and expenditure that relates to both revenues and benefits, which is then recharged to the individual cost centres</i>   |                           |                 |                             |                                     |                  |          |                           |
| Link to Ambitions  |                           |                 |                             |                                     |                  |          |                           |
| To be a well managed council providing efficient services based on identified customer needs   |                           |                 |                             |                                     |                  |          |                           |
| Budget Analysis  | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital  | Original Estimate 2015/16 |
|  | £                         | £               | £                           | £                                   | £                | £        | £                         |
| Employee Related   | 461,150                   | 9,200           | 330                         | -10,970                             | 0                | 0        | 459,710                   |
| Transport Related  | 8,850                     | 180             | -70                         | 0                                   | 0                | 0        | 8,960                     |
| Supplies and Services  | 11,160                    | 230             | -150                        | -190                                | 0                | 0        | 11,050                    |
| Support Services   | 135,940                   | 0               | 0                           | 0                                   | 13,640           | 0        | 149,580                   |
| <b>Total Expenditure</b>   | <b>617,100</b>            | <b>9,610</b>    | <b>110</b>                  | <b>-11,160</b>                      | <b>13,640</b>    | <b>0</b> | <b>629,300</b>            |
| Other grants and reimbursements  | -10                       | 0               | 0                           | 0                                   | 0                | 0        | -10                       |
| Departmental Recharges   | -617,020                  | 0               | 0                           | 0                                   | -12,210          | 0        | -629,230                  |
| Miscellaneous Recharges  | -70                       | 0               | 0                           | 0                                   | 10               | 0        | -60                       |
| <b>Total Income</b>  | <b>-617,100</b>           | <b>0</b>        | <b>0</b>                    | <b>0</b>                            | <b>-12,200</b>   | <b>0</b> | <b>-629,300</b>           |
| <b>NET</b>   | <b>0</b>                  | <b>9,610</b>    | <b>110</b>                  | <b>-11,160</b>                      | <b>1,440</b>     | <b>0</b> | <b>0</b>                  |
| Comments   |                           |                 |                             |                                     |                  |          |                           |
| Reduction in employee related expenses due to increase in staff turnover provision, pay award adjustment, and a reduction in the amount of superannuation deficit payment due to the pension fund. |                           |                 |                             |                                     |                  |          |                           |
| Increase in support cost mainly from Contact Centre due to changes in cost allocation from this service.   |                           |                 |                             |                                     |                  |          |                           |
| The net increase in expenditure is reflected in an increase in recharges to other services.  |                           |                 |                             |                                     |                  |          |                           |

#### 4.30 ALBION MILL

| Service Description   |                           |                 |                             |                                     |                  |          | ALBNM                     |
|---|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|----------|---------------------------|
| <i>The Council leases industrial units at Albion Mill, Clitheroe and sublets these to tenants</i>           |                           |                 |                             |                                     |                  |          |                           |
| Link to Ambitions   |                           |                 |                             |                                     |                  |          |                           |
| To sustain a strong and prosperous Ribble Valley  |                           |                 |                             |                                     |                  |          |                           |
| Budget Analysis   | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital  | Original Estimate 2015/16 |
|   | £                         | £               | £                           | £                                   | £                | £        | £                         |
| Premises Related  | 32,130                    | 640             | -640                        | 0                                   | 0                | 0        | 32,130                    |
| Supplies and Services   | 1,660                     | 30              | 0                           | 0                                   | 0                | 0        | 1,690                     |
| Support Services  | 3,300                     | 0               | 0                           | 0                                   | 1,200            | 0        | 4,500                     |
| <b>Total Expenditure</b>  | <b>37,090</b>             | <b>670</b>      | <b>-640</b>                 | <b>0</b>                            | <b>1,200</b>     | <b>0</b> | <b>38,320</b>             |
| Customer and Client Receipts  | -36,980                   | -740            | 740                         | -850                                | 0                | 0        | -37,830                   |
| <b>Total Income</b>   | <b>-36,980</b>            | <b>-740</b>     | <b>740</b>                  | <b>-850</b>                         | <b>0</b>         | <b>0</b> | <b>-37,830</b>            |
| <b>NET</b>  | <b>110</b>                | <b>-70</b>      | <b>100</b>                  | <b>-850</b>                         | <b>1,200</b>     | <b>0</b> | <b>490</b>                |
| Comments  |                           |                 |                             |                                     |                  |          |                           |
| Increase in support cost mainly from Chief Executives due to changes in cost allocations from this service. |                           |                 |                             |                                     |                  |          |                           |
| Increase in income from rents   |                           |                 |                             |                                     |                  |          |                           |

