

Borough Council of King's Lynn and West Norfolk

The FINANCIAL PLAN 2013/2017

**As submitted to the
Cabinet**

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The
FINANCIAL PLAN
2013/2017

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The FINANCIAL PLAN - 2013/2017

1 Executive Summary

- 1.1 As part of the council tax setting process the Council updates its longer term Financial Plan to take account of any changes in financial settlements, inflation on service costs and revised priorities of the administration.
- 1.2 In February 2013 the Council set out a Financial Plan for 2012/2016 that took account of the coalition government's aim of reducing the national deficit and the impact on the Council of significant reductions in Government grant. The Plan showed the formula grant to the Council reducing by 16% in cash terms over the period 2013/2016.
- 1.3 In the financial settlement announced by Government on 18 December 2013 it was confirmed that the level of funding to be available to the Council for the year 2014/2015 from formula funding is £10,463,530. This figure is £50,120 lower than the level of grant included in the current Financial Plan which was based on a provisional amount announced by Government last year.
- 1.4 The provisional formula grant figure announced by Government for 2015/2016 shows a further reduction of 16% on 2014/2015 and amounts to £8,811,070. The Council had anticipated some cut in formula grant when looking forward in the current Financial Plan and had assumed a 5% reduction to £10,031,780 for 2015/2016. The Government announcement has delivered a formula grant that is £1,220,710 lower than anticipated.
- 1.5 In total over the two years 2014/2015 and 2015/2016 the Government has provided funding of £1,270,830 less than anticipated in the current Financial Plan.
- 1.6 There are no provisional figures for the level of funding to the Council for 2016/2017 but it has been assumed that a further cut will be made to the formula funding and a provisional figure of £8,432,510 is included in the Plan for that year.
- 1.7 An additional funding stream available to the Council introduced by changes to local government finance in April 2013 comes from the retention of growth in business rates. In 2014/2015 the Council will retain 40% of net growth in the business rates achieved in 2013/2014. Any further growth in 2014/2015 will produce additional income to the Council in 2015/2016 and growth in 2015/2016 will become available to the Council in 2016/2017. The funding estimated to be retained by the Council in 2014/2015 is £480,000. This stream of additional funding from business rates in 2015/2017 is expected to increase as other new businesses come on to the valuation list.

- 1.8 In April 2011 the Government introduced a scheme which incentivises councils to increase housing supply by rewarding them with a New Homes Bonus. The value of the Bonus is equal to the national council tax band D on each additional property added to the council tax list in a year and is paid for the following six years as an unringfenced grant. The Council has gained funding of £1,636,460 over the period to March 2014.
- 1.9 The grant figure for 2014/2015 is estimated to be £722,540 giving a total sum due of £2,359,000. It is assumed that over the next two years the bonus will increase by a further £525,000 per year.
- 1.10 The Council over the past few years has adopted a policy of seeking efficiencies and different ways of delivering services producing significant levels of savings and reductions in staffing and as a consequence the paybill. Since 2011 service reviews have reduced ongoing annual spending each year by £7.2m. Very few authorities can match the record of the Council and many still have difficulties in dealing with the budget for the current year let alone future years.
- 1.11 The costs of services of the Council have been updated. The impact of the recession and the slow recovery of the economy make the longer term picture difficult to project. In terms of containing spending a number of service budgets have been held at 2013/2014 levels and increases have been made only where known price increases have occurred. With regard to projecting levels of income in certain services including planning/car parks and industrial estates it remains difficult in this period and a cautious approach has been taken in projecting forward into 2014/2017.
- 1.12 The Council continues to make use of working balances and reserves to protect the Council from volatile changes in the cost of services and receipt of income. The use of balances in this way provides the Council with time to consider in a more proactive and measured way how to deal with situations like the reduction in grant or changes in income from services. At no time does the Plan take working balances below the minimum level as stated in the Balances and Reserves Policy of the Council.
- 1.13 As part of the financial settlement the Government has once again included an incentive for councils to hold council tax to current levels. If the Council sets council tax Band D at £111.97 – no increase – then the Government will provide extra grant equivalent to 1% of council tax income. This would equate to £65,000 for the Council but the incentive is at present only available for two years in 2014/2015 and 2015/2016. The Financial Plan for 2014/2017 assumes no increase in council tax for the whole of the period through to March 2016 with a 2% increase proposed for 2016/2017 when a council tax Band D charge would rise from £111.97 to £114.21 – £2.24 pa (4pence per week).

- 1.14 The record of the Council on council tax over the past few years has been exceptional. If the Council delivers council tax at the proposed level for 2014/2015 then over a period of 10 years since April 2005 the council tax would have risen from £108.67 to £111.97 - by only 3%.
- 1.15 In a recent report on the financial health of local government in England, Grant Thornton, one of the national local government auditors, noted that four out of five authorities anticipated some form of tipping point in 2015/2016 or 2016/2017. The message to councils was that 'putting your head in the sand' is not an effective response and the scale of savings to be made means that authorities must think big, have a relentless focus on generating additional sources of income and look at alternative service delivery models.
- 1.16 The Financial Plan 2013/2017 (see Appendix 1) does show that the Council will need to manage the fact that spending in 2015/2016 and future years is projected to be above the level of income/funding available and that a cost reduction programme should remain active. Work is already underway on a number of initiatives that will reduce costs in 2014/2015 and future years.
- 1.17 A summary of the recommendations in the report is shown below:

Recommendation 1

It is recommended that Council approve the revision to the Budget for 2013/2014 as set out in the report.

Recommendation 2

Council is recommended to reaffirm the Balances and Reserves Policy and the maximum balances set for the reserves as noted in the report.

Recommendation 3

It is recommended that Council :

- 1) Approves the budget of £18,805,380 for 2014/2015 and notes the projections for 2015/2016 and 2016/2017.**
- 2) Approves the level of Special Expenses for the Town/Parish Councils as detailed in the report.**
- 3) Approves the Fees and Charges 2014/2015 detailed in Appendix 3.**
- 4) Approves a Band D council tax of £111.97 for 2014/2015**

Recommendation 4

Council is recommended to approve a minimum requirement of the General Fund balance for 2014/2015 of £974,515.

Reason for Decision

The Council is obliged to set a Budget Requirement and level of council tax before the beginning of a financial year commencing on 1 April.

The
REVENUE BUDGET
2013/2014

2 The Revenue Budget 2013/2014

- 2.1 The original budget 2013/2014 was approved by Council on the 21 February 2013. Throughout the year the Chief Financial Officer has monitored the budget and where necessary sought approval for additional budget provision.
- 2.2 A revision to the 2013/2014 Budget was approved at Cabinet on the 14 January 2014 when full details of the changes to the original budget were provided. Since that date the November 2013 Monitoring Report has been issued and further changes made to the budget. The following table shows the revised budget for the year 2013/2014 set at the January 2014 Cabinet and the updated figures from the Monitoring Report issued after that meeting.

	Revised Budget 2013/2014 October Monitoring Report / Cabinet 14 January 2014 £	Revised Budget 2013/2014 November Monitoring Report £
Corporate	2,692,460	2,723,200
Democracy	1,241,200	1,238,830
Service Areas:		
Central and Community Services	3,560,540	3,513,220
Chief Executive	1,963,280	1,881,570
Commercial Services	5,913,610	6,048,710
Environment and Planning	1,853,190	1,818,830
Resources	1,348,720	1,333,990
Financing Adjustment	(3,173,600)	(3,173,600)
Internal Drainage Boards	2,597,380	2,597,380
Special Expenses	164,450	164,450
Council Tax Support to Parishes	141,230	141,230
Borough Spend	18,302,460	18,287,810
Contribution to Business Rates Retention Reserve	360,000	360,000
Contribution to Balances	387,710	402,360
Borough Requirement	19,050,170	19,050,170

- 2.3 The table shows the revised budgets in a new format that has moved away from the past themes such as Community and Democracy and Environmental Improvement and Protection. Certain budgets are now summarised under the headings of Corporate and Democracy. The remaining services are shown under the appropriate Executive Director. The total budget remains as set in the January report (see Appendix 2).

- 2.4 The revised Borough Spend as noted in the November Monitoring Report shows that there is an underspend on the original budget for 2013/21014 of £33,000 which is the net result of service managers taking opportunity to reduce costs and increase income in line with the now embedded culture of active management of service costs.
- 2.5 Any further variances through to March 2014 between the revised budget and actual outturn will be detailed in the Monitoring Reports for the periods ending 31 December 2013, 31 January 2014, 28 February 2014 and the report on the final accounts in June 2014.
- 2.6 The net impact of the projected outturn 2013/2014, as detailed above, on the overall level of General Fund balance is as follows:

	£
Balance brought forward 1 April 2013 (Reported to June 2013 Cabinet)	3,872,575
Contribution to balances for 2013/2014	402,360
Projected General Fund Balance 31 March 2014	<u>4,274,935</u>

- 2.7 The budget for the year remains under tight control and the gains from the cost reduction programme has meant that the anticipated contribution to the General Fund balances as at 31 March 2014 is now estimated to be £402,360 as opposed to £369,360 the original estimates for 2013/2014.
- 2.8 Over the past few years the Council has held the General Fund balances in the first year of the Financial Plan at a high level to provide the Council a degree of protection in the current volatile environment. As in previous years the Council will make use of the balance in its Financial Plan over the next three years bringing it back to a lower level.

Recommendation 1

It is recommended that Council approve the revision to the Budget for 2013/2014 as set out in the report.

The Financial Plan 2014/2017

The Financial Plan - 2014/2017

3 Cost of Services

- 3.1 In producing an annual budget and future projection of costs for an organisation the size of the Council it is necessary to strike a set of assumptions at a certain date. The Consumer Price Index (CPI) inflation rate for September 2013 was 2.7% and future projections of inflation rates published at that date have been used as a guideline for budget purposes. However wherever possible reduced levels or zero increases for inflation have been applied to expenditure budgets with an aim to reduce ongoing service costs. Where there are known increase in costs such as utilities and contracts fixed to price indices then the appropriate inflation factor has been applied. The following assumptions have been made with respect to the 2014/2017 budget projections.

Inflation Assumptions	2014/15	2015/16	2016/17
	%	%	%
Salaries (cost of living)	1.0	1.0	1.5
General Inflation	0	0	0
Business rates	2.0	2.4	2.8
Electric	12.0	12.0	12.0
Gas	5.0	5.0	5.0
Water	3.5	3.4	3.4

Support Services

- 3.2 There are certain parts of the establishment that are classified as 'support services' - accountancy, audit, ICT, legal services and personnel are prime examples. In these cases the activities are classed as support to the direct services and their costs are allocated to those services usually on the basis of time spent or actual costs incurred. Whilst it is an accounting requirement to show the full cost of services, including support services, for the closing of accounts a different approach can be taken for the Financial Plan.
- 3.3 **Staff and supplies and services that are direct 'frontline' costs continue to be charged direct to the appropriate service cost centre.** Staff costs show in the budget papers as Employees against the relevant service accounts.
- 3.4 **The costs of staff in a service department that support the 'frontline' are allocated across the relevant service cost centres. These costs show as Departmental Support** against the relevant service accounts.

- 3.5 There are **certain support service/central costs that are recharged to frontline service accounts as part of the budget**. The full costs of the activity are shown under the relevant Executive Director but the bottom line will be zero. These include;
- ICT
 - Offices
 - Depots
- 3.6 The **costs of other support services are shown in the budget under the relevant Executive Director and are not allocated to direct services**. These services include:
- Financial Services
 - Internal Audit
 - Property Services
 - Legal Services
 - HR
 - Member Services
 - Printing/Graphics/Postages
 - CIC
- 3.7 It will still be necessary to fully recharge the costs of these support services but these allocations will be made as part of the closing of accounts.
- 3.8 The cost of Management Team is shown as a separate cost centre that is not recharged across services but held as a part of the Corporate Costs.
- 3.9 Where a service includes assets that suffer depreciation there will be a charge shown in the cost centre. As is current practice, the charge will be reversed out of the budget as part of the Financing Adjustment.

Changes to the Current Financial Plan

3.10 The projections for the years 2014/2015 and 2015/2016 were revised as part of the Budget Monitoring Report to Cabinet in January 2014. The table below updates those projections and shows how the revision of service costs has impacted on the Financial Plan. The Revised Budgets set at the meeting of the Cabinet in January 2014 are amended to take account of the movement of the New Homes Bonus from the Council spend to become part of revenue resources which also includes Government grants and council tax.

Budget Projections	2014/2015 £	2015/2016 £
Revised Budget (January 2014 Cabinet)	16,585,910	16,902,930
Add back New Homes Bonus	2,102,800	2,609,800
Amended Borough Spend	18,688,710	19,512,730
Changes made to Projections (Appendix 3)	(204,910)	(891,470)
Financial Plan Borough Spend	18,483,800	18,621,260

3.11 The major changes to the Plan are:

- Savings made through the new Materials Recycling Facility contract of £82,890 in 2014/2015 rising to £230,210 in 2015/2016
- Savings of £471,750 in 2014/2015 and £629,000 in 2015/2016 made through the Leisure Trust arrangements
- A contribution of £250,000 to reserves for corporate projects from the New Homes Bonus in each year
- A contribution of £180,000 in 2014/2015 to provide cover for any potential shortfall in bids for funding for the Town Hall/Public Realm scheme
- An additional provision of £100,000 for car parking promotions bringing the sums available each year to £200,000
- A reduction of £151,000/£152,000 in staff pay contingency in the two years
- Savings made from the Revenues and Benefits review, including fraud posts deleted. (£162,740 in 2014/2015 rising to £201,490 in 2015/2016)
- A reduction in government grant towards the costs of benefits administration of £120,190 in 2014/2015 and £164,190 in 2015/2016

The detailed service budgets of the Financial Plan 2013/2017 are shown at Appendix 2. A full list of changes to the projections is shown at Appendix 3.

3.12 Projections have now been prepared for 2016/2017. The main movements between 2015/2016 and the new projections for 2016/2017 are shown below:

	2016/2017
	£
Borough Spend Projection for 2015/2016 as detailed above	18,621,260
Reduction in Council Tax support to Parishes	(10,370)
Industrial Estates – anticipate an increase in income	(35,370)
REFCUS – reflects capital programme rephasing	100,000
Car Parking promotions	100,000
Benefits Subsidy reduction	41,870
Employers Pension contribution - impact of auto enrolment	62,500
Pension stabilisation - revaluation increase	158,000
National Insurance changes	272,000
Refuse and Recycling reworked costs	83,240
Financing Adjustment	(157,650)
Internal Drainage Board Levies	52,760
General inflation and other movements	432,040
New Budget Projection for 2016/2017	19,720,280

3.13 The main changes to the Plan are:

- An additional provision of £100,000 is made for car parking promotions in 2016/2017 bringing the sum available to £200,000.
- The Council will suffer increased costs of £272,000 for national insurance charges once new regulations are in place (likely 2016/2017) re the ending of lower contribution rates for contracted out services.
- It is anticipated that the Council will be required to pay an additional £158,000 toward stabilisation of the Pension fund.

Fees and Charges 2014/2015

- 3.14 Income from charges for services helps to keep council tax at low levels. The Council agreed in January 2005 to delegate authority to the Executive Director of the appropriate service (in consultation with the Deputy Chief Executive, the relevant portfolio holder and the Leader) to vary charges having regard to market conditions and the Council's policy framework. This combined approach has been adopted in setting the charges for 2014/2015. (Appendix 4)
- 3.15 The Council has held car parking charges at the same level since April 2010 and in fact in April 2011 introduced a change which offered a three hour ticket for the price of a two hour charge. During 2013 there have been a series of promotions to encourage visitors to the town centre and as part of a recent refurbishment of the Tuesday Market Place the Council introduced a 20 minute free parking service. Evening parking charges in Hunstanton were also suspended in 2013 and in the remaining years of the Plan 2014/2017 the proposal is to continue with that policy. For the fifth year running the budget for 2014/2015 does not include any increase in the fees for car parking. The budget will also include a sum of £200,000 each year to continue with the promotions to encourage visitors to the town centre. The Financial Plan holds car parking charges at the current level throughout the period.
- 3.16 In all other service areas the fees and charges have been increased on average by 1.7% based on levels of the Consumer Price Index.
- 3.17 The revised leisure arrangements will be in place in July 2014 and Alive Leisure, the new charitable company, will set fees and charges from 2015/2016.
- 3.18 In November 2012 the Government approved an increase in planning fees of 15% but as yet no notification has been received of any future increases. This being the case no further price increase has been included in the Plan.

Corporate Business Plan, Service Plans and Investment

- 3.19 In December 2013 the Cabinet approved a refresh and update of the Corporate Business Plan 2011/2015 which sets out the priorities for the administration. The Financial Plan reflects the aims of the Council;
- People benefit from a growing economy
 - People live in a quality environment
 - People maximise their potential
 - People lead safe and healthy lives
 - People live in vibrant communities .

Borough Council of King's Lynn and West Norfolk

3.20 Service areas within the Council not only contribute toward the Business Plan but also have their own ambitions and targets which are reflected in the Financial Plan and budgets for 2013/2017.

3.21 Some of the key areas of investment included in the Financial Plan are as follows:

Refuse and Recycling A new refuse/recycling contract came into being in 2013 through a joint procurement exercise with North Norfolk District Council. The joint contract produces significant levels of savings across the years of the Plan.

The Council has led on a renewed contract with the NORSE to reduce the costs whilst at the same time enhance the recycling service to residents in the borough. This will come into operation later in 2014.

Housing Developments The Council is partnering the County Council in a joint venture to build up to 155 units of housing to help stimulate the local economy. Work is underway on phase 1 of the venture with the development of 55 units on the Nar Ouse Regeneration Area land owned by the Council. The properties should be available in 2014.

The Council is also actively seeking partners/developers to help bring about development of housing on various other sites in Kings Lynn.