#### 4.31 ECONOMIC DEVELOPMENT

| Service Description  |                           |                 |                             |                                     |                  |          | INDDV                     |
|--|---------------------------|-----------------|-----------------------------|-------------------------------------|------------------|----------|---------------------------|
| <i>This budget covers costs for economic development and regeneration works, including projects, partnership work and joint working, to support, maintain and enhance the local economy.</i> |                           |                 |                             |                                     |                  |          |                           |
| Link to Ambitions  |                           |                 |                             |                                     |                  |          |                           |
| To sustain a strong and prosperous Ribble Valley   |                           |                 |                             |                                     |                  |          |                           |
| Budget Analysis  | Original Estimate 2014/15 | Inflation at 2% | Inflation above or below 2% | Unavoidable Changes to Service Cost | Support Services | Capital  | Original Estimate 2015/16 |
|  | £                         | £               | £                           | £                                   | £                | £        | £                         |
| Premises Related   | 360                       | 10              | -10                         | -200                                | 0                | 0        | 160                       |
| Supplies and Services  | 19,130                    | 390             | 0                           | 0                                   | 0                | 0        | 19,520                    |
| Support Services   | 72,550                    | 0               | 0                           | 0                                   | -1,300           | 0        | 71,250                    |
| <b>Total Expenditure</b>   | <b>92,040</b>             | <b>400</b>      | <b>-10</b>                  | <b>-200</b>                         | <b>-1,300</b>    | <b>0</b> | <b>90,930</b>             |
| <b>NET</b>   | <b>92,040</b>             | <b>400</b>      | <b>-10</b>                  | <b>-200</b>                         | <b>-1,300</b>    | <b>0</b> | <b>90,930</b>             |
| Comments   |                           |                 |                             |                                     |                  |          |                           |
| Decrease in Ground Maintenance work carried out at economic development sites.   |                           |                 |                             |                                     |                  |          |                           |
| Reduction in support costs mainly from Chief Executives due to changes in cost allocations from this service.  |                           |                 |                             |                                     |                  |          |                           |

## 5 SUMMARIES

5.1 The draft budget is summarised in two ways. One over the cost of the service (objective) provided by the committee. The other is over the type of expenditure and income (subjective).