Regeneration The regeneration programme is the prime objective of the Council and the level of investment in the capital programme remains relatively high. A key scheme for the Council at this time is the development of an Enterprise Centre on brownfield land in Kings Lynn in which the Council will invest £1m and facilitate a loan of £2.5m being made by the Local Enterprise Partnership.

Car Parking Promotions Following on from the success of car parking promotions in 2013/2014 the Plan includes budget provision for £200,000 in each year to continue to support local businesses and retail facilities in the town centre.

Seeking Business The Council is actively seeking business with other local organisations to produce additional income or share costs of management /service provision. Car parking management, shared accommodation are prime examples of projects with partners.

Performance Indicators

- 3.22 The Council has adopted a number of local indicators that cover various service areas and are considered to be representative measures on the performance of the Council in the key areas. The indicators are reported regularly to the Performance and Resources Panel.
- 3.23 The West Norfolk Partnership is tracking a set of around 20 indicators that support the outcomes of the corporate business plan. Performance against these indicators is maintained by the partnership's Strategy Group, which are comprised of key decision makers from public, private and voluntary sector organisations in West Norfolk. A biannual update is presented to the Council's Regeneration, Environment and Community Panel.

Staffing Plan

- 3.24 A key issue in the Financial Plan remains the control of staffing levels. The Council has set its permanent establishment at a level which in effect acts as a 'cap' on the permanent staffing levels and approval for additional posts is only given if a compensating reduction in the establishment can be offered or if the posts are required to meet new commercially funded operations where there is a clear business benefit to the borough council. Control on staffing is also monitored through the level of the paybill.
- 3.25 The Council has maintained restraint over the paybill through the level of pay increases awarded over the past few years. In 2009/2010 there was no pay award made with 1% awarded in 2010/2011, zero in 2011/2012, zero in 2012/2013 and 1% in 2013/2014. The Plan includes within each service area provision for pay awards of 1% in 2014/2015, 1% in 2015/2016 and 1.5% in 2016/2017. The level of increase will be subject to separate reports to Council each year.

Financing Adjustment

- 3.26 The Financing Adjustment is an account used in local government to budget for interest earned on investment and interest paid on debt. The account also contains the reversal of depreciation charges and charges for revenue expenditure funded from capital under statute (REFCUS) eg the cost of disabled facilities grants, although considered to be capital items are charged to revenue as part of the Cost of Services. These adjustments ensure that depreciation and REFCUS charges that are simply 'book entries' meant to properly show the 'true' cost of a service, are not passed on to the council taxpayer.

3.27 The reason for the change in the credit on the Financing Adjustment from the current figures in the Plan to the revised figures can be attributed to the following as detailed in the table.

	2014/2015	2015/2016
	£	£
Revised Budget (Cabinet 14 January 2014)	(3,146,700)	(3,141,430)
An increase in the REFCUS (revenue expenditure funded from capital under statute) charges credit, mainly due to capital rephasing. The revised charges are included in service costs and the impact on the level of Council Tax is neutral.	(595,000)	(81,000)
Revised interest payments reflecting the rephasing of the capital programme and current borrowing costs with anticipated upward movement in interest rates anticipated in 2015.	(100)	32,800
A reduction in the minimum revenue provision (MRP) reflecting past capital expenditure and rephasing of capital expenditure in future years.	(140,000)	(140,000)
Revised internal interest charges reflecting capital expenditure financed from unsupported borrowing under the Prudential Framework.	(18,970)	(6,340)
Decrease in interest received on investments in line with the current levels of return and no anticipated significant increase in projected levels of interest rates until late 2015.	142,160	216,000
Transfer from reserves deleted and balance on reserve reallocated to fund capital projects	140,000	0
Revised Projections	(3,618,610)	(3,119,970)

Interest rates are expected to remain at current low levels for some time. This has an impact on both interest paid on borrowing and our investment income. The future of the timing of increases in rates remains uncertain in the current economic climate. Any changes in rates that affect the financing adjustment will continue to be monitored and updated during the year in the monthly monitoring reports.

Financing Adjustment 2016/2017 - It is difficult to predict changes in the 2016/2017. It is anticipated that there will be some upward movement in interest rates on both new borrowing and on investments. The financing adjustment 2016/2017 has also been amended to reflect rephasing of the capital programme. This being the case it is estimated that the credit on the account will increase from £3,119,970 in 2015/2016 to £3,277,620 in 2016/2017.

Internal Drainage Boards

- 3.28 Internal Drainage Boards levies are paid by the Council to the various Drainage Boards. The levies count as spending of the Council but a contribution is made by Government one year in arrears as part of the financial settlement. Any substantial increase in the levies can have an impact on the council tax payer who picks up the residual costs. The budget estimates of £2,625,230 for 2014/2015 are based on 2013/2014 actual costs plus an allowance for inflation. (Appendix 5)

Special Expenses

- 3.29 The Local Government Finance Act 1992 stipulates that any expenses incurred by the authority in performing in a part of its area a function performed elsewhere by a parish council are the authority's special expenses, unless a resolution of the authority to the contrary effect is in force. Special expenses are charged across a number of towns and parishes for closed churchyards, footway lighting, community/town halls and playing fields and open spaces.
- 3.30 In 2013 changes made by Government on the arrangements for the payment of benefit for local council tax support through the reduction in council tax base had an impact on the level of both parish/town precepts and special expenses charges that could be made on the council tax bill.
- 3.31 The impact of those new arrangements meant that for most parishes/towns the council tax bases were reduced. In the event that the level of spend on a precept or special expenses remained at the same level this would cause an increase in a Band D charge. The Government identified part of the formula funding paid to the Borough Council as assistance toward reducing the impact of such an increase in council tax at parish level and expected the Council to distribute the funds to parish/town councils and by reducing the charges for special expenses.
- 3.32 These arrangements continue to apply in 2014/2015 where the council tax base of the parishes and town councils are affected by the reduction in tax base dependent upon the types and mix of claimants in each ward. The Borough Council has set aside a sum of £183,950 to award to parishes to help to mitigate the impact on the level of council tax set by the local council.

- 3.33 During the year a significant amount of work has been done on reviewing the operations of the grounds maintenance teams across the borough, especially in terms of the special expenses charges. The review is complete in terms of identifying locations and extent of work carried out in each parish and it has revealed that the current special expenses charges to parishes are inaccurate. The analysis of the operations shows where work is being carried out and it is obvious that in the past a significant number of parishes have not been subject to a charge where it should have been levied.
- 3.34 This situation has come about because over the past years the charges levied have come from old information that is inaccurate and resources and time have not been available to carry out the review that has recently been undertaken as part of a management project of a member of the grounds team.
- 3.35 In this period where the Government is encouraging councils to freeze council tax the potential to increase special expenses charges in 2014/2015 in total across the borough is not available. It is proposed that the total charges in 2014/2015 remain the same as the current year. This will give the Council time to contact every parish/town council and determine if there is an opportunity to pass over responsibility, reduce the level of service or move toward a proper charge over a period.
- 3.36 Details of the revised costs to be set for each parish/town currently subject to special expenses together with the grant awarded to offset the impact on a Band D charge are shown at Appendix 6. In the case of Sedgeford the parish council has requested the transfer of responsibility for maintenance of open spaces and highway verges from the Borough Council. No special expenses will be set for the parish and no grounds services provided on the basis that the parish will arrange for a local contract.
- 3.37 Under the rules applied by Government in respect of being eligible to claim grant for freezing council tax the Council cannot increase its Band D tax above £111.97. The rules also apply to special expenses where the total sum to be recovered cannot exceed the sum set in the previous year. The sum calculated to be charged as special expenses for 2014/2015 actually totals £128,110 more than the sums that can be recharged to parishes and town councils and full recovery of special expenses cannot be made if the Council is to remain within the rules.

General Fund Balance and Reserves

- 3.38 Over the past years the Council has held its general fund working balance higher than usual to provide for time to properly assess the impact of service reviews to offset the impact of reduced formula grant. The positive use of balances to assist in a planned and measured response to the reduction in Government grants and poor economic environment has proved to be very effective.
- 3.39 The introduction of the new formula funding/business rates retention scheme in 2013/2014 transferred a significant risk from central Government to the Council. Included in the scheme where the Council benefits from the growth of business rates by retaining an element of the income, there also lays the risk of losing funding due to the removal from the business rates list of any major company. In the event of a major ratepayer closing its business then the Council will have to bear the loss of rates income. The Government sets a threshold after which it will support the Council from further losses but this means in 2013/2014 that potentially a loss of £360,000 can come about at the risk to the Council before intervention.
- 3.40 In 2013/2014 the Council approved the transfer of a sum of £360,000 to a Business Rates Retention Reserve to provide for the financing of any closure and loss of income from a major ratepayer. The reserve will protect the Council for a period in order for appropriate action to be considered and taken to mitigate any loss of funding. In 2014/2015 the Council joined with other Norfolk authorities in a pooling arrangement which changes the circumstances of government support whereby the Norfolk Pool would meet any losses of any member council of the pool and government support would not be available. The benefit of this arrangement is that 50% of any additional business rates that comes into the rating list each year would no longer be paid to Government but paid into a Norfolk Pool which could be used in the county for various projects.
- 3.41 In 2014/2015 mainly because of the impact of savings made in 2012/2013 and 2013/2014 it will be possible to transfer £402,360 to balances. The Plan also anticipates the Council being able to contribute a further £321,580 to balances in 2014/2015 mainly due to savings achieved in the cost reduction programme and growth in business rates in 2013/2014. This will allow the Council to draw from the balances in 2015/2016 and 2016/2017 thereby "balancing the budget" in all the years of the Financial Plan. Over the period of the Plan to 31 March 2017 the balances will be reduced to £2,307,155 which will still be in excess of the minimum requirement of £943,480.
- 3.42 Whilst it is good working practice and part of risk management to hold reserves to cushion the impact of unforeseen events and as a means to building up funds to meet known or predicted requirements, there are costs

associated with holding levels of funds. Although these funds are used to deal with uneven cashflow, invested or used to prevent temporary borrowing and they therefore bring in income or avoid the cost of interest charges, they serve no other purpose if they remain unused over long periods of time. Council tax should not be set to establish significant sums of money that sit on a balance sheet and do not serve the public in any other way. This means that the levels of holdings should be properly justified and where possible minimised.

- 3.43 The operation of the General Fund working balance does support the Financial Plan and the level of council tax throughout and is reduced at the end of that period.
- 3.44 As far as the other reserves are concerned the use and demands on the accounts are regularly monitored and any adjustments that could be made without raising a level of risk to the financial standing of the Council would be reported as necessary.
- 3.45 The Council's policy on Balances and Reserves is reviewed annually as part of the Budget report to Council and sets out why reserves are held and the minimum and maximum acceptable levels of the accounts. Budget monitoring reports throughout the year include updates on budget variations, action to be taken and notes any movements on the general fund balances and earmarked reserves. There is no proposal to make changes to the Policy or current reporting arrangements at this time. The Policy on Balances and Reserves is attached at Appendix 7.

Recommendation 2

Council is recommended to reaffirm the Balances and Reserves Policy and the maximum balances set for the reserves as noted in the report.

Budget Requirement 2014/2015

- 3.46 The Borough Requirement is a figure that comes from the total net costs of spending on services plus Internal Drainage Board levies less the credits for the Financing Adjustment and plus the costs of special expenses and council tax support to parish councils. The final part of the calculation is the addition for any transfer to or from reserves and the use of general fund balances.
- 3.47 In 2014/2015 the Budget Requirement for the Council is £18,805,380. This sum is to be met from Government Formula Funding, Business Rates growth Retention, New Homes Bonus, any Collection Fund surplus and council tax.

4 Formula Funding – Revenue Support Grant / Business Rates Retention

- 4.1 In the financial settlement announced by Government in December 2013 it was confirmed that the level of funding to be available to the Council for the year 2014/2015 is £10,463,530. This figure is made up of two elements – Revenue Support Grant (£5,573,030) and Business Rates Retained (£4,890,500). The total of the funding is £50,120 lower than the figure in the current Plan.
- 4.2 The provisional figure announced by Government for formula grant funding for 2015/2016 is £8,811,070 (Revenue Support Grant £3,785,590 and Business Rates Retained £5,025,480). This represents a 16% reduction in funding and is £1,220,710 lower than the figure included for that year in the current Financial Plan. The projected figure for the funding in the Plan for 2016/2017 is assuming a further reduction in Revenue Support Grant of 10% with the business rates retention figure remaining as set in 2014/2015 – total funding being £8,432,510.
- 4.3 An additional funding stream available to the Council comes from the retention of any growth in business rates in the previous year. This means that in 2014/2015 the Council will retain 40% of any net growth in the business rates achieved in 2013/2014. Any further growth in 2014/2015 will produce additional income to the Council in 2015/2016 and growth in 2015/2016 will become available to the Council in 2016/2017.
- 4.4 It is estimated that there will be a net growth in business rates in 2013/2014 – mainly due to the Sainsbury and Hardwick developments. The funding likely to be retained by the Council is estimated to be £480,000. The estimate for additional funding in 2015/2017 is expected to increase as more businesses are added to the valuation list. Estimated income from the retained business rates for 2015/2016 is £636,000 and £732,000 for 2016/2017. The position will be updated as part of the update of the Financial Plan in February 2015.

5 Government Grants – Council Tax Freeze/Council Tax Support Grant

- 5.1** Over the past three years the Government has provided an incentive to freeze council tax by offering councils additional grant funding. As part of the recent announcements on formula funding the Government has again offered additional grant funding if councils freeze council tax.
- 5.2 In 2014/2015 if the Council freezes council tax once more then the Government will pay an additional grant that is roughly equal to 1% increase on a Band D council tax charge of £65,000. As part of a two year agreement the same sum will be paid to the Council in 2015/2016.

6 New Homes Bonus

- 6.1 In April 2011 the Government introduced a scheme which incentivises councils to increase housing supply by rewarding them with a New Homes Bonus. The funding for the New Homes Bonus comes from top slicing the total amount to be made available nationally to all councils and as such the Bonus is viewed as an addition to the financial settlement figures from Government to partly offset the reduction in formula funding. The value of the Bonus is equal to the national council tax band D on each additional property added to the council tax list in a year and is paid for the following six years as an unringfenced grant. There is an enhancement of £350 for each affordable home added to the list. The Council has gained funding of £1,636,460 over the period to March 2014.
- 6.2 The grant figure for 2014/2015 is estimated to be £722,540 giving a total sum due of £2,359,000. It is assumed that over the next two years the bonus will increase by a further £525,000 per year. This financial incentive adds to the current policy of promoting new housing growth in the borough

7 Collection Fund Surplus

- 7.1 In setting council tax each year there is an assumption made on the level of collection that will be achieved. In drawing up the council tax base for 2014/2015 the assumed collection rate is 97.5%. In past years the Revenues Services teams have achieved higher levels of collection thereby producing a surplus on the Collection Fund Account which is shared and used by the County Council, Police Authority and Council to offset future council tax increases. In 2012/2013 the collection rate was reduced mainly due to the interruption of service experienced whilst computer systems were changed. In attempting to claw back a backlog the level of collection fell below target at 94.5%. It is anticipated that during 2014/2015 the rate will improve and the 97.5% target achieved. Any rate of collection achieved above the projection will produce surpluses on the Collection Fund of which a proportion will come back to the Council.
- 7.2 The Collection Fund will continue to operate under the new business rate retention scheme. From closing the account in 2012/2013 it is estimated that the Council can draw sums of £200,000 in each of the Plan years.

8 Council Tax

- 8.1 Council Tax was introduced in April 1993 and is essentially a property tax based on the broad value of domestic properties. The Valuation Office Agency (VOA) is responsible for the valuation of all domestic properties in England and Wales. The VOA attributes each domestic property to one of eight bands – A to H. The bands relate to the estimated property value as at 1991 prices:

Band	Value £	Weighting of band
A	Up to £40,000	6
B	£40,001 – £52,000	7
C	£52,001 – £68,000	8
D	£68,001 – £88,000	9
E	£88,001 – £120,000	11
F	£120,001 – £160,000	13
G	£160,001 – £320,000	15
H	Over £320,000	18

- 8.2 Although promised by past Governments there has yet to be a revaluation of the property bands. Council tax banding remains set at 1991 prices at present.

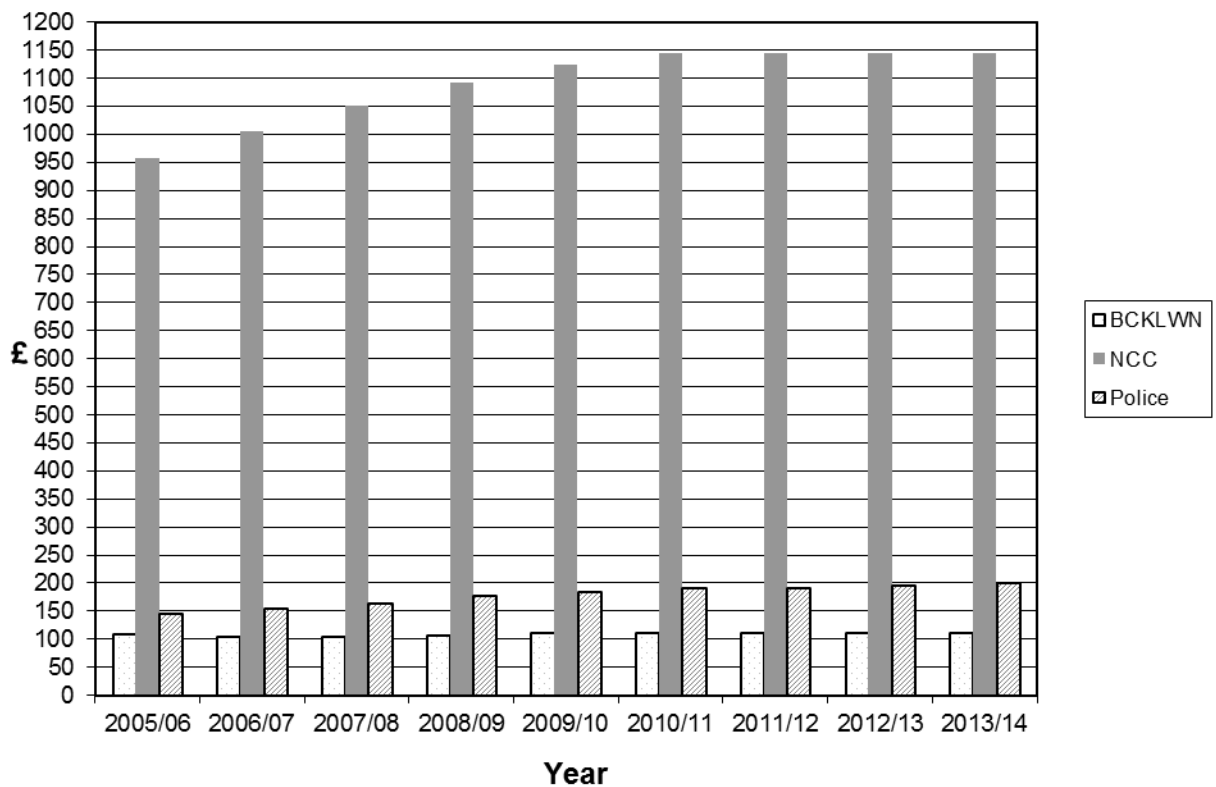
Council Tax Base 2014/2015

- 8.3 The Council Tax base is the estimated full-year equivalent number of liable dwellings in the Borough, expressed as an equivalent number of Band D dwellings with 2 or more liable adults. The calculation of the tax base is important in determining the overall level of Council Tax. An Authority has a statutory obligation to determine its tax base under the Local Government Finance Act 1992.
- 8.4 The calculation of the tax base for 2014/2015 has been approved by Council in January 2014. The calculation takes into account changes resulting from the local council tax support scheme (which reduces the tax base) and other technical changes to empty properties and second homes. The full tax base for 2015/2015 is 46,779 (Appendix 8). Future years show an assumption that the tax base will rise by the equivalent of 300 Band D properties per annum.

Council Tax 2013/2014

8.5 The Borough Council element of the full council tax bill in 2013/2014 for a Band D property is £111.97 out of a total of £1,457.83 (excluding parishes and special expenses). The following graph shows the separate elements of the bill and it is clear that of a Band D charge in 2013/2014 the Borough Council's charge forms a very small part of the bill (8%) collected from every council tax payer.

Band D Council Tax 2005 to 2013



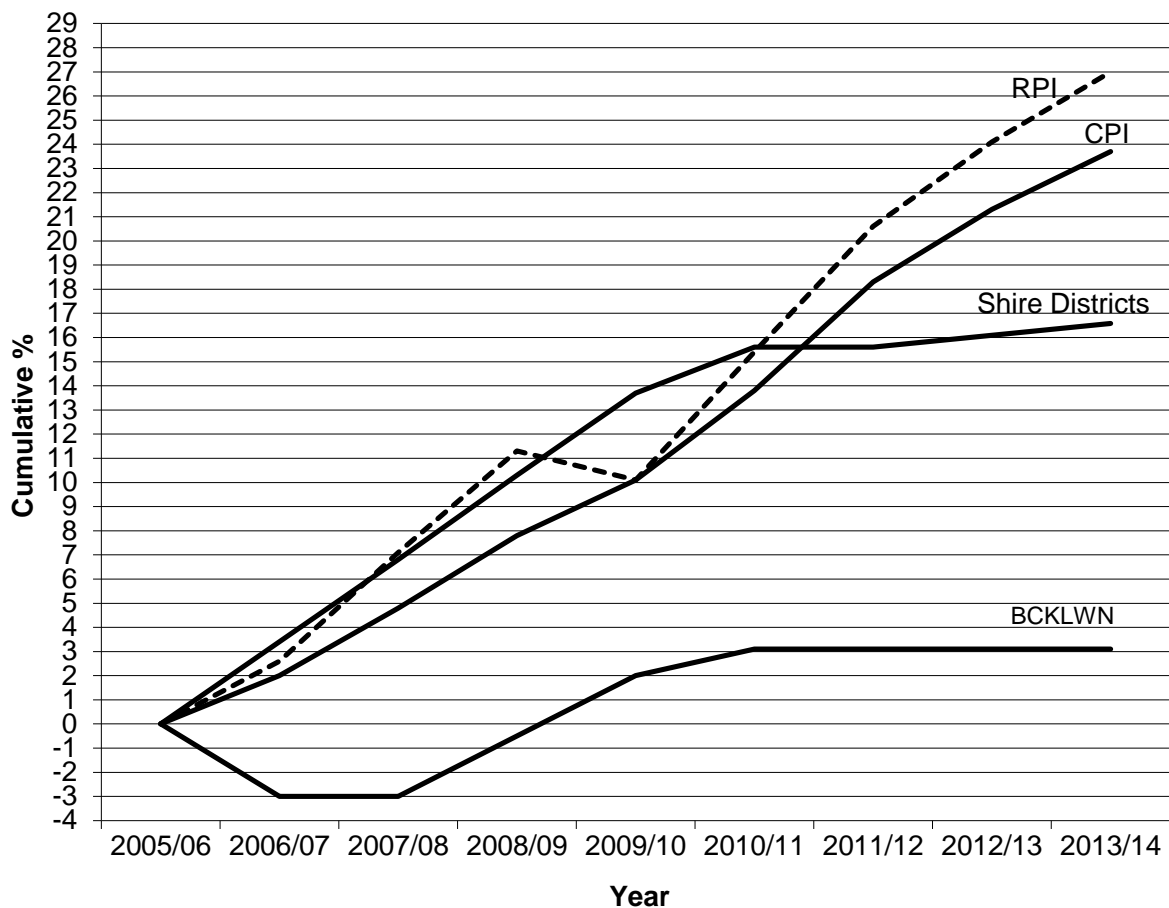
Council Tax Levels – Band D

8.6 The table below shows the elements of a council tax Band D charge of £1,457.83 for 2013/2014.

Charging Authority	2013/2014
	£
Borough Council of Kings Lynn and West Norfolk	111.97
Norfolk County Council	1,145.07
Norfolk Police Authority	200.79

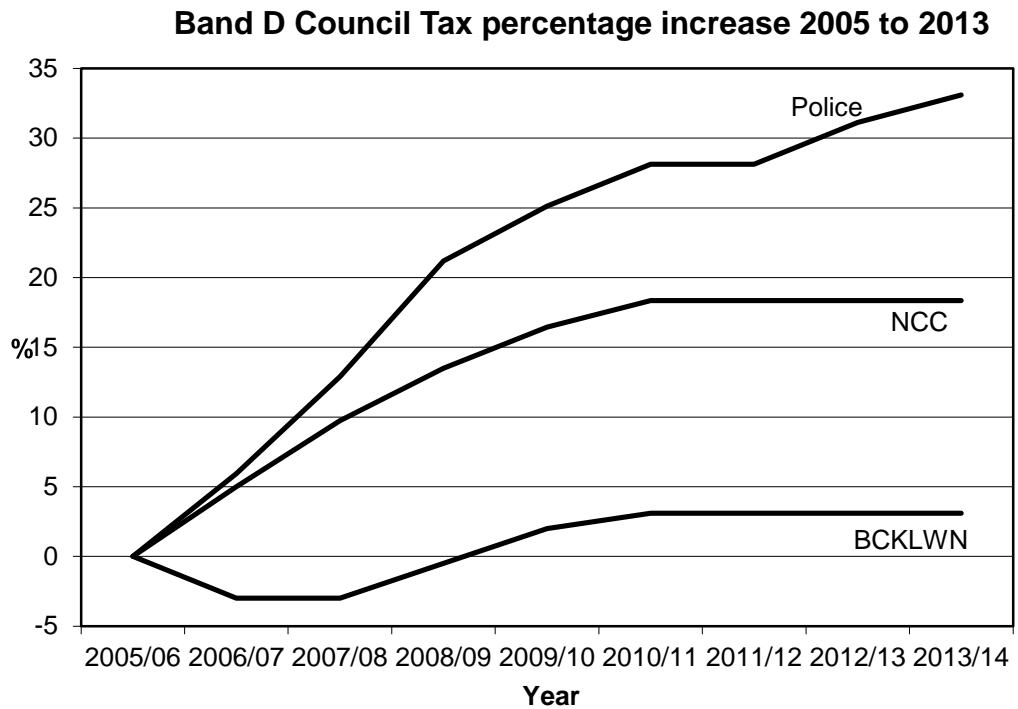
8.7 Over the period since April 2005 the Council has held council tax to a level where in 2013/2014 the cumulative increase in a Band D charge of £111.97 amounts to 3% above the 2005/2006 figure of £108.67. The average cumulative increase in council tax for shire districts areas in England over the same period 2005/2006 to 2013/2014 has been 17%. The Retail Price Index (RPI) has increased over that period (April 2005 to April 2013) by 27%. The Consumer Price Index (CPI) has increased by 24% over the same period. On all counts the Council has performed better. By holding down council tax the Council has absorbed the impact of inflation and not passed it on to its residents.

Band D Council Tax and RPI percentage increases 2005 to 2013



8.8 Had the Council increased tax over the period at the average rate of other district councils then the current level of tax for a Band D property would be £127.14 producing £709,630 per year additional council tax income.

8.9 The graph below shows how the various elements of the council tax bill in West Norfolk have increased over the period 2005/2006 to 2013/2014. It can be clearly seen that whilst the Council has managed and delivered services whilst only imposing a very small increase in council tax over the period the same cannot be said for the County Council or Police Authority.



Council Tax 2014/2015 and Future Years

- 8.10 The Financial Plan 2013/2017 includes a recommendation not to increase the council tax for 2014/2015 and it is assumed that council tax for 2015/2016 for a Band D property will remain at £111.97. The Plan does assume a 2% increase in council tax will apply in 2016/2017 bringing the Band D charge to £114.21pa.
- 8.11 The proposed levels of council tax for 2014/2015 remain as in the current year:

BAND	2014/2015	BAND	2014/2015
			£
A*	74.65	E	136.85
B	87.09	F	161.73
C	99.53	G	186.62
D	111.97	H	223.94

* The Council reduces the charge to a property classed as Band A to £62.21 pa where it is eligible for Disabled relief.

- 8.12 There are consequences of freezing council tax. The Council will forgo additional income from council tax in 2014/2015 which will only be partly offset by Government through a grant. The 'opportunity cost' of not increasing the council tax income base will mean that even at a 1% increase in tax - £52,370 (a sum which would increase as council tax rises) will not be collectable in 2014/2015 and future years. The opportunity to increase council tax income will be 'lost' forever.
- 8.13 A second consequence of freezing council tax in 2013/2014 is that there can be no overall increase in the special expenses charges to various parishes and town councils. This in effect means that an element of the charges that would have been made on specific parishes for services carried out in their areas will be met by the general fund council tax payer. The additional costs to be met in 2014/2015 are estimated to be £128,110. This position may be corrected in future years when the special expenses charge will come back at higher levels that reflect the actual costs incurred on the various services but cannot be 'backdated' to make good the position.

9 Parish Precepts

- 9.1 Parish and Town Councils within the borough request the Council to collect Council Tax on their behalf and pay over the sums requested as a Parish Precept. The total of the precepts must be added to the Council's budget but it is shown separately on Council Tax bills.

10 Full Council Tax 2014/2015

- 10.1 In order to calculate the full Council Tax for 2014/2015 it will be necessary to add the County Council, Police Authority and parish precept requirements to the Council's element as previously shown.

Recommendation 3

It is recommended that Council :

- 1) Approves the budget of £18,805,380 for 2014/2015 and notes the projections for 2015/2016 and 2016/2017.**
- 2) Approves the level of Special Expenses for the Town/Parish Councils as detailed in the report.**
- 3) Approves the Fees and Charges 2014/2015 detailed in Appendix 3.**
- 4) Approves a Band D council tax of £111.97 for 2014/2015.**

11 General Fund Financial Overview

11.1 This part of the report deals with the Council's General Fund balance based on the proposed Financial Plan 2013/2017. The projected position for the period of the Financial Plan will be as follows:

	2013/2014	2014/2015	2015/2016	2016/2017
	£	£	£	£
Balance b/f	3,872,575	4,274,935	4,596,515	3,842,765
(Draw) / Contribute from/to balance	402,360	321,580	(753,750)	(1,535,610)
Balance c/f	<u>4,274,935</u>	<u>4,596,515</u>	<u>3,842,765</u>	<u>2,307,155</u>
Minimum requirement 5% of Budget Requirement	952,509	940,269	893,376	909,234
Bellwin	34,246	34,246	34,246	34,246
	<u>986,755</u>	<u>974,515</u>	<u>927,622</u>	<u>943,480</u>

11.2 Section 25 of the Local Government Act 2003 requires the Chief Financial Officer as part of the Council Tax setting process to comment as to the adequacy of the Council's Balances.

11.3 The General Fund balance remains above the minimum level required for all years in the Plan. The minimum requirement is calculated by taking 5% of the Budget Requirement and adding the Authority's Bellwin allocation.

11.4 The projected General Fund balances held by the Council are in the opinion of the S151 Officer (Chief Financial Officer) adequate for the Council's operational needs.

Recommendation 4

Council is recommended to approve a minimum requirement of the General Fund balance for 2014/2015 of £974,515.

12 Cost Reduction Programme

- 12.1 The Council's determination to drive forward cost reduction programmes early during 2009 and 2010 has allowed it to deal with ongoing reductions in funding from Government. Since 2010 ongoing annual savings of £5.7m were made and included in the Financial Plans which has kept council tax at £1111.97 pa – no increase being made since April 2010.
- 12.2 The proposed Plan for 2013/2017 includes a series of cost reductions that are currently being finalised or will come about in 2014/2015. Full details are shown at Appendix 9. The total in a full year in 2016/2017 amounts to £1.5m which helps to hold down net spending.
- 12.3 The revised Plan shows a shortfall of income/resources compared to spending in 2015/2016 and 2016/2017 and is reliant upon drawing sums from the working balance. The use of reserves is clearly a temporary measure and over the period of the Plan the Council will work toward bringing spending in line with income. The Council has therefore a new target for savings to be achieved before April 2017 of £1.6m. **Past experience shows that it is important to gain savings as soon as possible.** Already work is underway on examining the potential for savings/increased income as reported to Council in November 2013.

13 National Non Domestic Rates (Business Rates) 2014/2015

- 13.1 In the Autumn Statement the Chancellor announced a package of business rate measures. The business rate increase for 2014/2015 will be capped at 2%. The new multipliers for 2014/2015 to be approved by Parliament are (2013/2014 figures in brackets):

Non-domestic rate multiplier	-	48.2p (47.1p)
Non-domestic rate multiplier (small businesses)	-	47.1p (46.2p)

- 13.2 A number of other measures were announced including:
- The increase in small business rate relief (SBRR) extended to 31 March 2015
 - Businesses in receipt of SBRR will be able to keep the reduction for an extra 12 months if they take on another property that would normally cause them to lose relief
 - A discount of up to £1,000 for retail premises (including pubs, cafes, restaurants and charity shops) with a rateable value up to £50,000 for 2014/2015 and 2015/2016.
 - A new Temporary Occupation Relief of 50% for 18 months for new occupants of retail premises that have been empty for a year or more
 - Business Rates can be paid over 12 monthly instalments

14 Prudential Framework

- 14.1 Under a Prudential Framework local authorities are responsible for the self-regulation of their borrowing and capital investment plans, although the Government has reserve powers to set borrowing limits for local authorities which would override locally determined limits. The key objectives of the Prudential Code are to ensure that the capital investment plans of the Council are affordable, prudent and sustainable.
- 14.2 In order to demonstrate the affordability of the Council's financial strategy, under the Prudential Framework the Council is required to address the revenue implications of all capital investment decisions and most importantly the impact on the future level of Council Tax.
- 14.3 The Council in its Capital Programme 2013/2017 has budgeted to fund £2.6m of capital schemes from unsupported borrowing (under the Prudential Framework) where it can demonstrate that financial savings can be achieved by outright purchase of equipment, as opposed to the use of an operating lease and the payment of an annual lease. The cost of borrowing and the revenue implications are included within this budget and is considered to be affordable and within the limits of the treasury management prudential indicators set under the Treasury Management Strategy.

15 "Robustness" of Budget

- 15.1 Under Section 25 of the Local Government Act 2003 the Chief Financial Officer must report as to the robustness of the estimates included within the budget. There are within any projection of budgets over a four year period a number of assumptions that are made, some of which will have a level of risk against them, and the Financial Plan 2013/2017 is no exception. The safety net of the level of working balances provides for a degree of comfort and robustness and in the opinion of the Chief Financial Officer the level of General Fund balances held over the period are above minimal levels and adequate for the purposes of the Council. As noted, there are a number of operational and financial risks facing the Council that could possibly impact on the level of General Fund balances held.
- 15.2 The main risks facing the Council are as follows:

Operational Risks – There will always be an element of risk in the robustness of estimates where many services are demand led. This level of risk is especially heightened during this period of uncertainty in the economy. This is particularly the case where large or volatile budgets exist – mainly income driven like planning, industrial rents and car parking fees. These services produce high levels of income and a 1% reduction in the car parks estimates can produce a variance of £30,000.

Past experience shows that the risk from these service areas, whilst significant in financial terms, can be dealt with through good budgeting techniques, sound financial management and where necessary the use of balances. However, in this period of the Plan there is a degree of uncertainty as to how easy it will be to compensate for lost income in the event that the projections are not met. The performance on budgets is included in monthly monitoring reports to management and members and in the event that action is necessary approval can be gained quickly.