### a) *Cost of Services Provided (Objective)*

| Cost Centre | Service Name                      | BUDGET ANALYSIS                |                      |                                  |  |                       |              |                                |
|-------------|-----------------------------------|--------------------------------|----------------------|----------------------------------|--|-----------------------|--------------|--------------------------------|
|             |                                   | Original Estimate 2014/15<br>£ | Inflation at 2%<br>£ | Inflation above or below 2%<br>£ | Unavoidable Changes to Service Cost<br>£ | Support Services<br>£ | Capital<br>£ | Original Estimate 2015/16<br>£ |
| CEXEC       | Chief Executives Department       | 0                              | 19,520               | 520                              | -35,720                                  | 15,680                | 0            | 0                              |
| OMDEV       | Organisation & Member Development | 0                              | 7,100                | -50                              | -11,860                                  | 9,440                 | -4,630       | 0                              |
| CSERV       | Corporate Services                | 179,880                        | 480                  | -10                              | -60                                      | -3,690                | 0            | 176,600                        |
| CORPM       | Corporate Management              | 357,170                        | 0                    | 0                                | 0  | -32,340               | 0            | 324,830                        |
| CIVST       | Civic Suite                       | 0                              | 690                  | 240                              | -1,020                                   | 100                   | -10          | 0                              |
| CLOFF       | Council Offices                   | 0                              | 3,880                | 3,450                            | -4,690                                   | -2,640                | 0            | 0                              |
| EMERG       | Community Safety                  | 59,330                         | 200                  | -20                              | -140                                     | 4,850                 | 0            | 64,220                         |
| CLTAX       | Council Tax                       | 327,860                        | -510                 | 1,490                            | -11,180                                  | 9,550                 | 0            | 327,210                        |
| NNDRC       | National Non Domestic Rates       | 46,210                         | -1,300               | 1,820                            | 1,950                                    | 3,210                 | 0            | 51,890                         |
| ELADM       | Election Administration           | 32,970                         | 0                    | 0                                | 0  | 11,820                | 0            | 44,790                         |
| DISTC       | District Elections                | 0                              | 0                    | 0                                | 77,750                                   | 0                     | 0            | 77,750                         |
| ELECT       | Register of Electors              | 76,640                         | 900                  | 130                              | 4,720                                    | 10,870                | 0            | 93,260                         |
| ATTEN       | Mayor's Attendant                 | 0                              | 280                  | 20                               | -2,090                                   | 1,790                 | 0            | 0                              |
| CIVCF       | Civic Functions                   | 60,740                         | 640                  | -200                             | -410                                     | -1,110                | 0            | 59,660                         |
| COSDM       | Cost of Democracy                 | 439,050                        | 4,590                | 1,970                            | 980                                      | 8,570                 | 0            | 455,160                        |
| MAYCR       | Mayoral Transport                 | 0                              | 140                  | -90                              | -290                                     | 240                   | 0            | 0                              |
| LICSE       | Licensing                         | 10,130                         | -1,940               | 1,380                            | 2,020                                    | -1,120                | 0            | 10,470                         |

| Cost Centre                 | Service Name                       | BUDGET ANALYSIS                |                      |                                  |  |                       |               |                                |
|-----------------------------|------------------------------------|--------------------------------|----------------------|----------------------------------|--|-----------------------|---------------|--------------------------------|
|                             |                                    | Original Estimate 2014/15<br>£ | Inflation at 2%<br>£ | Inflation above or below 2%<br>£ | Unavoidable Changes to Service Cost<br>£ | Support Services<br>£ | Capital<br>£  | Original Estimate 2015/16<br>£ |
| LANDC                       | Land Charges                       | 33,370                         | -1,190               | -1,050                           | 730                                      | -2,000                | 0             | 29,860                         |
| FGSUB                       | Grants and Subscriptions           | 144,500                        | 2,870                | -550                             | 0  | 10                    | 0             | 146,830                        |
| ESTAT                       | Estates                            | 9,620                          | -600                 | 270                              | 5,500                                    | -4,350                | 0             | 10,440                         |
| VARIOUS                     | Meals on Wheels & Luncheon Clubs   | 15,560                         | 210                  | 30                               | 1,400                                    | -3,240                | 0             | 13,960                         |
| FMISC                       | Policy & Finance Miscellaneous     | -153,200                       | -3,890               | 5,590                            | 99,270                                   | -11,090               | 0             | -63,320                        |
| PERFM                       | Performance Reward Grants          | 27,190                         | 470                  | -470                             | -11,550                                  | -1,500                | 0             | 14,140                         |
| SUPDF                       | Superannuation Deficiency Payments | 126,920                        | 2,530                | -1,120                           | -9,270                                   | 30                    | 0             | 119,090                        |
| COMPR                       | Computers                          | 0                              | 6,140                | 350                              | 5,440                                    | -11,810               | -120          | 0                              |
| FSERV                       | Financial Services                 | 0                              | 12,170               | 40                               | -17,510                                  | 5,300                 | 0             | 0                              |
| LSERV                       | Legal Services                     | -16,400                        | 6,500                | 620                              | 8,560                                    | 720                   | 0             | 0                              |
| CONTC                       | Contact Centre                     | 0                              | 3,740                | 50                               | -3,410                                   | 4,070                 | -4,450        | 0                              |
| REVUE                       | Revenues and Benefits              | 0                              | 9,610                | 110                              | -11,160                                  | 1,440                 | 0             | 0                              |
| ALBNM                       | Albion Mill                        | 110                            | -70                  | 100                              | -850                                     | 1,200                 | 0             | 490                            |
| INDDV                       | Economic Development               | 92,040                         | 400                  | -10                              | -200                                     | -1,300                | 0             | 90,930                         |
| <b>NET COST OF SERVICES</b> |                                    | <b>1,869,690</b>               | <b>73,560</b>        | <b>14,610</b>                    | <b>86,910</b>                            | <b>12,700</b>         | <b>-9,210</b> | <b>2,048,260</b>               |