General Economic Risks – Assumptions on inflation made within the budget are detailed in the report. Where inflation factors rise above the assumed levels there will be an impact on the budget. The risk can be reduced through sound monitoring of spend and corrective action being taken. In the event that costs cannot be contained then the working balances come into play. Past experience shows that the risk is not significant, although it remains important to monitor the situation.

There is a risk to the budget from the changes in interest rates, especially in the current economic climate. Any significant changes to interest rates by the Bank of England Monetary Policy Committee to control inflation would in turn influence the interest paid on the Council's investments and borrowings. There is a degree of offsetting on our temporary and daily cashflow borrowing and lending but there remains a risk that there could be an imbalance between rates of borrowing and investment and the Council could suffer a net increase in costs. The risk is reduced through good debt management practices and monitoring of the markets and budget position.

Capital Schemes, Partnerships and Contracts – The Council will always be subject to general financial risks inherent within large capital schemes, major outsourcing arrangements and partnership arrangements. The risks can be reduced through the existence of good governance arrangements, active participation in the schemes, sound project management and constant monitoring of the risks.

Business Continuity – In terms of risk management there are a number of issues that present a risk to the Council all of which are included in the Corporate Risk Register. A number of the most highly rated risks are concerned with finance – the impact of the recession on income/service costs and capital receipts, the level of reduction of Government Grant/business rates income and the difficulties involved with achieving savings targets in the Financial Plan. All of these issues have been considered and appropriate action taken to reduce the risk to the Council.

Government Grant – The Government has provided a formula funding figure for 2014/2015 and 2015/2016. Nothing has been received about the level of funding for 2016/2017. It is known that reductions in the level of financial settlements will continue into 2016/2017 and beyond. Assumptions have been made based on previous announcements by Government but there remains a risk that projected levels of resources will change. The sensitivity of any movement in the figures is for every 1% increase or reduction is £88,000 pa and there would be a cumulative impact over the period of the Financial Plan.

Legislation – There are always risks associated with changes in legislation. For example, changes to VAT rules could have significant impact on the Financial Plan of the Council. There is little that can be done to mitigate legal risks other than to continue to be aware of the potential changes and act accordingly.

16 Consultation

- 16.1 The Council met with representatives of the business and voluntary sector community on 9 January 2014 to canvass their opinions. Notes of the meeting are available.
- 16.2 This report will be made available to staff and comments will be sought. Trade union representatives will also be sent a copy of the report. Any comments arising as a result of the consultation process will be reported to Cabinet.
- 16.3 As part of the budget process the two Council Panels have received this full report of the Financial Plan.

Acknowledgement

The preparation of this budget has been possible after considerable effort, research and co-operation of many officers from all sections of the Council's administration.

David Thomason
Deputy Chief Executive

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Appendix 1

Financial Plan 2013/2017

	Projection 2013/2014 November Monitoring £	Projection 2014/2015 £	Projection 2015/2016 £	Projection 2016/2017 £
Corporate	2,723,200	2,695,910	2,633,390	2,831,270
Democracy	1,238,830	1,264,330	1,277,400	1,321,120
Service Areas:				
Central and Community Services	3,513,220	4,398,890	3,952,530	4,128,270
Chief Executive	1,881,570	2,029,710	2,070,650	2,127,190
Commercial Services	6,048,710	5,673,260	5,634,360	5,983,930
Environment and Planning	1,818,830	1,900,130	1,978,140	2,116,880
Resources	1,333,990	1,263,380	1,310,460	1,545,000
Financing Adjustment	(3,173,600)	(3,618,610)	(3,119,970)	(3,277,620)
Internal Drainage Boards	2,597,380	2,625,230	2,638,160	2,690,920
Special Expenses	164,450	128,110	142,440	159,990
Council Tax Support to Parishes	141,230	123,460	103,700	93,330
Borough Spend	18,287,810	18,483,800	18,621,260	19,720,280
Contribution to Business Rates Retention Reserve	360,000	0	0	0
Contribution (from)/to General Fund Balance	402,360	321,580	(753,750)	(1,535,610)
Borough Requirement	19,050,170	18,805,380	17,867,510	18,184,670
Revenue Support Grant	(7,259,450)	(5,573,030)	(3,785,590)	(3,407,030)
Business Rates Retention Baseline Funding	(4,797,050)	(4,890,500)	(5,025,480)	(5,025,480)
Business Rates Retention - Growth (net)	0	(480,000)	(636,000)	(732,000)
Council Tax Freeze Grant 2013/16	(63,550)	(65,000)	(65,000)	0
Council Tax Support - Transitional Grant	(28,200)	0	0	0
New Homes Bonus	(1,636,460)	(2,359,000)	(2,884,000)	(3,409,000)
Collection Fund Surplus	(150,000)	(200,000)	(200,000)	(200,000)
Council Tax band D	111.97	111.97	111.97	114.21
	45,686	46,779	47,079	47,379
Council Tax	(5,115,460)	(5,237,850)	(5,271,440)	(5,411,160)
Funding Position	0	0	0	0

Corporate	Democracy	Central and Community Services	Chief Executive
<ul style="list-style-type: none"> • Corporate strategy including freedom of information, data protection, public consultation. • Corporate management • Corporate apprentices • Corporate subscriptions • Corporate equal opportunities • Corporate training 	<ul style="list-style-type: none"> • Democratic services – support to councillors and provision of professional advice to all parties in the decision-making process (Cabinet, overview and scrutiny, Full Council and other committees) • Electoral registration and administration of elections • Support for the mayoral and civic life of the borough 	<ul style="list-style-type: none"> • West Norfolk Partnership • Community strategy • Communications (internal and external), media relations • Internal graphics and print service • Performance management and performance indicators • Efficiency • Personnel – recruitment, training, employee relations and equal opportunities • Health, safety and welfare of council employees • Provisions of community information points • Provision of Council information Centres at King's Lynn, Downham Market and Hunstanton • Grants administration • Neighbourhood nuisance, antisocial behaviour and community safety • Community development • Care and repair • Careline • Community transport 	<ul style="list-style-type: none"> • Monitoring Officer and Legal advice to all areas of the Council • Residential caravan sites and travellers' sites • General housing strategy, including allocating housing, homelessness, enabling affordable housing provision, and adaptations • Economic regeneration, encouraging businesses to start up, grow or locate in the borough and monitoring local economy • Regeneration programmes (NORA) • Tourism marketing and development • Project management

Commercial Services	Environment and Planning	Resources
<ul style="list-style-type: none"> • Leisure facilities • Leisure Card scheme • Sports development and events • Resort services • King's Lynn Corn Exchange • Tourist information centres • King's Lynn Town Hall and Gaol House • Museums and heritage • Sports grounds, pavilions and pitches • Children's/teenage play • Public open space, including grounds maintenance • Street cleansing services, including public conveniences • Miscellaneous street scenes matters, including street lighting, abandoned vehicles and street furniture • Waste management - refuse and recycling • Town centre management • Off-street car parks • Markets in King's Lynn and Hunstanton • Miscellaneous community centres • Bus stations in King's Lynn and Hunstanton • Amiens Project • Arts and entertainment • CCTV • Burial and cremation service 	<ul style="list-style-type: none"> • Planning applications • Planning enforcement • Planning policy, including Local Development Framework and regional planning • Conservation, listed buildings • Countryside and landscape management – bio-diversity, nature conservation and the protection of landscape features • Building regulations (CNC) • Public safety building control • Food safety • Health and safety at work • Licensing • Emergency planning • Air and land quality • Sewerage provision and drainage control • Health improvement • Local land charges • Flood defence 	<ul style="list-style-type: none"> • Financial Services and advice, including payments to suppliers, collection of income, insurance, banking and treasury management • Internal audit • Provision of internal ICT services and support, • Property services – valuation of property, management of Council's industrial estate portfolio, asset management • Collection of council tax and business rates • Administration of housing benefits scheme and collection of overpayments • Investigation and detection of benefit fraud • Take-up of welfare benefits • Administration of the Council's website • Office facilities and office accommodation

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Appendix 2B

Corporate Service

	2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
	£	£	£	£
Corporate Management Team	627,180	669,700	691,360	726,950
Corporate Costs & Provisions	2,096,020	2,026,210	1,942,030	2,104,320
Total for Service	<u>2,723,200</u>	<u>2,695,910</u>	<u>2,633,390</u>	<u>2,831,270</u>

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Corporate - Services	2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
	£	£	£	£
Corporate Management Team				
Corporate Management Team includes the Chief Executive and Secretary, the Deputy Chief Executive and three Executive Directors.				
Employees	571,640	595,260	614,640	648,570
Departmental Support Costs	10	11,540	11,780	12,340 a
Premises	31,210	30,880	32,420	33,120
Transport	19,150	19,290	19,780	20,160
Supplies & Services	6,820	5,430	5,440	5,460
ICT Support Costs	2,440	7,300	7,300	7,300
Total Expenditure	631,270	669,700	691,360	726,950
Customer & Client Receipts	(4,090)	0	0	0
Total Income	(4,090)	0	0	0
Direct Service Cost	627,180	669,700	691,360	726,950
Total Service Cost	627,180	669,700	691,360	726,950

a Changes in recharge methodology

Corporate Costs & Provisions

Corporate costs and provisions are those that are incurred for the benefit of the Council as a whole and do not relate specifically to one service function. This budget includes costs incurred for bank charges, external audit fees and pension deficit payments

Employees	1,087,440	1,090,540	1,180,550	1,340,920 a
Premises	91,750	41,160	43,190	44,130 b
Supplies & Services	467,460	270,860	249,650	250,790 c
ICT Support Costs	345,280	65,000	65,000	65,000 d
Total Expenditure	1,991,930	1,467,560	1,538,390	1,700,840
Grants & Contributions	(9,000)	0	0	0
Customer & Client Receipts	62,790	52,810	52,800	52,640
Total Income	53,790	52,810	52,800	52,640
Direct Service Cost	2,045,720	1,520,370	1,591,190	1,753,480
Depreciation	100,840	100,840	100,840	100,840
Transfer To/(From) Reserves	(50,540)	405,000	250,000	250,000
Total Service Cost	2,096,020	2,026,210	1,942,030	2,104,320

a Includes the growth in the pension deficit payments as per the Actuaries valuation as at 31st March, 2013.

b Corporate Depot recharge no longer included.

c Includes one off project costs for leisure management in 2013/2014 and partially 2014/2015.

d Corporate ICT recharge no longer included.

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Agenda Item 14**

Appendix 2C

Democracy Services

	2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
	£	£	£	£
Borough & Parish Council Elections	32,150	32,730	19,480	32,730
Register Of Electors	243,000	230,190	235,230	244,020
Councillors Allowances & Expenses	597,810	596,890	606,730	608,690
Support of Democratic Process	265,140	299,840	308,930	324,540
Civic Function Expenses	65,760	69,740	71,190	73,820
Mayoral Allowances & Transport	34,970	34,940	35,840	37,320
Total for Service	1,238,830	1,264,330	1,277,400	1,321,120

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Democracy Services

2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
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Borough and Parish Council Elections

The election of Borough Councillors takes place every four years. This budget includes costs for the organisation and administration of elections and by-elections, including parishes.

Employees	9,950	11,000	67,000	11,000 a
Premises	1,000	1,000	20,000	1,000 a
Transport	0	150	1,500	150
Supplies & Services	6,200	5,700	36,100	5,700 a
Total Expenditure	17,150	17,850	124,600	17,850
Customer & Client Receipts	(5,000)	(5,120)	(5,120)	(5,120)
Total Income	(5,000)	(5,120)	(5,120)	(5,120)
Direct Service Cost	12,150	12,730	119,480	12,730
Transfer To/ (From) Reserves	20,000	20,000	(100,000)	20,000 a
Total Service Cost	32,150	32,730	19,480	32,730

Note

a 2015/2016 Borough Election

Register Of Electors

The electoral register is prepared each Autumn and published in the following December. There are (*to be updated Feb 2014*) people on the electoral register for 2013.

Employees	179,160	178,860	183,730	192,170
Premises	1,470	1,450	1,520	1,560
Transport	640	650	660	680
Supplies & Services	43,490	26,550	26,650	26,980 a
ICT Support Costs	20,340	24,780	24,780	24,780
Total Expenditure	245,100	232,290	237,340	246,170
Customer & Client Receipts	(2,100)	(2,100)	(2,110)	(2,150)
Total Income	(2,100)	(2,100)	(2,110)	(2,150)
Direct Service Cost	243,000	230,190	235,230	244,020
Total Service Cost	243,000	230,190	235,230	244,020

Note

a Reduction in printing and postages costs.

Resources and Performance Panel 270114 Agenda Item 14

Democracy Services

2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
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Councillors Allowances & Expenses

This budget deals with allowances and expenses for all 62 members. These costs also include members training, IT and officer support.

Employees	10,790	6,500	6,550	6,700
Premises	640	640	640	640
Transport	500	500	510	530
Supplies & Services	483,720	459,900	469,680	471,470
ICT Support Costs	102,160	129,350	129,350	129,350
Total Expenditure	597,810	596,890	606,730	608,690
Direct Service Cost	597,810	596,890	606,730	608,690
Total Service Cost	597,810	596,890	606,730	608,690

Support of Democratic Process

These costs include the time spent by officers in dealing with Committees and other such activities that come about because the Council is an accountable public body.

Employees	215,390	256,030	264,480	279,290 a
Departmental Support Costs	11,490	5,360	5,470	5,730
Premises	11,120	11,020	11,470	11,670
Transport	730	950	960	1,000
Supplies & Services	52,110	49,370	49,440	49,740
ICT Support Costs	10,950	15,680	15,680	15,680
Total Expenditure	301,790	338,410	347,500	363,110
Direct Service Cost	301,790	338,410	347,500	363,110
Recharge to Services	(36,650)	(38,570)	(38,570)	(38,570)
Total Service Cost	265,140	299,840	308,930	324,540

Note

a Salaries now coded direct.

**Resources and Performance Panel 270114
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Democracy Services

	2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
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Civic Function Expenses

This budget deals with the costs of civic functions, such as the opening of the Mart and Freedom Parades.

Employees	41,810	43,230	44,650	47,130
Transport	300	100	100	100
Supplies & Services	25,170	23,480	23,510	23,660
ICT Support Costs	1,980	2,930	2,930	2,930
Total Expenditure	69,260	69,740	71,190	73,820
Customer & Client Receipts	(3,500)	0	0	0
Total Income	(3,500)	0	0	0
Direct Service Cost	65,760	69,740	71,190	73,820
Total Service Cost	65,760	69,740	71,190	73,820

Mayoral Allowances & Transport

This budget deals with the allowances paid to the Mayor and Deputy Mayor to reimburse them for any out of pocket expenses incurred and the cost of running the official car which is used for Mayoral and other official duties.

Employees	20,400	21,310	22,000	23,200
Transport	3,380	3,410	3,490	3,590
Supplies & Services	11,190	10,220	10,350	10,530
Total Expenditure	34,970	34,940	35,840	37,320
Direct Service Cost	34,970	34,940	35,840	37,320
Total Service Cost	34,970	34,940	35,840	37,320

**Resources and Performance Panel 270114
Agenda Item 14**

Appendix 2D

Central and Community - Services

	2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
	£	£	£	£
Care and Repair	511,550	1,130,180	624,400	689,460
Communications	114,830	119,250	122,810	128,800
Community Safety and Nuisance	495,410	530,900	536,510	555,650
Improvement, Efficiency and Performance Review	67,230	67,040	69,550	72,380
Policy and Partnerships	583,900	665,750	671,800	687,450
Printing and Graphics	206,950	224,120	225,080	228,120
Central and Community - Services Total	1,979,870	2,737,240	2,250,150	2,361,860
Central and Community - Departments				
Customer Information Centres	938,270	979,640	1,007,790	1,054,680
Personnel Services	500,970	585,490	595,070	608,880
Safety and Welfare	94,110	96,520	99,520	102,850
Central and Community - Departments Total	1,533,350	1,661,650	1,702,380	1,766,410
Total for Service	3,513,220	4,398,890	3,952,530	4,128,270

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Central & Community Services

	2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
Care and Repair				
This budget provides for the Home Improvement Agency Service, Careline, Handy Person Scheme and other projects which help the elderly, people with disabilities and those on low incomes to stay in their own homes and live as independently as possible. The service includes agency agreements with Fenland District Council and Breckland District Council.				
Employees	623,720	654,770	666,880	704,110
Departmental Support Costs	1,070	1,050	1,070	1,120
Premises	58,060	22,460	22,460	22,460 a
Transport	52,260	51,600	59,130	64,760
Supplies & Services	220,850	92,570	91,530	91,910 c
Agency Payments	104,810	106,360	106,360	106,360
ICT Support Costs	32,250	45,580	45,580	45,580
Financing Costs	0	1,280	2,510	3,760 c
Total Expenditure	1,093,020	975,670	995,520	1,040,060
Grants & Contributions	(914,140)	(871,140)	(871,140)	(871,140)
Customer & Client Receipts	(766,030)	(743,320)	(755,490)	(769,830)
Total Income	(1,680,170)	(1,614,460)	(1,626,630)	(1,640,970)
Direct Service Cost	(587,150)	(638,790)	(631,110)	(600,910)
Depreciation	18,700	18,700	18,700	18,700
REFCUS	1,255,000	1,850,000	1,336,000	1,436,000 b
Inter Service Recharges	(173,500)	(149,730)	(149,190)	(214,330)
Transfer To /(From) Reserves	(1,500)	50,000	50,000	50,000 c
Total Service Cost	511,550	1,130,180	624,400	689,460

a Office costs reduced due to changes in the recharge methodology.

b Revenue expenditure funded from capital under statute (REFCUS) - changes reflect capital programme.

c Expenditure on supplies and services reduced with an amount put to reserves each year to cover Careline alarm replacement programme.

Communications

This budget relates to the costs of the Corporate Communications Team.

Employees	98,640	101,890	105,250	111,150
Premises	3,760	3,740	3,920	4,000
Transport	250	150	150	150
Supplies & Services	6,040	5,640	5,660	5,670
ICT Support Costs	6,140	7,830	7,830	7,830
Total Expenditure	114,830	119,250	122,810	128,800
Direct Service Cost	114,830	119,250	122,810	128,800
Total Service Cost	114,830	119,250	122,810	128,800

**Resources and Performance Panel 270114
Agenda Item 14**

Central & Community Services

	2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
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Community Safety and Nuisance

This budget relates to Community Safety, Community Development and Noise Monitoring.

Employees	439,420	464,420	457,440	481,600
Departmental Support Costs	342,740	476,200	485,950	509,250
Premises	24,290	24,210	25,280	25,690
Transport	14,410	14,520	14,860	15,270
Supplies & Services	52,860	40,330	37,720	37,730
ICT Support Costs	25,810	31,190	31,410	31,410
Total Expenditure	899,530	1,050,870	1,052,660	1,100,950
Customer & Client Receipts	(96,560)	(107,510)	(110,970)	(116,990)
Total Income	(96,560)	(107,510)	(110,970)	(116,990)
Direct Service Cost	802,970	943,360	941,690	983,960
Inter Service Recharges	62,090	63,150	64,220	65,570
Recharge to Services	(364,650)	(475,610)	(469,400)	(493,880)
Transfer To Reserves	(5,000)	0	0	0
Total Service Cost	495,410	530,900	536,510	555,650

Improvement, Efficiency and Performance Review

Improvement, Efficiency and Performance Review undertake monitoring and analysis of corporate performance, systems analysis and undertake in-house consultancy work dealing with service reviews.

Employees	48,490	51,640	53,340	56,330
Departmental Support Costs	2,860	0	0	0
Premises	9,010	8,910	9,360	9,560
Supplies & Services	6,870	6,490	6,850	6,490
Total Expenditure	67,230	67,040	69,550	72,380
Direct Service Cost	67,230	67,040	69,550	72,380
Total Service Cost	67,230	67,040	69,550	72,380

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Central & Community Services

2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
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Policy and Partnerships

The West Norfolk Partnership is a group of key public, private and voluntary sector organisations who work together to improve services and the quality of life in West Norfolk. As well as local people, members of the partnership include representatives of the Borough and County Councils, the Health and Education services, housing providers, the Police and voluntary sector.

Employees	297,870	387,270	392,160	414,110
Departmental Support Costs	125,090	116,400	118,790	124,480
Premises	7,340	17,630	18,500	18,890
Transport	7,200	6,900	7,060	7,240
Supplies & Services	801,820	883,180	818,870	775,990 a
ICT Support Costs	5,350	8,380	8,380	8,380
Total Expenditure	1,244,670	1,419,760	1,363,760	1,349,090
Grants & Contributions	(690,370)	(721,000)	(612,060)	(618,180) a
Customer & Client Receipts	(13,960)	1,110	1,110	1,110
Total Income	(704,330)	(719,890)	(610,950)	(617,070)
Direct Service Cost	540,340	699,870	752,810	732,020
REFCUS	74,000	74,000	74,000	74,000
Recharge to Services	(125,090)	(119,540)	(123,430)	(129,990)
Transfer To/(From) Reserves	94,650	11,420	(31,580)	11,420
Total Service Cost	583,900	665,750	671,800	687,450 b

a Youth Advisory Board project in 2014/2015 funded from external contributions.

b 2013/2014 to be revised as part of January monitoring. Changes will not impact on total service cost.

Printing and Graphics

Costs associated with the Council's in-house graphics design team and printing facility.

Employees	122,940	127,280	131,470	138,830
Premises	31,820	31,570	32,880	33,480
Supplies & Services	132,410	132,350	132,350	132,350
ICT Support Costs	5,960	8,780	8,780	8,780
Leasing	118,250	115,750	115,750	115,750
Total Expenditure	411,380	415,730	421,230	429,190
Customer & Client Receipts	(30,350)	(50,000)	(50,000)	(50,000) a
Total Income	(30,350)	(50,000)	(50,000)	(50,000)
Direct Service Cost	381,030	365,730	371,230	379,190
Recharge to Services	(174,080)	(141,610)	(146,150)	(151,070)
Total Service Cost	206,950	224,120	225,080	228,120

Note

a Increase in external revenue being generated.

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Central & Community Services

2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
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Customer Information Centres

Customer contact and telephone contact service.

Employees	777,710	793,650	819,830	865,730
Premises	59,260	58,880	60,190	60,790
Transport	5,210	5,210	5,260	5,410
Supplies & Services	49,510	49,020	49,630	49,870
ICT Support Costs	51,050	74,280	74,280	74,280 ^a
Total Expenditure	942,740	981,040	1,009,190	1,056,080
Customer & Client Receipts	(4,470)	(1,400)	(1,400)	(1,400)
Total Income	(4,470)	(1,400)	(1,400)	(1,400)
Direct Service Cost	938,270	979,640	1,007,790	1,054,680
Total Service Cost	938,270	979,640	1,007,790	1,054,680

Note

a From 2014/2015, change in methodology of recharge.

Personnel Services

This service area provides a range of services including dealing with recruitment, disciplinary matters, payroll and research and development.

Employees	365,480	450,430	458,060	471,430 ^a
Premises	10,890	11,980	12,510	12,760
Transport	2,700	2,110	2,150	2,190
Supplies & Services	97,370	94,170	95,550	95,700
ICT Support Costs	24,530	26,800	26,800	26,800
Total Expenditure	500,970	585,490	595,070	608,880
Direct Service Cost	500,970	585,490	595,070	608,880
Total Service Cost	500,970	585,490	595,070	608,880

Note

a Variance due to budget adjustments within 2013/14, relating to the redistribution of the corporate training budget.

Safety and Welfare

Budget for implementing the corporate Healthy and Safety policy.

Employees	66,480	68,060	70,900	74,120
Premises	12,510	12,490	12,610	12,670
Transport	1,790	1,790	1,830	1,880
Supplies & Services	11,350	11,030	11,030	11,030
ICT Support Costs	1,980	3,150	3,150	3,150
Total Expenditure	94,110	96,520	99,520	102,850
Direct Service Cost	94,110	96,520	99,520	102,850
Total Service Cost	94,110	96,520	99,520	102,850

**Resources and Performance Panel 270114
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Appendix 2E

Chief Executive - Services

	2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
	£	£	£	£
Chief Executive - Services				
Homechoice	74,070	72,880	77,380	85,140
Housing Enabler Role	42,720	62,080	64,030	67,350
Housing Options	353,120	368,420	378,160	364,410
Housing Standards	400,720	396,540	400,810	422,730
Economic Development	221,730	225,770	226,850	233,860
Regeneration Projects	256,040	256,710	263,490	273,510
Tourism	197,500	215,720	218,550	222,850
Chief Executive - Services Total	1,545,900	1,598,120	1,629,270	1,669,850
Chief Executive - Departments				
Corporate Projects	83,270	83,520	85,930	90,140
Legal Services	255,690	348,190	355,560	367,250
Regeneration	(3,290)	(120)	(110)	(50)
Chief Executive - Departments Total	335,670	431,590	441,380	457,340
Total for Service	1,881,570	2,029,710	2,070,650	2,127,190

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Chief Executive - Services

<u>2013/2014</u> <u>Revised</u>	<u>2014/2015</u> <u>Estimate</u>	<u>2015/2016</u> <u>Projection</u>	<u>2016/2017</u> <u>Projection</u>
£	£	£	£

Homechoice

The scheme deals with the allocation of social housing and running the Common Housing Register within the Borough. The Council operates the Choice Based Lettings Scheme on behalf of our 15 registered landlord partners, including Freebridge Community Housing.

Employees	121,030	124,390	128,490	135,690
Departmental Support Costs	5,350	5,240	5,350	5,610
Premises	5,030	4,970	5,220	5,340
Transport	3,500	270	280	300
Supplies & Services	33,090	30,510	30,540	30,700
ICT Support Costs	5,960	8,790	8,790	8,790
Total Expenditure	173,960	174,170	178,670	186,430
Grants & Contributions	(99,890)	(101,290)	(101,290)	(101,290)
Total Income	(99,890)	(101,290)	(101,290)	(101,290)
Direct Service Cost	74,070	72,880	77,380	85,140
Total Service Cost	74,070	72,880	77,380	85,140

Housing Enabler Role

This role supports the development of affordable housing in the borough

Employees	39,280	56,630	58,500	61,780 a
Departmental Support Costs	1,070	1,050	1,070	1,120
Transport	2,280	2,280	2,340	2,400
Supplies & Services	3,090	5,130	5,130	5,130
Total Expenditure	45,720	65,090	67,040	70,430
Customer & Client Receipts	(3,000)	(3,010)	(3,010)	(3,080)
Total Income	(3,000)	(3,010)	(3,010)	(3,080)
Direct Service Cost	42,720	62,080	64,030	67,350
Total Service Cost	42,720	62,080	64,030	67,350

Note

a Post reallocated from Housing Options to Enabler Role.

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Chief Executive - Services

<u>2013/2014</u> <u>Revised</u>	<u>2014/2015</u> <u>Estimate</u>	<u>2015/2016</u> <u>Projection</u>	<u>2016/2017</u> <u>Projection</u>
£	£	£	£

Housing Options

The budget includes costs incurred in carrying out the Council's statutory duties towards homeless persons and in providing a housing options and advice service to people in housing need for. The cost of initiatives to prevent homelessness including advice and support and inter-agency partnership working are also included.

Employees	257,440	276,380	269,230	254,580 a/b
Departmental Support Costs	5,350	5,250	5,360	5,620
Premises	15,080	14,920	15,670	16,010
Transport	11,630	11,190	10,820	11,120
Supplies & Services	105,120	73,870	67,660	67,660 b
Agency Payments	770	770	770	770
ICT Support Costs	6,950	10,250	10,250	10,250
Total Expenditure	402,340	392,630	379,760	366,010
Customer & Client Receipts	(1,600)	(1,600)	(1,600)	(1,600)
Total Income	(1,600)	(1,600)	(1,600)	(1,600)
Direct Service Cost	400,740	391,030	378,160	364,410
Transfer (From) Reserves	(47,620)	(22,610)	0	0 c
Total Service Cost	353,120	368,420	378,160	364,410

Note

a Post reallocated from Housing Options to Enabler Role.

b Agency post now included in employee costs. Fixed Term.

c Repossession Prevention Fund - Government Grant with restrictions held and released as required.

Housing Standards

Housing Service staff time dealing with the inspection of housing standards in the private sector.

Employees	349,240	342,970	347,160	366,610
Departmental Support Costs	17,800	18,500	18,880	19,790
Premises	11,410	11,350	11,600	11,720
Transport	13,160	17,170	17,520	17,970
Supplies & Services	19,520	18,390	18,430	18,480
ICT Support Costs	43,070	32,220	32,220	32,220
Total Expenditure	454,200	440,600	445,810	466,790
Customer & Client Receipts	(59,870)	(50,450)	(51,390)	(50,450)
Total Income	(59,870)	(50,450)	(51,390)	(50,450)
Direct Service Cost	394,330	390,150	394,420	416,340
Depreciation	6,390	6,390	6,390	6,390
Total Service Cost	400,720	396,540	400,810	422,730

**Resources and Performance Panel 270114
Agenda Item 14**

Chief Executive - Services

<u>2013/2014</u> <u>Revised</u>	<u>2014/2015</u> <u>Estimate</u>	<u>2015/2016</u> <u>Projection</u>	<u>2016/2017</u> <u>Projection</u>
£	£	£	£

Economic Development

This budget contains provision for expenditure relating to the promotion of development initiatives, advertising land and industrial units for sale or to let, the Business Support Scheme and other initiatives.

Employees	0	3,280	3,380	3,570 a
Departmental Support Costs	130,840	135,220	137,990	144,600
Supplies & Services	125,250	86,630	84,840	85,050 b
Total Expenditure	256,090	225,130	226,210	233,220
Grants & Contributions	(35,000)	0	0	0 b
Total Income	(35,000)	0	0	0
Direct Service Cost	221,090	225,130	226,210	233,220
Inter Service Recharges	640	640	640	640
Total Service Cost	221,730	225,770	226,850	233,860

Note
a Staffing costs now charged direct to service rather than through Departmental support costs
b In 2013/2014 grant income received to fund Business Development Start Up Programme from Norfolk County Council.

Regeneration Projects

This budget relates to the co-ordination and management of King's Lynn Urban Development Strategy, including the Waterfront and Nar Ouse Regeneration Area (NORA).

Employees	82,320	96,150	99,320	104,880 a
Departmental Support Costs	51,010	30,840	31,470	32,980 a
Premises	14,620	17,950	18,320	18,580
Transport	1,640	2,090	2,120	2,160
Supplies & Services	8,535	10,400	10,410	10,410
ICT Support Costs	5,310	3,630	3,630	3,630
Total Expenditure	163,435	161,060	165,270	172,640
Customer & Client Receipts	(62,370)	(61,100)	(61,100)	(61,100)
Total Income	(62,370)	(61,100)	(61,100)	(61,100)
Direct Service Cost	101,065	99,960	104,170	111,540
Depreciation	11,490	11,490	11,490	11,490
Inter Service Recharges	84,290	85,760	88,330	90,980
Transfer To Reserves	59,195	59,500	59,500	59,500
Total Service Cost	256,040	256,710	263,490	273,510

Note
a Staffing costs now charged direct to service rather than through departmental support costs.

**Resources and Performance Panel 270114
Agenda Item 14**

Chief Executive - Services

<u>2013/2014</u> <u>Revised</u>	<u>2014/2015</u> <u>Estimate</u>	<u>2015/2016</u> <u>Projection</u>	<u>2016/2017</u> <u>Projection</u>
£	£	£	£

Tourism

This budget deals with the promotion of tourism within the Borough

Employees	78,260	77,560	80,130	84,620 a
Departmental Support Costs	76,010	14,850	15,150	15,880 a
Premises	3,140	3,110	3,260	3,330
Transport	2,460	2,340	2,380	2,450
Supplies & Services	173,080	173,550	173,430	173,570
ICT Support Costs	3,230	2,930	2,930	2,930
Total Expenditure	336,180	274,340	277,280	282,780
Customer & Client Receipts	(58,500)	(58,620)	(58,730)	(59,930)
Total Income	(58,500)	(58,620)	(58,730)	(59,930)
Direct Service Cost	277,680	215,720	218,550	222,850
Recharge to Services	(80,180)	0	0	0 a
Total Service Cost	197,500	215,720	218,550	222,850

Note

a Staffing costs now charged direct to service rather than through departmental support costs.

Corporate Projects

This budget relates to the costs of the Corporate Project Team.

Employees	65,920	70,880	73,220	77,310
Premises	0	700	700	700
Transport	4,040	4,850	4,920	5,040
Supplies & Services	13,310	7,090	7,090	7,090
Total Expenditure	83,270	83,520	85,930	90,140
Direct Service Cost	83,270	83,520	85,930	90,140
Total Service Cost	83,270	83,520	85,930	90,140

**Resources and Performance Panel 270114
Agenda Item 14**

Chief Executive - Services

<u>2013/2014</u> <u>Revised</u>	<u>2014/2015</u> <u>Estimate</u>	<u>2015/2016</u> <u>Projection</u>	<u>2016/2017</u> <u>Projection</u>
£	£	£	£

Legal Services

The legal service commissions legal advice and support for the Council.

Employees	145,390	197,620	204,140	215,570
Premises	16,760	16,580	17,400	17,780
Transport	1,320	1,320	1,350	1,380
Supplies & Services	90,530	131,330	131,350	131,410 b
ICT Support Costs	11,690	11,360	11,360	11,360
Total Expenditure	265,690	358,210	365,600	377,500
Customer & Client Receipts	(10,000)	(10,020)	(10,040)	(10,250)
Total Income	(10,000)	(10,020)	(10,040)	(10,250)
Direct Service Cost	255,690	348,190	355,560	367,250
Total Service Cost	255,690	348,190	355,560	367,250

- Note**
- a Turnover savings made in 2013/2014.
- b Variance due to budget adjustments within 2013/2014 relating to the redistribution of the legal commissioning budget.

Regeneration

The Regeneration department provides a range of services relating to the local economy and the major regeneration schemes.