| Cost Centre   | Service Name                      | BUDGET ANALYSIS                |                      |                                  |  |                       |               |                                |
|---|-----------------------------------|--------------------------------|----------------------|----------------------------------|--|-----------------------|---------------|--------------------------------|
|   |                                   | Original Estimate 2014/15<br>£ | Inflation at 2%<br>£ | Inflation above or below 2%<br>£ | Unavoidable Changes to Service Cost<br>£ | Support Services<br>£ | Capital<br>£  | Original Estimate 2015/16<br>£ |
| <b>ITEMS ADDED TO/ (TAKEN FROM) BALANCES AND RESERVES</b> |                                   |                                |                      |                                  |  |                       |               |                                |
| FNBAL H230  | Election Fund                     | 21,450                         | 430                  | 0                                | -77,750                                  | 0                     | 0             | -55,870                        |
| FNBAL H362  | IER Reserve                       | 0                              | 0                    | 0                                | -14,570                                  | 0                     | 0             | -14,570                        |
| FNBAL H269  | Valuation of Assets Reserve       | -8,000                         | 0                    | 0                                | 10,000                                   | 0                     | 0             | 2,000                          |
| FNBAL H325  | VAT Shelter Reserve               | 279,300                        | 0                    | 0                                | -99,300                                  | 0                     | 0             | 180,000                        |
| FNBAL H326  | Performance Reward Grants Reserve | -23,510                        | 0                    | 0                                | 11,550                                   | 0                     | 0             | -11,960                        |
| FNBAL H354  | Community Right to Bid Reserve    | 7,850                          | 0                    | 0                                | -7,850                                   | 0                     | 0             | 0                              |
| FNBAL H359  | Community Right to Challenge      | 8,550                          | 0                    | 0                                | -8,550                                   | 0                     | 0             | 0                              |
| <b>NET BALANCES &amp; RESERVES</b>                        |                                   | <b>285,640</b>                 | <b>430</b>           | <b>0</b>                         | <b>-186,470</b>                          | <b>0</b>              | <b>0</b>      | <b>99,600</b>                  |
| <b>NET EXPENDITURE</b>                                    |                                   | <b>2,155,330</b>               | <b>73,990</b>        | <b>14,610</b>                    | <b>-99,560</b>                           | <b>12,700</b>         | <b>-9,210</b> | <b>2,147,860</b>               |

b) **Type of Expenditure/Income (Subjective)**

|   | Original Estimate<br>2014/15<br>£ | Inflation at<br>2%<br>£ | Inflation<br>above or<br>below 2%<br>£ | Unavoidable<br>Changes to<br>Service Cost<br>£ | Support<br>Services<br>£ | Capital<br>£  | Original<br>Estimate<br>2015/16<br>£ |
|---|-----------------------------------|-------------------------|--|--|--------------------------|---------------|--------------------------------------|
| Employee Costs  | 2,984,920                         | 59,670                  | 3,870                                  | -40,440  | 0                        | 0             | 3,008,020                            |
| Premises Costs  | 216,400                           | 4,350                   | 1,370                                  | 8,000  | 0                        | 0             | 230,120                              |
| Transport Costs   | 81,040                            | 1,570                   | -940                                   | -4,070   | 0                        | 0             | 77,600                               |
| Supplies and Services                                     | 891,960                           | 17,810                  | 1,130                                  | 14,210   | 0                        | 0             | 925,110                              |
| Third Party   | 136,880                           | 2,740                   | -1,080                                 | -9,750   | 0                        | 0             | 128,790                              |
| Transfer Payments   | 180,790                           | 3,630                   | -1,020                                 | -11,150  | 0                        | 0             | 172,250                              |
| Support Services  | 2,365,440                         | 0                       | 0                                      | 0  | 9,300                    | 0             | 2,374,740                            |
| Depreciation & Impairment                                 | 82,380                            | 0                       | 0                                      | 0  | 0                        | -9,210        | 73,170                               |
| Debt Management Expenses                                  | 43,280                            | 0                       | 0                                      | 0  | -9,670                   | 0             | 33,610                               |
| <b>TOTAL EXPENDITURE</b>                                  | <b>6,983,090</b>                  | <b>89,770</b>           | <b>3,330</b>                           | <b>-43,200</b>                                 | <b>-370</b>              | <b>-9,210</b> | <b>7,023,410</b>                     |
| Government Grants   | -85,950                           | -1,720                  | 1,720                                  | -1,950   | 0                        | 0             | -87,900                              |
| Other Grants and Reimbursements                           | -345,340                          | -6,910                  | 6,380                                  | 138,620  | 0                        | 0             | -207,250                             |
| Customer & Client Receipts                                | -378,920                          | -7,550                  | 3,150                                  | -6,510   | 0                        | 0             | -389,830                             |
| Interest  | -280                              | -30                     | 30                                     | -50  | 0                        | 0             | -330                                 |
| Departmental Recharges                                    | -4,279,220                        | 0                       | 0                                      | 0  | 10,990                   | 0             | -4,268,230                           |
| Miscellaneous Recharges                                   | -23,690                           | 0                       | 0                                      | 0  | 2,080                    | 0             | -21,610                              |
| <b>TOTAL INCOME</b>                                       | <b>-5,113,400</b>                 | <b>-16,210</b>          | <b>11,280</b>                          | <b>130,110</b>                                 | <b>13,070</b>            | <b>0</b>      | <b>-4,975,150</b>                    |
| <b>NET COST OF SERVICES</b>                               | <b>1,869,690</b>                  | <b>73,560</b>           | <b>14,610</b>                          | <b>86,910</b>                                  | <b>12,700</b>            | <b>-9,210</b> | <b>2,048,260</b>                     |
| <b>ITEMS ADDED TO/ (TAKEN FROM) BALANCES AND RESERVES</b> |                                   |                         |  |  |                          |               |                                      |
| FNBAL/H230: Election Fund                                 | 21,450                            | 430                     | 0                                      | -77,750  | 0                        | 0             | -55,870                              |
| FNBAL/H362: IER Reserve                                   | 0                                 | 0                       | 0                                      | -14,570  | 0                        | 0             | -14,570                              |

|  | Original Estimate<br>2014/15<br>£ | Inflation at<br>2%<br>£ | Inflation<br>above or<br>below 2%<br>£ | Unavoidable<br>Changes to<br>Service Cost<br>£ | Support<br>Services<br>£ | Capital<br>£  | Original<br>Estimate<br>2015/16<br>£ |
|--|-----------------------------------|-------------------------|--|--|--------------------------|---------------|--------------------------------------|
| <b>FNBAL/H269:</b> Valuation of<br>assets Reserve          | -8,000                            | 0                       | 0                                      | 10,000   | 0                        | 0             | 2,000                                |
| <b>FNBAL/H325:</b> VAT Shelter<br>Reserve                  | 279,300                           | 0                       | 0                                      | -99,300  | 0                        | 0             | 180,000                              |
| <b>FNBAL/H326:</b> Performance<br>Reward Grants Reserve    | -23,510                           | 0                       | 0                                      | 11,550   | 0                        | 0             | -11,960                              |
| <b>FNBAL/H354:</b> Community<br>Right to Bid Reserve       | 7,850                             | 0                       | 0                                      | -7,850   | 0                        | 0             | 0                                    |
| <b>FNBAL/H359:</b> Community<br>Right to Challenge Reserve | 8,550                             | 0                       | 0                                      | -8,550   | 0                        | 0             | 0                                    |
| <b>NET BALANCES &amp;<br/>RESERVES</b>                     | <b>285,640</b>                    | <b>430</b>              | <b>0</b>                               | <b>-186,470</b>                                | <b>0</b>                 | <b>0</b>      | <b>99,600</b>                        |
| <b>NET EXPENDITURE</b>                                     | <b>2,155,330</b>                  | <b>73,990</b>           | <b>14,610</b>                          | <b>-99,560</b>                                 | <b>12,700</b>            | <b>-9,210</b> | <b>2,147,860</b>                     |