Employees	163,480	167,470	173,000	182,690
Premises	8,380	8,290	8,700	8,890
Transport	6,130	6,130	6,240	6,420
Supplies & Services	4,250	4,170	4,200	4,260
ICT Support Costs	990	1,620	1,620	1,620
Total Expenditure	183,230	187,680	193,760	203,880
Direct Service Cost	183,230	187,680	193,760	203,880
Recharge to Services	(186,520)	(187,800)	(193,870)	(203,930)
Total Service Cost	(3,290)	(120)	(110)	(50)

**Resources and Performance Panel 270114
Agenda Item 14**

Appendix 2F

Commercial Services - Services

	2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
	£	£	£	£
Parking Operations	(2,233,090)	(2,068,690)	(2,040,460)	(2,000,820)
CCTV	(72,810)	(67,300)	(109,820)	(108,880)
Community Centres	15,000	9,020	9,360	9,730
Crematorium & Cemeteries	(673,490)	(503,160)	(487,060)	(486,570)
Depots	(22,040)	(19,410)	(17,840)	(16,000)
Events & Cultural Activities	17,530	9,640	9,640	9,640
General Markets	(8,310)	(51,290)	(50,980)	(50,380)
Guildhall and Arts Centre	264,520	236,990	242,160	249,240
Kings Lynn & Downham Mkt TICs	99,480	101,050	103,430	107,200
Museums	36,730	36,760	36,810	36,870
Parks,Sport Grounds & Open Space	1,114,440	1,108,470	1,137,360	1,191,740
Play Areas	162,640	163,500	164,640	166,790
Public Cleansing & Street Sweeping	1,281,830	1,374,260	1,404,150	1,451,290
Public Clocks	6,060	3,900	4,250	4,640
Public Conveniences	430,550	439,660	450,020	462,840
Refuse and Recycling	2,142,420	1,896,060	1,826,180	1,836,820
Resort	137,200	100,080	106,890	118,070
Town Hall and Gaol House	438,490	439,590	448,800	461,740
Town Centre Manager	87,660	88,810	90,630	93,900
Leisure Services	2,823,900	2,375,320	2,306,200	2,446,070
Total for Service	6,048,710	5,673,260	5,634,360	5,983,930

Resources and Performance Panel 270114 Agenda Item 14

Commercial Services - Services	2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
Parking Operations				
This budget covers 10 short term car parks (1,134 spaces), 5 long term car parks (812 spaces) and the multi-storey car park, St James' (701 spaces), the Seafront car parks at Hunstanton and Heacham, North Norfolk Car Parks and Parking Enforcement.				
Employees	651,180	713,890	734,860	772,290 a/b
Departmental Support Costs	134,290	180,820	184,540	193,400 b
Premises	621,340	633,930	648,700	665,640
Transport	55,050	52,210	52,910	51,570
Supplies & Services	211,190	321,330	321,530	322,010 c
Agency Payments	425,000	425,000	425,000	425,000
ICT Support Costs	16,090	20,980	20,980	20,980 b
Financing Costs	7,240	7,070	6,900	6,900
Total Expenditure	2,121,380	2,355,230	2,395,420	2,457,790
Customer & Client Receipts	(4,642,680)	(4,678,540)	(4,688,230)	(4,705,700)
Total Income	(4,642,680)	(4,678,540)	(4,688,230)	(4,705,700)
Direct Service Cost	(2,521,300)	(2,323,310)	(2,292,810)	(2,247,910)
Depreciation	153,020	153,020	153,020	153,020
Inter Service Recharges	258,110	260,020	265,230	272,480 b
Recharge to Services	(225,900)	(264,490)	(271,970)	(284,480)
Transfer To Reserves	102,980	106,070	106,070	106,070
Total Service Cost	(2,233,090)	(2,068,690)	(2,040,460)	(2,000,820)

Note

a Re-allocation of Leisure staff.

b Increased support costs, change in methodology.

c From 2014/2015, £100k increase for car parking initiatives.

Resources and Performance Panel 270114

Commercial Services - Services	2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
CCTV				
The CCTV system operates from King's Court and covers areas such as car parks, housing estates, council offices, the Walks, Lynnsport, North Lynn, Hardwick Industrial Estates and Breckland CCTV.				
Employees	237,840	284,870	294,340	312,080 a
Departmental Support Costs	5,930	18,070	18,440	19,320
Premises	80,820	124,480	125,350	125,870 a
Transport	2,880	2,690	2,760	2,840
Supplies & Services	82,900	92,350	54,440	54,450 b
ICT Support Costs	11,150	17,240	17,240	17,240
Financing Costs	39,020	41,680	39,300	38,570
Total Expenditure	460,540	581,380	551,870	570,370
Customer & Client Receipts	(142,220)	(233,410)	(239,380)	(248,070) a
Total Income	(142,220)	(233,410)	(239,380)	(248,070)
Direct Service Cost	318,320	347,970	312,490	322,300
Depreciation	650	650	650	650
Inter Service Recharges	(421,130)	(445,920)	(452,960)	(461,830)
Transfer To Reserves	29,350	30,000	30,000	30,000
Total Service Cost	(72,810)	(67,300)	(109,820)	(108,880)

Note

a Inclusion of Breckland CCTV monitoring.

b From 2015/2016 change from BT line rental to wireless system.

Community Centres

This budget includes the costs and income associated with community centres situated at Fairstead, South Lynn, Highgate, St Augustine's in King's Lynn and Downham Pavilion. The costs, except for depreciation, are funded by Special Expenses.

Employees	22,740	53,330	54,650	57,130 a
Premises	47,690	44,780	44,160	45,700
Supplies & Services	3,090	2,470	2,480	2,480
ICT Support Costs	4,960	2,930	2,930	2,930
Financing Costs	0	0	5,060	4,950
Total Expenditure	78,480	103,510	109,280	113,190
Customer & Client Receipts	(79,650)	(111,840)	(117,390)	(121,070) b
Total Income	(79,650)	(111,840)	(117,390)	(121,070)
Direct Service Cost	(1,170)	(8,330)	(8,110)	(7,880)
Depreciation	9,580	9,580	9,580	9,580
Inter Service Recharges	6,590	7,770	7,890	8,030
Total Service Cost	15,000	9,020	9,360	9,730

Note

a Community Centre employee costs increased to reflect timesheets more accurately.

b Increase in community centre income from additional room hire and service charges.

Resources and Performance Panel 270114

Commercial Services - Services	2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
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Crematorium & Cemeteries

The Council funds the running costs of the Crematorium, including the maintenance of the gardens and woods, from this budget. Approximately, 1,950 cremations are carried out each year.

This budget also funds the following cemeteries. There are approximately 200 burials each year in Council run cemeteries. -

Hunstanton	Walpole St Andrew
Gayton Road, King's Lynn	Marshland Smeeth
Hardwick Road, King's Lynn	Upwell

Employees	260,450	273,130	281,950	297,320
Departmental Support Costs	1,860	9,300	9,490	9,940
Premises	252,890	297,970	304,730	311,760 a
Transport	6,030	6,130	6,290	6,480
Supplies & Services	80,280	80,680	80,000	80,250
ICT Support Costs	10,560	12,990	12,990	12,990
Financing Costs	52,200	267,900	289,910	284,430
Total Expenditure	664,270	948,100	985,360	1,003,170
Customer & Client Receipts	(1,736,250)	(1,787,550)	(1,815,230)	(1,847,190)
Total Income	(1,736,250)	(1,787,550)	(1,815,230)	(1,847,190)
Direct Service Cost	(1,071,980)	(839,450)	(829,870)	(844,020)
Depreciation	35,340	35,340	35,340	35,340
Inter Service Recharges	303,050	297,600	303,720	318,360
Transfer To Reserves	60,100	3,350	3,750	3,750
Total Service Cost	(673,490)	(503,160)	(487,060)	(486,570)

Note

a Cremator maintenance programme in place so budgets reflect expected spend in each year, any surplus is put to reserve for use in future years when costs are expected to be higher.

Depots

These costs are in respect of the two main council depots based at Heacham and King's Lynn.

Premises	89,880	86,300	89,720	93,500
Supplies & Services	5,760	10,340	10,390	10,450 a
Total Expenditure	95,640	96,640	100,110	103,950
Direct Service Cost	95,640	96,640	100,110	103,950
Depreciation	163,880	163,880	163,880	163,880
Inter Service Recharges	8,530	22,550	22,620	22,690
Recharge to Services	(290,090)	(302,480)	(304,450)	(306,520)
Total Service Cost	(22,040)	(19,410)	(17,840)	(16,000)

Note

a Increase in network connection costs

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Commercial Services - Services	2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
Events & Cultural Activities				
These budgets include subscriptions and promotional activities including the Amiens Project, Heritage Week and Tour of Britain				
Departmental Support Costs	8,010	0	0	0 a
Supplies & Services	8,200	8,320	8,320	8,320
Total Expenditure	16,210	8,320	8,320	8,320
Direct Service Cost	16,210	8,320	8,320	8,320
Depreciation	1,320	1,320	1,320	1,320
Total Service Cost	17,530	9,640	9,640	9,640

Note

a Amiens Project 2013/2014.

General Markets

The Council is responsible for the King's Lynn markets on Tuesday, Friday and Saturday and the Wednesday and Sunday markets at Hunstanton. The Mart is also included in this budget.

Employees	28,930	4,080	4,210	4,450 a
Departmental Support Costs	9,020	1,840	1,880	1,970 a
Premises	5,290	5,540	5,830	6,150
Transport	1,780	1,790	1,810	1,860
Supplies & Services	1,870	1,860	1,870	1,880
Total Expenditure	46,890	15,110	15,600	16,310
Customer & Client Receipts	(58,220)	(69,460)	(69,770)	(70,060)
Total Income	(58,220)	(69,460)	(69,770)	(70,060)
Direct Service Cost	(11,330)	(54,350)	(54,170)	(53,750)
Inter Service Recharges	6,020	6,060	6,190	6,370
Recharge to Services	(3,000)	(3,000)	(3,000)	(3,000)
Total Service Cost	(8,310)	(51,290)	(50,980)	(50,380) b

Note

a Re-allocation in departmental support costs have resulted in a reduced cost of this service.

b A service review is currently being undertaken.

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Commercial Services - Services	2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
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Guildhall and Arts Centre

The Centre has 350 seats, associated art galleries and a full education and outreach programme of activities. This also includes provision for Arts Development. From 2012/2013 the galleries transferred to a Trust as approved by Cabinet on 8 February 2011.

Employees	79,820	68,130	70,340	74,230
Premises	56,390	64,490	67,460	70,710 ^a
Transport	3,050	3,120	3,230	3,330
Supplies & Services	110,090	97,470	97,350	97,400
Total Expenditure	249,350	233,210	238,380	245,670
Customer & Client Receipts	(61,600)	(71,740)	(71,760)	(71,990)
Total Income	(61,600)	(71,740)	(71,760)	(71,990)
Direct Service Cost	187,750	161,470	166,620	173,680
Depreciation	74,220	74,220	74,220	74,220
Inter Service Recharges	2,550	1,300	1,320	1,340
Total Service Cost	264,520	236,990	242,160	249,240

Note

^a Increased utility costs.

Kings Lynn & Downham Mkt TICs

The Custom House in King's Lynn opened as a Tourist Information Centre and Maritime Heritage Centre in April 1999. The Tourist Information Centre at Downham Market is located within the Priory Centre complex and deals with the management and operation of tourism services to the Downham Market and Fenland area of the borough.

Employees	62,790	64,650	66,350	69,450
Premises	28,190	29,600	30,220	30,930
Supplies & Services	15,910	14,520	14,580	14,640
Total Expenditure	106,890	108,770	111,150	115,020
Customer & Client Receipts	(13,640)	(13,650)	(13,650)	(13,750)
Total Income	(13,640)	(13,650)	(13,650)	(13,750)
Direct Service Cost	93,250	95,120	97,500	101,270
Depreciation	930	930	930	930
Transfer To Reserves	5,300	5,000	5,000	5,000
Total Service Cost	99,480	101,050	103,430	107,200

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Commercial Services - Services	2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
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Museums

This budget covers the cost of supporting the Lynn Museum.

Premises	970	1,000	1,050	1,110
Supplies & Services	33,560	33,560	33,560	33,560
Total Expenditure	34,530	34,560	34,610	34,670
Direct Service Cost	34,530	34,560	34,610	34,670
Depreciation	2,200	2,200	2,200	2,200
Total Service Cost	36,730	36,760	36,810	36,870

Parks, Sport Grounds & Open Space

This budget deals with the maintenance of all the Council Parks, Sports Grounds and Open Spaces including amenity areas on private housing estates for which the Council has responsibility.

Employees	1,042,820	986,630	1,014,770	1,064,800 a
Departmental Support Costs	133,870	139,560	142,420	149,250
Premises	284,390	270,670	270,710	269,680 b
Transport	247,820	254,890	267,470	295,160
Supplies & Services	175,090	185,590	186,370	186,700 b
ICT Support Costs	11,910	17,570	17,570	17,570
Total Expenditure	1,937,440	1,928,560	1,973,710	2,058,310
Customer & Client Receipts	(500,600)	(485,340)	(490,250)	(494,810) b
Total Income	(542,140)	(558,990)	(564,650)	(569,960)
Direct Service Cost	1,395,300	1,369,570	1,409,060	1,488,350
Depreciation	226,670	226,670	226,670	226,670
Inter Service Recharges	(231,190)	(332,670)	(341,760)	(360,430)
Recharge to Services	(345,860)	(222,620)	(229,130)	(240,370) b
Transfer To Reserves	69,520	67,520	72,520	77,520
Total Service Cost	1,114,440	1,108,470	1,137,360	1,191,740

Note

a Posts moved from Grounds Maintenance to Neighbourhood Teams.

b Change in methodology of recharges.

Resources and Performance Panel 270114

Commercial Services - Services	2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
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Play Areas

This budget deals with the repairs and maintenance of all the Council Play Areas

Employees	15,390	16,700	17,250	18,210
Premises	26,290	25,240	25,540	25,830
Transport	170	170	170	170
Supplies & Services	570	570	570	570
Total Expenditure	42,420	42,680	43,530	44,780
Direct Service Cost	42,420	42,680	43,530	44,780
Depreciation	113,100	113,100	113,100	113,100
Inter Service Recharges	16,140	16,830	17,210	18,150
Recharge to Services	(9,020)	(9,110)	(9,200)	(9,240)
Total Service Cost	162,640	163,500	164,640	166,790

Public Cleansing & Street Sweeping

The Public Cleansing Service is responsible for the cleansing of public space, beaches, pavements and streets, according to the standards laid down by the 1990 Environmental Protection Act. Also included are footway lighting, the costs of Dog Warden Service, disposal of abandoned vehicles and the Neighbourhood Teams.

Employees	1,071,260	1,175,990	1,211,320	1,274,200 a
Departmental Support Costs	94,360	95,760	97,720	102,400
Premises	169,660	155,670	161,490	167,960 b
Transport	417,480	414,500	423,020	422,510
Supplies & Services	96,410	100,720	100,740	100,750
Agency Payments	42,230	41,280	41,280	41,280
Financing Costs	57,840	56,440	56,990	55,540
Total Expenditure	1,949,240	2,040,360	2,092,560	2,164,640
Customer & Client Receipts	(190,310)	(179,430)	(189,100)	(196,850) b
Total Income	(190,310)	(179,430)	(189,100)	(196,850)
Direct Service Cost	1,758,930	1,860,930	1,903,460	1,967,790
Depreciation	23,950	23,950	23,950	23,950
Inter Service Recharges	(506,050)	(515,620)	(528,260)	(545,450)
Transfer To Reserves	5,000	5,000	5,000	5,000
Total Service Cost	1,281,830	1,374,260	1,404,150	1,451,290

Note

a Posts moved from Grounds Maintenance to Neighbourhood Teams.

b Change in methodology of recharges.

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Agenda Item 14

Commercial Services - Services	2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
Public Clocks				
Maintenance of Public Clocks				
Premises	6,060	3,900	4,250	4,640
Total Expenditure	6,060	3,900	4,250	4,640
Total Service Cost	6,060	3,900	4,250	4,640

Public Conveniences

The Council is responsible for the management of 20 toilet blocks across the Borough.

Premises	143,190	146,410	151,650	157,390
Supplies & Services	2,320	2,340	2,340	2,340
Total Expenditure	145,510	148,750	153,990	159,730
Customer & Client Receipts	(5,640)	(3,010)	(3,370)	(3,770)
Total Income	(5,640)	(3,010)	(3,370)	(3,770)
Direct Service Cost	139,870	145,740	150,620	155,960
Depreciation	54,630	54,630	54,630	54,630
Inter Service Recharges	236,050	239,290	244,770	252,250
Total Service Cost	430,550	439,660	450,020	462,840

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Commercial Services - Services	2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
Refuse and Recycling				
The Council operates a fortnightly domestic household collection service to an estimated 70,950 properties as at July 2013 and also deals with trade customers through an external contractor, Kier Services.				
Recycling initiatives include glass, paper, green waste, textiles, white goods, dry box collection scheme and food waste.				
Employees	269,960	268,320	276,340	290,410
Departmental Support Costs	11,860	12,140	12,140	12,140
Premises	230,820	231,850	173,080	174,390 a
Transport	19,130	15,740	15,890	16,060
Supplies & Services	253,990	70,400	60,440	60,570 b
Agency Payments	4,386,420	4,163,110	4,189,780	4,255,980
ICT Support Costs	25,590	26,010	26,010	26,010
Financing Costs	175,060	227,570	206,680	173,260
Total Expenditure	5,372,830	5,015,140	4,960,360	5,008,820
Grants & Contributions	(1,382,390)	(1,568,800)	(1,609,020)	(1,637,190) c
Customer & Client Receipts	(1,909,440)	(1,616,700)	(1,591,580)	(1,601,240) c
Total Income	(3,291,830)	(3,185,500)	(3,200,600)	(3,238,430)
Direct Service Cost	2,081,000	1,829,640	1,759,760	1,770,390
Depreciation	119,940	119,940	119,940	119,940
Inter Service Recharges	(58,520)	(53,520)	(53,520)	(53,510)
Total Service Cost	2,142,420	1,896,060	1,826,180	1,836,820

Note

- a Premises costs decreased due to reallocation of Materials Recycling Facility costs in line with new contract.
- b Additional costs in 2013/2014 relate to the implementation of the new refuse collection contract, such as delivery of bins.
- c Significant changes in income with the new Materials Recycling Facility contract, decrease in trade and school waste income and increase in composting income.