- 5.2 Net costs for this committee have increased by £178,570 but after allowing for transfers to and from earmarked reserves the position changes to a reduction in net expenditure of £7,470. The main reasons for this are summarised below:

| Description   | Variances from original estimate 2014/15 original estimate 2015/16<br>£ |
|---|---|
| <b>CEXEC: Chief Executives</b>  |   |
| Reduction in staffing costs due to an increase in the provision for staff turnover, reduction in hours worked within housing section, a pay award adjustment and a reduction in the amount of superannuation deficit payment due to the pension fund. | -32,690   |
| <b>OMDEV: Organisation and Member Development</b>   |   |
| Reduction in staffing costs due to an increase in the provision for staff turnover, a pay award adjustment and a reduction in the amount of superannuation deficit payment due to the pension fund.   | -9,330  |
| Reduction in depreciation costs due to the telephone system installed in 2004/05 becoming fully depreciated   | -4,630  |
| <b>DISTC: District Elections</b>  |   |
| A budget provision has been introduced for holding the 2015 local elections, this expenditure will be funded from an earmarked reserve established for this purpose   | 77,750  |
| <b>ELECT: Register of Electors</b>  |   |
| Increase in printing and stationery costs due to the move to individual electoral registration. Expenditure to be funded from earmarked reserve established to fund additional costs involved in the move.  | 5,000   |
| <b>FMISC: Policy and Finance Miscellaneous</b>  |   |
| Reduction in debt management expenses mainly due to the removal of the provision for revaluation of assets due in March 2015. The reduction will be offset by a reduction in the contribution from earmarked reserve.                                 | -9,670  |
| Reduced income from VAT shelter monies due from Symphony Homes resulting in a lower contribution to the earmarked reserve established from previous receipts  | 99,300  |
| <b>PERFM: Performance Reward Grants</b>   |   |
| Reduced expenditure due to reducing number of approved schemes still to complete  | -11,550   |
| <b>SUPDF: Superannuation Deficiency Payments</b>  |   |
| Reduced expenditure to former pension funds due to reducing number of beneficiaries entitled to a pension   | -9,270  |
| <b>COMPR: Computer Section</b>  |   |
| Additional employee related expenses due to pay increments and also the restructure of the section which took place in 2014   | 5,440   |

| Description   | Variances from original estimate 2014/15 original estimate 2015/16<br>£ |
|---|---|
| <b>FSERV: Financial Services</b>  |   |
| Reduction in staffing costs due to an increase in the provision for staff turnover, a pay award adjustment and a reduction in the amount of superannuation deficit payment due to the pension fund.   | -15,890   |
| <b>LSERV: Legal Services</b>  |   |
| Reduction in budget provision for purchase of reference books resulting from a move to an online subscription   | -10,000   |
| Removal of the budget provision for the new burden grants income for the Right to Bid and the Right to Challenge. The reduction will be offset by a reduction in the contribution to the earmarked reserve established from previous grant payments | 16,400  |
| <b>CONTC: Contact Centre</b>  |   |
| Reduction in staffing costs due to an increase in the provision for staff turnover, a pay award adjustment and a reduction in the amount of superannuation deficit payment due to the pension fund.   | -6,830  |
| Reduction in depreciation costs due to the CRM system purchased in 2011/12 becoming fully depreciated   | -4,450  |
| <b>REVUE: Revenues and Benefits</b>   |   |
| Reduction in staffing costs due to an increase in the provision for staff turnover, a pay award adjustment and a reduction in the share of superannuation deficit payment due to the pension fund.  | -11,120   |

5.3 Annex 1 shows a list of subscriptions falling within this committee.

## 6 RISK ASSESSMENT

6.1 The approval of this report may have the following implications

- Resources – approval of the original budget for 2015/16 would see an increase in net expenditure of £178,570 compared with the original budget for 2014/15 or a reduction of £7,470 after allowing for transfers to and from earmarked reserves.
- Technical, Environmental and Legal – none identified
- Political – none identified
- Reputation – sound financial planning safeguards the reputation of the Council
- Equality and Diversity – Equality and diversity issues are considered in the provision of all Council services.

## 7 FEES AND CHARGES

7.1 Fees and charges for this Committee were agreed in October 2014, and have been increased by 2% or more if the increase could be sustained. Detailed rates will be contained in the Council's fees and charges book and the new rates will be applicable from 1 April 2015.

8 RECOMMENDED THAT COMMITTEE

- 8.1 Agree the revenue budget for 2015/16 and to submit this to the Special Policy and Finance Committee subject to any further consideration by the Budget Working Group.

SENIOR ACCOUNTANT

DIRECTOR OF RESOURCES

PF1-15/TH/AC  
17 November 2014

For further background information please ask for Trudy Holderness.

BACKGROUND WORKING PAPERS – Budget working papers 2014/15 RE + 2015/16 OE

## Policy and Finance Committee – Subscriptions

| Cost Centre  | Body  | Budgeted Subscription<br>£ | Benefits and Outcomes   | Since |
|--|---|----------------------------|---|-------|
| FGSUB<br>Policy and Finance<br>Committee Grants and<br>Subscriptions | <p><b>SPARSE Rural (RSN Network)</b><br/>SPARSE are the most comprehensive rural network in England, and the only national network representing service providers, community representatives and national organisations.<br/>Their goal is to give rural areas a louder voice and bring rural thoughts and concerns together.</p>                         | 2,140                      | The service pulls together the work of Rural England and the representative role of the network to enable local authority officers and members, but also a wider network of organisations to effectively network together. By bring together a range of cross sector organisations to facilitate the sharing of information, best practice, innovative ideas and research and analysis to ultimately provide a better service for rural communities.  | 2003  |
|  | <p><b>North West Employers Organisation</b><br/>North West Employers is a body representing boroughs in Lancashire and Cheshire and other public service providers in the region on people matters and is certified as part of 1974 trade Union and Labour Relation Act.</p>  | 3,420                      | North West Employers provide a network of support, advice and consultancy on all people matters, from human resources policy and practice, through to leadership, management development and organisational design and performance. They represent the interest of North West authorities as employers, including consultation on national pay and conditions of service. With the regional trade unions it operates a joint conciliation and dispute resolution process to support authorities.  | 1994  |
|  | <p><b>Local Government Association (LGA)</b><br/>The LGA is a politically-led, cross-party organisation that seeks to promote local government on behalf of councils to national governments. Its aim is to influence and set the political agenda on issues that matter to councils so they are able to deliver local solutions to national problems</p> | 5,780                      | Continued reductions in public sector funding are having a major impact on local authorities. Within this context, the LGA has worked closely with the sector to secure some substantial wins, including: <ul style="list-style-type: none"> <li>• A decrease in the amount in the amount originally proposed to be taken from councils in 2013/14 for capitalisation and the safety net.</li> <li>• Continued funding to support housing benefit administration in the run up to universal credit, including £388 million towards administration of both housing benefit and the new local tax support schemes.</li> <li>• A further £33 million new burdens funding for local council tax support.</li> </ul> | 1997  |

| Cost Centre   | Body   | Budgeted Subscription<br>£ | Benefits and Outcomes  | Since |
|---|--|----------------------------|--|-------|
| <b>FGSUB</b><br>Policy and Finance<br>Committee Grants and<br>Subscriptions | <b>District Councils' Network</b><br>The District Councils' Network is a member led network of 199 district councils. It is a special interest group of the LGA, and provide a single voice for district councils within LGA and to Central Government | 200                        | The District Council's Network acts as an informed and representative advocate for districts to government and other national bodies. It responds to government consultations and undertakes research and produces publications on behalf of the sector. | 2009  |