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Commercial Services - Services	2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
Resort				
The Sea Front budget includes maintenance and servicing of Beach Safety, Cliffs and Beach, Promenade and Foreshore, Heacham Beach, Weather Station and seafront facilities such as pitch and putt, putting green, crazy golf and chalets.				
Employees	173,730	162,400	165,760	172,130 a
Departmental Support Costs	28,500	14,170	14,460	15,150 b
Premises	96,890	78,610	79,490	80,520 c/d
Transport	10,400	9,230	9,340	9,510
Supplies & Services	96,500	96,470	97,650	97,760
ICT Support Costs	1,980	2,930	2,930	2,930
Total Expenditure	408,000	363,810	369,630	378,000
Customer & Client Receipts	(396,000)	(394,280)	(396,250)	(398,810)
Total Income	(396,000)	(394,280)	(396,250)	(398,810)
Direct Service Cost	12,000	(30,470)	(26,620)	(20,810)
Depreciation	9,420	9,420	9,420	9,420
Inter Service Recharges	123,780	121,130	124,090	129,460
Transfer (From) Reserves	(8,000)	0	0	0 d
Total Service Cost	137,200	100,080	106,890	118,070

Note

a Re-allocation of Leisure staff.

b Reduced support costs, change in recharge methodology.

c Reduced utility costs.

d 2013/2014 included additional costs for resort maintenance, offset by a transfer from reserves

Town Hall and Gaol House

The Town Hall is used for civic functions and is also available for private hire. The Gaol House is part of the Town Hall complex. This budget covers both the operations of the Gaol House Museum and the Regalia Rooms.

Employees	152,710	156,730	161,160	169,130
Premises	84,830	82,620	86,620	91,070
Supplies & Services	38,970	36,750	37,560	38,450
ICT Support Costs	3,970	5,860	5,860	5,860
Total Expenditure	280,480	281,960	291,200	304,510
Customer & Client Receipts	(89,000)	(90,480)	(90,520)	(90,900)
Total Income	(89,000)	(90,480)	(90,520)	(90,900)
Direct Service Cost	191,480	191,480	200,680	213,610
Depreciation	214,610	214,610	214,610	214,610
Inter Service Recharges	2,250	3,350	3,360	3,370
Transfer To Reserves	30,150	30,150	30,150	30,150
Total Service Cost	438,490	439,590	448,800	461,740

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Commercial Services - Services	2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
Town Centre Manager				
This budget deals with the costs and contributions associated with the Town Centre Manager. This is a full-time post and the responsibilities include King's Lynn Town Centre, Gaywood, Downham Market and Hunstanton.				
Employees	41,580	42,980	44,390	46,880
Departmental Support Costs	13,570	13,710	13,990	14,660
Premises	1,050	1,040	1,090	1,110
Transport	2,670	2,720	2,790	2,860
Supplies & Services	58,790	33,360	33,370	33,390 a
Total Expenditure	117,660	93,810	95,630	98,900
Customer & Client Receipts	(5,000)	(5,000)	(5,000)	(5,000)
Total Income	(5,000)	(5,000)	(5,000)	(5,000)
Direct Service Cost	112,660	88,810	90,630	93,900
Transfer (From) Reserves	(25,000)	0	0	0 a
Total Service Cost	87,660	88,810	90,630	93,900

Note

a King's Lynn Bid Project funded from Reserve in 2013/2014

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	2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
LEISURE SERVICES TOTAL (including savings to be achieved)	2,823,900	2,375,320	2,306,200	2,446,070

Detailed Estimates Below

New Leisure Arrangements

Establishment of Live Leisure and Live Management from July 2014

Savings to be Achieved	0	(471,750)	(629,000)	(629,000)
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Corn Exchange

The Corn Exchange opened in 1996 and provides a year round programme of entertainment. The Borough Council actively promotes the use of the Corn Exchange and deals with the associated production costs of all shows and the hiring of the Corn Exchange to third parties.

Employees	561,410	585,560	602,210	632,120
Premises	147,170	151,530	157,960	165,090
Transport	6,150	5,200	5,400	5,560
Supplies & Services	1,019,360	1,046,600	1,047,010	1,047,490
ICT Support Costs	21,920	30,940	30,940	30,940
Financing Costs	8,520	1,280	1,200	1,170
Total Expenditure	1,764,530	1,821,110	1,844,720	1,882,370
Customer & Client Receipts	(1,350,770)	(1,383,070)	(1,385,450)	(1,408,690)
Total Income	(1,350,770)	(1,383,070)	(1,385,450)	(1,408,690)
Direct Service Cost	413,760	438,040	459,270	473,680
Depreciation	171,320	171,320	171,320	171,320
Inter Service Recharges	4,120	2,750	2,760	2,780
Transfer To Reserves	13,780	13,780	13,780	13,780
Total Service Cost	602,980	625,890	647,130	661,560

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	2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
Downham Market Leisure Centre				
This facility was opened for use in July 1994 and is situated within the grounds of the Downham Market High School. In December 2002 a new swimming pool was added to the centre replacing the old Downham Market Pool in Lynn Road. Management of the centre is carried out by the Borough Council for joint use by both the High School and the public.				
Employees	448,680	452,030	462,740	482,660
Premises	194,510	190,070	198,460	207,860
Transport	1,530	1,530	1,540	1,580
Supplies & Services	47,640	47,590	47,900	48,120
ICT Support Costs	9,930	14,640	14,640	14,640
Financing Costs	13,850	13,280	20,260	19,810
Total Expenditure	716,140	719,140	745,540	774,670
Grants & Contributions	(41,100)	(41,700)	(42,320)	(42,320)
Customer & Client Receipts	(610,890)	(621,210)	(631,740)	(644,490)
Total Income	(651,990)	(662,910)	(674,060)	(686,810)
Direct Service Cost	64,150	56,230	71,480	87,860
Depreciation	130,150	130,150	130,150	130,150
Inter Service Recharges	3,450	1,770	1,770	1,770
Transfer To(From) Reserves	(3,810)	5,730	5,730	5,730
Total Service Cost	193,940	193,880	209,130	225,510

Leisure Card

The Leisure Card provides a borough wide scheme to target particular groups, but is open to all. The scheme provides a range of discounts for the Council's identified concession groups; low income, unemployed, senior citizens, people with disabilities and students, as well as targeting juniors. The card is also a key part of the monthly payment scheme which covers a large proportion of activities, including fitness, aerobics and swimming. This also includes the budgets for the corporate advertising and marketing of all the Council's sport and fitness centres.

Employees	3,040	3,140	3,240	3,420
Departmental Support Costs	42,340	23,360	23,840	24,980 a
Supplies & Services	83,330	97,810	97,810	98,000 b
Total Expenditure	128,710	124,310	124,890	126,400
Grants & Contributions	(13,500)	(13,500)	(13,500)	(13,500)
Customer & Client Receipts	(201,400)	(216,340)	(219,390)	(223,220) b
Total Income	(214,900)	(229,840)	(232,890)	(236,720)
Direct Service Cost	(86,190)	(105,530)	(108,000)	(110,320)
Total Service Cost	(86,190)	(105,530)	(108,000)	(110,320)

Note

a Reduced support costs, change in methodology

b Increased Gladstone and Learn 2 Fees offset by additional income

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	2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
Lynnsport & Leisure Park				
Lynnsport was opened in May 1991 and is one of the largest leisure centres in East Anglia. As well as offering the usual range of sports facilities such as badminton, squash and aerobics, the centre also has a modern fitness room and gymnasium, bowls hall and a range of outdoor facilities.				
Employees	1,003,580	996,970	1,017,690	1,066,940
Departmental Support Costs	1,160	0	0	0
Premises	626,130	634,320	659,200	687,060
Transport	3,420	2,860	2,930	3,020
Supplies & Services	149,770	151,450	152,150	152,580
ICT Support Costs	25,810	38,070	38,070	38,070
Financing Costs	104,430	106,560	104,540	111,710
Total Expenditure	1,914,300	1,930,230	1,974,580	2,059,380
Customer & Client Receipts	(1,257,550)	(1,278,570)	(1,299,110)	(1,323,430)
Total Income	(1,257,550)	(1,278,570)	(1,299,110)	(1,323,430)
Direct Service Cost	656,750	651,660	675,470	735,950
Depreciation	510,320	510,320	510,320	510,320
Recharge From Services	63,080	60,830	62,250	65,110
Transfer To Reserves	46,620	51,380	51,380	51,380
Total Service Cost	1,276,770	1,274,190	1,299,420	1,362,760

Oasis Sports & Leisure Park

This budget covers the Council's pool, Leisure Centre, Caferia and Funcastle at the Oasis Leisure Centre, Hunstanton.

Employees	437,360	444,710	453,780	471,230
Departmental Support Costs	1,720	1,470	1,500	1,570
Premises	305,660	309,000	322,620	337,780
Transport	530	540	550	570
Supplies & Services	105,880	105,200	106,230	106,460
ICT Support Costs	11,910	17,570	17,570	17,570
Total Expenditure	863,060	878,490	902,250	935,180
Customer & Client Receipts	(547,640)	(556,720)	(565,950)	(575,230)
Total Income	(547,640)	(556,720)	(565,950)	(575,230)
Direct Service Cost	315,420	321,770	336,300	359,950
Depreciation	166,680	166,680	166,680	166,680
Inter Service Recharges	(9,820)	(9,770)	(9,720)	(9,650)
Transfer To(From) Reserves	(2,000)	5,000	5,000	5,000
Total Service Cost	470,280	483,680	498,260	521,980

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	2013/2014 Revised £	2014/2015 Estimate £	2015/2016 Projection £	2016/2017 Projection £
Sports Development				
This budget covers the provision of Sports Development within the borough. It includes the provision of a Sports Development Manager, Sports Development Officer and associated coaches.				
Employees	95,490	116,830	120,340	126,570 a
Premises	2,770	2,770	2,770	2,770
Transport	9,920	10,110	10,260	10,540
Supplies & Services	31,430	31,350	31,320	31,420
ICT Support Costs	3,970	5,860	5,860	5,860
Total Expenditure	143,580	166,920	170,550	177,160
Customer & Client Receipts	(2,240)	(2,290)	(2,290)	(2,290)
Total Income	(2,240)	(2,290)	(2,290)	(2,290)
Direct Service Cost	141,340	164,630	168,260	174,870
Depreciation	1,720	1,720	1,720	1,720
Inter Service Recharges	3,000	3,000	3,000	3,000
Total Service Cost	146,060	169,350	172,980	179,590

Note

a Full time Sports Development Officer, full year effect from 2014/2015.

St James' Swimming and Fitness Centre

This budget covers the Council's Pool and Leisure Centre at St James' (King's Lynn)

Employees	413,610	410,730	421,200	440,370
Premises	216,500	212,060	221,750	232,430
Transport	1,900	1,940	1,990	2,050
Supplies & Services	45,500	51,500	51,620	51,840
ICT Support Costs	6,950	10,250	10,250	10,250
Financing Costs	10,980	10,430	10,190	9,600
Total Expenditure	695,440	696,910	717,000	746,540
Customer & Client Receipts	(578,420)	(585,230)	(594,660)	(606,510)
Total Income	(578,420)	(585,230)	(594,660)	(606,510)
Direct Service Cost	117,020	111,680	122,340	140,030
Depreciation	80,740	80,740	80,740	80,740
Inter Service Recharges	4,300	2,590	2,600	2,620
Transfer To Reserves	18,000	10,600	10,600	10,600
Total Service Cost	220,060	205,610	216,280	233,990

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Appendix 2G

Environment and Planning - Services

	2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
	£	£	£	£
Building Control	84,110	61,430	61,430	61,430
Conservation and Heritage	113,320	98,900	101,210	105,240
Development Control	266,510	417,590	456,890	523,040
Planning Policy	428,040	344,210	354,120	370,660
Emergency Planning & Flood Defence	239,500	127,330	130,380	135,230
Food Hygiene & Public Health	454,550	472,160	481,900	504,360
Licensing	1,990	10,310	14,070	19,300
Pollution Monitoring	145,310	298,160	305,950	321,710
Local Land Charges	(9,470)	0	0	0
Street Naming & Numbering	94,970	70,040	72,190	75,910
Total for Service	1,818,830	1,900,130	1,978,140	2,116,880

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Environment and Planning Services

	2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
	£	£	£	£
Building Control				
This budget deals with the fee and non-fee aspects of Building Control. From 1st September, 2010, this service has been carried out as a joint service with other local councils - known as CNC Building Control.				
Employees	27,770	0	0	0 a
Premises	14,160	0	0	0 a
Transport	7,480	0	0	0 a
Supplies & Services	5,720	0	0	0 a
Agency Payments	103,000	73,780	70,680	70,720 b
ICT Support Costs	23,860	18,000	18,000	18,000 a
Total Expenditure	181,990	91,780	88,680	88,720
Customer & Client Receipts	(87,650)	(22,590)	(19,490)	(19,530) a
Total Income	(87,650)	(22,590)	(19,490)	(19,530)
Direct Service Cost	94,340	69,190	69,190	69,190
Recharge to Services	(10,230)	(7,760)	(7,760)	(7,760) b
Total Service Cost	84,110	61,430	61,430	61,430

Note

a From 2014/2015, services previously recharged by the Borough to CNC are now paid direct.

b A review of the non fee aspect of the service has resulted in a saving of £20,000. Part of this cost is recharged to the land charges budget.

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Environment and Planning Services

	2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
	£	£	£	£
Conservation and Heritage				
This budget aims to conserve environmental assets - protecting the heritage of our towns and villages and natural beauty of the countryside which gives this area its particular character.				
Employees	0	67,400	69,620	73,520 a
Departmental Support Costs	79,830	0	0	0 a
Transport	0	4,030	4,120	4,250
Supplies & Services	33,490	27,470	27,470	27,470 b
Total Expenditure	113,320	98,900	101,210	105,240
Direct Service Cost	113,320	98,900	101,210	105,240
Total Service Cost	113,320	98,900	101,210	105,240

Note

a From 2014/2015, departmental costs are charged direct to the service.

b From 2014/2015 , there is a saving of £6,020 in countryside grants.

Development Control

This service deals with planning and related applications from developers/members of the public and any subsequent appeals arising from previous decisions. It enforces planning and related controls and takes action if necessary.

Employees	27,720	1,066,400	1,101,590	1,163,280 a
Departmental Support Costs	1,247,720	18,170	18,540	19,430 a
Premises	920	47,590	49,970	51,070 a
Transport	750	49,060	50,140	51,460 a
Supplies & Services	86,080	135,270	135,550	136,700 a
ICT Support Costs	0	120,700	120,700	120,700 a
Total Expenditure	1,363,190	1,437,190	1,476,490	1,542,640
Customer & Client Receipts	(1,046,680)	(1,019,600)	(1,019,600)	(1,019,600)
Total Income	(1,046,680)	(1,019,600)	(1,019,600)	(1,019,600)
Direct Service Cost	316,510	417,590	456,890	523,040
Transfer (From) Reserves	(50,000)	0	0	0 b
Total Service Cost	266,510	417,590	456,890	523,040

Note

a From 2014/2015, departmental costs are charged direct to the service.

b In 2013/2014, Enforcement costs have been partly funded by reserve.

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Environment and Planning Services

	2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
	£	£	£	£
Planning Policy				
This budget ensures that necessary development is delivered in the most sustainable way possible. It produces the Council's Local Development Framework and all associated documents.				
Employees	29,850	294,870	303,780	319,390 a
Departmental Support Costs	357,090	0	0	0 a
Premises	1,000	15,210	15,920	16,250 a
Transport	0	8,380	8,580	8,840 a
Supplies & Services	105,120	106,580	56,720	57,280 b
ICT Support Costs	15,940	36,850	36,850	36,850
Total Expenditure	509,000	461,890	421,850	438,610
Grants & Contributions	(16,830)	0	0	0
Total Income	(16,830)	0	0	0
Direct Service Cost	492,170	461,890	421,850	438,610
Transfer (From) Reserves	(64,130)	(117,680)	(67,730)	(67,950) c
Total Service Cost	428,040	344,210	354,120	370,660

Note

a From 2014/2015, departmental costs are charged direct to the service.

b In 2014/2015 additional costs due to external review costs.

c The service is partly funded by the Local Development Framework Grant. Each year, costs are determined by the proposed programme of works and the reserve is adjusted accordingly.

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Environment and Planning Services

	2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
	£	£	£	£

Emergency Planning & Flood Defence

This budget contains the costs for Emergency Planning Staff, severe weather contingency and radio phones.

Employees	44,780	74,350	76,800	81,100 a
Departmental Support Costs	37,280	3,100	3,160	3,310 a
Premises	126,580	17,780	18,150	18,310 b
Transport	5,090	5,150	5,270	5,420
Supplies & Services	21,580	20,870	20,920	21,010
ICT Support Costs	3,970	5,860	5,860	5,860
Total Expenditure	239,280	127,110	130,160	135,010
Direct Service Cost	239,280	127,110	130,160	135,010
Inter Service Recharges	220	220	220	220
Total Service Cost	239,500	127,330	130,380	135,230

Note

a From 2014/2015, departmental costs are charged direct to the service.

b Includes planned Promenade Repair work in 2013/2014.

Food Hygiene & Public Health

Department of Health guidelines stipulate that all food premises need to be classified.

The Council offers Food Hygiene courses, export certificates and Health & Safety advice.

Departmental Support Costs	456,530	474,940	484,680	507,920
Supplies & Services	38,440	38,640	38,720	38,810
Total Expenditure	494,970	513,580	523,400	546,730
Customer & Client Receipts	(40,420)	(41,420)	(41,500)	(42,370)
Total Income	(40,420)	(41,420)	(41,500)	(42,370)
Direct Service Cost	454,550	472,160	481,900	504,360
Total Service Cost	454,550	472,160	481,900	504,360

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Environment and Planning Services

	2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
	£	£	£	£
Licensing				
This is a general heading covering all licences from Hackney Carriage to Riding Establishments which are issued by the Environmental Health and Protection Team.				
Departmental Support Costs	193,150	205,340	209,550	219,590 a
Supplies & Services	17,700	17,020	17,030	17,040
ICT Support Costs	12,180	12,180	12,180	12,180
Total Expenditure	223,030	234,540	238,760	248,810
Customer & Client Receipts	(226,040)	(229,230)	(229,690)	(234,510)
Total Income	(226,040)	(229,230)	(229,690)	(234,510)
Direct Service Cost	(3,010)	5,310	9,070	14,300
Transfer To Reserves	5,000	5,000	5,000	5,000
Total Service Cost	1,990	10,310	14,070	19,300

Note

a Re-allocation of staffing costs to reflect current workload.

Pollution Monitoring

Responsibility for the regular monitoring of air, water, noise and contaminated land. Additional monitoring is also carried out following public complaints.

Employees	2,215,150	834,100	861,630	909,880 a
Departmental Support Costs	152,760	130,540	133,210	139,600
Premises	75,660	20,740	21,920	22,630 a
Transport	109,760	48,500	49,020	50,410 a
Supplies & Services	133,130	69,750	72,510	73,770 a
ICT Support Costs	155,900	92,960	92,960	92,960 a
Total Expenditure	2,842,360	1,196,590	1,231,250	1,289,250
Customer & Client Receipts	(36,600)	(35,070)	(35,140)	(35,880)
Total Income	(36,600)	(35,070)	(35,140)	(35,880)
Direct Service Cost	2,805,760	1,161,520	1,196,110	1,253,370
Central Support Services	0	0	0	0
Depreciation	10,210	10,210	10,210	10,210
Recharge to Services	(2,672,370)	(866,410)	(893,210)	(934,710) a
Transfer To/(From) Reserves	1,710	(7,160)	(7,160)	(7,160)
Total Service Cost	145,310	298,160	305,950	321,710

Note

a From 2014/2015, this budget no longer includes the Planning Departmental cost and support service charges as they are now charged direct to relevant services.

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Environment and Planning Services

	2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
	£	£	£	£
Local Land Charges				
Expenditure and income associated with the local land charges service is included within the heading. A register is maintained of properties within the Borough and details are supplied when requested by solicitors and members of the public, for a fee.				
Employees	44,110	56,840	58,710	61,990 a
Departmental Support Costs	11,990	150	150	160 a
Premises	3,400	0	0	0
Supplies & Services	5,010	4,810	5,050	5,300
Agency Payments	74,230	75,460	76,810	78,190
ICT Support Costs	4,290	10,680	10,680	10,680
Total Expenditure	143,030	147,940	151,400	156,320
Customer & Client Receipts	(162,500)	(157,940)	(161,400)	(166,320)
Total Income	(162,500)	(157,940)	(161,400)	(166,320)
Direct Service Cost	(19,470)	(10,000)	(10,000)	(10,000)
Transfer To Reserves	10,000	10,000	10,000	10,000
Total Service Cost	(9,470)	0	0	0 b

Note

a From 2014/2015, staff are now coded direct to the service.

b This budget is a self-financing service and must be cost neutral over a 3 year period.

Street Naming & Numbering

This budget deals with the allocation of street names and house numbers to new and existing housing developments.

Employees	0	60,410	62,400	65,890 a
Departmental Support Costs	85,660	370	380	400 a
Premises	4,470	4,500	4,500	4,500
Transport	0	0	0	0
Supplies & Services	910	90	90	90
Total Expenditure	91,040	65,370	67,370	70,880
Customer & Client Receipts	(600)	0	0	0
Total Income	(600)	0	0	0
Direct Service Cost	90,440	65,370	67,370	70,880
Inter Service Recharges	4,530	4,670	4,820	5,030
Total Service Cost	94,970	70,040	72,190	75,910

Note

a From 2014/2015, departmental costs are charged direct to the service.

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Appendix 2H

Resources - Services

	2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
	£	£	£	£
Resources - Services				
Council Accomodation	(41,260)	(17,770)	(15,450)	(12,820)
General Properties	2,170	(8,900)	(7,940)	390
Housing Advances	(15,260)	(13,950)	(13,450)	(13,130)
Industrial Units	(1,278,190)	(1,216,090)	(1,284,800)	(1,314,440)
Revenues and Benefits	833,430	679,220	749,450	873,010
Shops and Offices	(247,630)	(286,150)	(286,890)	(283,320)
Resources - Services Total	(746,740)	(863,640)	(859,080)	(750,310)
Resources - Departments				
Internal Audit and Fraud	339,850	311,700	321,100	336,840
Financial Services	854,500	869,090	892,620	931,440
ICT	134,140	212,260	204,130	239,130
Property Services	752,240	733,970	751,690	787,900
Resources - Departments Total	2,080,730	2,127,020	2,169,540	2,295,310
Total for Service	1,333,990	1,263,380	1,310,460	1,545,000

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Resources - Services

2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
£	£	£	£

Council Accommodation

This budget deals with the office costs for Valentine Rd, Priory Rd and King's Court, including postages and vending services.

Employees	177,070	167,850	173,390	183,110
Premises	392,890	397,350	421,900	428,840
Transport	2,640	2,700	2,770	2,840
Supplies & Services	156,130	140,380	140,510	140,680 a
Agency Payments	2,040	1,000	1,000	1,000
Financing Costs	1,240	1,420	1,420	1,420
Total Expenditure	732,010	710,700	740,990	757,890
Customer & Client Receipts	(216,240)	(222,330)	(222,530)	(224,710)
Total Income	(216,240)	(222,330)	(222,530)	(224,710)
Direct Service Cost	515,770	488,370	518,460	533,180
Depreciation	104,190	104,190	104,190	104,190
Inter Service Recharge	54,220	48,450	49,190	50,120
Recharge to Services	(728,770)	(672,360)	(700,870)	(713,890) a
Transfer To Reserves	13,330	13,580	13,580	13,580
Total Service Cost	(41,260)	(17,770)	(15,450)	(12,820) a

Note

a Merger of budgets and changes in recharge methodology have resulted in these variances

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Resources - Services

2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
£	£	£	£

General Properties

The General Properties budget deals with the general management and maintenance of assets such as South Gates, Princess Theatre, Marriotts Warehouse and Saddlebow Waste Disposal Site. This budget also deals with sewerage and bridge maintenance.

Employees	1,500	1,240	1,280	1,350
Premises	118,150	101,410	102,490	103,620 a
Supplies & Services	7,030	6,770	6,790	6,810
Total Expenditure	126,680	109,420	110,560	111,780
Customer & Client Receipts	(124,390)	(135,850)	(136,040)	(136,270) b
Total Income	(124,390)	(135,850)	(136,040)	(136,270)
Direct Service Cost	2,290	(26,430)	(25,480)	(24,490)
Depreciation	35,480	35,480	35,480	35,480
Transfer (From) Reserves	(35,600)	(17,950)	(17,940)	(10,600) a/c
Total Service Cost	2,170	(8,900)	(7,940)	390

Note

a Reduction in Corporate Ancient Properties Repairs Budget of £8,390, funded by transfer from Reserve.

b From 2014/2015, increase in rental income due to rent reviews.

c In 2013/2014, Marriotts Warehouse budget includes £9,000 from Reserve saved in previous year, to fund spend.

Housing Advances

This represents the costs and income associated with advances made for the purchase and improvement of private properties and housing associations.

Departmental Support Costs	0	0	0	0
Premises	1,550	1,550	1,630	1,710
Total Expenditure	1,550	1,550	1,630	1,710
Customer & Client Receipts	(1,550)	(1,550)	(1,550)	(1,550)
Interest	(15,260)	(13,950)	(13,530)	(13,290)
Total Income	(16,810)	(15,500)	(15,080)	(14,840)
Direct Service Cost	(15,260)	(13,950)	(13,450)	(13,130)
Total Service Cost	(15,260)	(13,950)	(13,450)	(13,130)

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Agenda Item 14**

Resources - Services

2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
£	£	£	£

Industrial Units

This budget relates to the Council's industrial estates at King's Lynn, Downham Market and other parts of the Borough. The estates are -

Hardwick Industrial Estate	Saddlebow Industrial Estate	North Lynn Industrial Estate
Austin Fields Industrial Estate	Horsley Fields Industrial Estate	The Narrows Industrial Estate
Lower Cananda Industrial Estate	Heacham Workshops	Flitcham Workshops
Enterprise Works (North Lynn)	Downham Market Workshops	St Johns Business Park

Employees	21,320	25,490	26,330	27,810
Premises	162,750	172,190	165,950	170,300
Supplies & Services	5,210	3,240	3,240	3,240
ICT Support Costs	1,980	2,930	2,930	2,930
Total Expenditure	191,260	203,850	198,450	204,280
Customer & Client Receipts	(1,506,430)	(1,443,420)	(1,506,120)	(1,540,880) a
Total Income	(1,506,430)	(1,443,420)	(1,506,120)	(1,540,880)
Direct Service Cost	(1,315,170)	(1,239,570)	(1,307,670)	(1,336,600)
Depreciation	31,530	34,600	34,600	34,600
Inter Service Recharges	2,460	(14,120)	(14,730)	(15,440) b
Transfer To Reserves	2,990	3,000	3,000	3,000
Total Service Cost	(1,278,190)	(1,216,090)	(1,284,800)	(1,314,440)

Note

a Reduction in rental income in 2014/2015, mainly Hardwick and North Lynn Estates.

b Rental income received from Council services collected through the recharge system.

**Resources and Performance Panel 270114
Agenda Item 14**

Resources - Services

2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
£	£	£	£

Revenues and Benefits

This budget includes the cost of administration of rent allowances and council tax support, together with the cost of benefits paid and government grant received.

Employees	1,595,850	1,487,250	1,508,320	1,592,780 a
Departmental Support Costs	791,220	0	0	0 b
Premises	70,580	70,050	73,540	75,150
Transport	19,490	17,740	18,000	18,480
Supplies & Services	381,010	355,960	262,650	263,310 c
Agency Payments	40,639,920	40,570,640	40,761,720	40,953,700
ICT Support Costs	176,890	179,460	179,460	179,460
Total Expenditure	43,674,960	42,681,100	42,803,690	43,082,880
Grants & Contributions	(41,413,410)	(41,364,200)	(41,415,850)	(41,564,040)
Customer & Client Receipts	(636,980)	(637,680)	(638,390)	(645,830)
Total Income	(42,050,390)	(42,001,880)	(42,054,240)	(42,209,870)
Direct Service Cost	1,624,570	679,220	749,450	873,010
Recharge to Services	(791,140)	0	0	0 b
Total Service Cost	833,430	679,220	749,450	873,010

Note

- a Employee savings made as part of service review (Cabinet November 2013).
- b Changes in recharge methodology.
- c One-off costs to support welfare reform and the localising of council tax support.

Shops and Offices

This budget contains estimates of income receivable from the leaseholders of the New Conduit Street and Broad Street areas of the Town. It also includes Unit 2, Regis Place.

Employees	7,320	2,720	2,800	2,960
Premises	34,970	57,470	59,880	62,540
Supplies & Services	370	2,180	2,180	2,200
Total Expenditure	42,660	62,370	64,860	67,700
Customer & Client Receipts	(393,990)	(449,880)	(454,240)	(454,920)
Total Income	(393,990)	(449,880)	(454,240)	(454,920)
Direct Service Cost	(351,330)	(387,510)	(389,380)	(387,220)
Depreciation	32,630	29,560	29,560	29,560
Inter Service Recharges	71,070	71,800	72,930	74,340
Total Service Cost	(247,630)	(286,150)	(286,890)	(283,320)

**Resources and Performance Panel 270114
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Resources - Services

2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
£	£	£	£

**Resources - Departments
Internal Audit and Fraud**

This budget covers the cost of the Internal Audit service and the Benefit Enquiry Unit.

Employees	275,580	261,370	270,000	285,120 a
Premises	16,120	10,980	11,530	11,790
Transport	11,660	11,720	11,930	12,260
Supplies & Services	13,620	12,070	12,080	12,110
ICT Support Costs	17,870	15,560	15,560	15,560
Total Expenditure	334,850	311,700	321,100	336,840
Direct Service Cost	334,850	311,700	321,100	336,840
Transfer To Reserves	5,000	0	0	0
Total Service Cost	339,850	311,700	321,100	336,840

a Saving made by post removed from Establishment.

Financial Services

This budget provides the financial information and advice to the Council's service areas and committees.

Employees	650,660	655,430	677,040	714,910
Premises	30,370	30,050	31,550	32,240
Transport	5,630	5,710	5,770	5,890
Supplies & Services	63,170	55,090	55,450	55,590
ICT Support Costs	97,050	103,310	103,310	103,310
Total Expenditure	846,880	849,590	873,120	911,940
Customer & Client Receipts	(3,030)	(500)	(500)	(500)
Total Income	(3,030)	(500)	(500)	(500)
Direct Service Cost	843,850	849,090	872,620	911,440
Transfer To Reserves	10,650	20,000	20,000	20,000
Total Service Cost	854,500	869,090	892,620	931,440

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Resources - Services

	2013/2014 Revised	2014/2015 Estimate	2015/2016 Projection	2016/2017 Projection
	£	£	£	£

ICT

Provides technical Information and Communications Technology support.

Employees	577,060	625,580	633,380	666,660
Premises	58,240	43,940	46,120	47,130
Transport	3,170	2,910	2,970	3,010
Supplies & Services	282,270	144,000	144,240	144,610 a
ICT Support Costs	496,070	438,580	420,380	420,880
Financing Costs	0	18,020	17,750	17,480
Total Expenditure	1,416,810	1,273,030	1,264,840	1,299,770
Customer & Client Receipts	(7,250)	0	0	0
Total Income	(7,250)	0	0	0
Direct Service Cost	1,409,560	1,273,030	1,264,840	1,299,770
Depreciation	258,000	258,000	258,000	258,000
Inter Service Recharge	3,420	3,480	3,540	3,610
Recharge to Services	(1,536,840)	(1,322,250)	(1,322,250)	(1,322,250)
Total Service Cost	134,140	212,260	204,130	239,130

Note

a Savings made in 2014/2015 due to the consolidation of software systems used.

Property Services

This budget covers costs involved in Property and Land Management, including - Properties to Let, Industrial Land for Sale, Industrial Estates, Garages and Residential Development Land owned by the Borough. This budget also includes the Corporate Scanning Team.

Employees	625,750	605,900	621,000	655,760
Premises	43,680	43,210	45,280	46,240
Transport	14,780	13,960	14,560	14,870
Supplies & Services	37,370	25,600	25,550	25,730
ICT Support Costs	38,660	53,300	53,300	53,300
Total Expenditure	760,240	741,970	759,690	795,900
Customer & Client Receipts	(8,000)	(8,000)	(8,000)	(8,000)
Total Income	(8,000)	(8,000)	(8,000)	(8,000)
Direct Service Cost	752,240	733,970	751,690	787,900
Total Service Cost	752,240	733,970	751,690	787,900

Financial Plan 2014/2015	2014/2015 £	2015/2016 £
Budget Projection (Cabinet 14 January 2014)	16,585,910	16,902,930
Add back New Homes Bonus now shown under financing sources	2,102,800	2,609,800
Borough Spend	18,688,710	19,512,730
Departmental costs/recharges to services - savings	(38,650)	(191,200)
Staffing costs - reduction in pay contingency	(151,000)	(152,000)
Employers pension contributions - auto enrolment	62,500	125,000
Pension Stabilisation - revaluation increase	0	63,000
Depreciation/REFCUS – reflects asset revaluations and capital programme rephrasing (see Financing Adjustment below)	595,000	81,000
Financing Adjustment	(471,910)	21,460
Unsupported Borrowing – capital rephasing	176,080	138,850
Building Control – saving due to new service level agreement with CNC for non-fee work	(24,000)	(24,000)
General Properties and Town Centre – increased rental/service charges income	(39,570)	(43,130)
Industrial Estates – revised rental income	45,460	(14,210)
Revenues and Benefits Review, including fraud - posts deleted	(162,740)	(201,490)
Housing Benefits Administration Subsidy reduction	120,190	164,190
Housing Shared Post	(49,980)	(49,980)
Materials Recycling Facility (MRF) new joint venture arrangements	(82,890)	(230,210)
Refuse and Recycling - reworked costs	(121,250)	(105,680)
Leisure 'Trust' arrangements	(471,750)	(629,000)
Increase to estimated turnover savings	(15,000)	(15,000)
Contribution to reserves for corporate projects from new homes bonus	250,000	250,000
Contribution to Town Hall/Public Realm scheme	180,000	0
ICT consolidation of software systems	(61,000)	(98,000)
Car parking promotions	100,000	100,000
Utilities	(24,650)	(32,680)
Miscellaneous	(19,750)	(48,390)
New Budget Projections	18,483,800	18,621,260

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Appendix 4

Arts and Entertainment

	ACTUAL CHARGE 2013/4 £	PROPOSED CHARGE 2014/15 £
ARTS AND ENTERTAINMENT - ALL VENUES		
Posting Tickets	1.00	1.00
Handling fee for all card transactions		-
 CORN EXCHANGE - KING'S LYNN - 01553 765565		
Ticketed Events		
Access from 14:00 hrs - Clearance by 24:00 hrs	1,400.00	1,425.00
Plus 10% Gross Box Office Takings		
Access prior to 14:00 hrs (per hour)	130.00	135.00
Clearance after 24:00 hrs (per hour)	200.00	205.00
The above hire charges include Box Office facilities, Front of House Staff, 2 technicians and all available in house equipment.		
 Non Ticketed Events		
Access 07:00 hrs - Clear 13:00 hrs	730.00	745.00
Access 13:00 hrs - Clear 18:00 hrs	730.00	745.00
Access 18:00 hrs - Clear 24:00 hrs	800.00	815.00
Access 07:00 hrs - Clear 24:00 hrs	1,950.00	1,985.00
Earlier access (per hour)	120.00	125.00
Clearance after 24:00 hrs per hour	200.00	205.00
The above hire charges include Front of House Manager, Duty Technician and in-house equipment as available. Costs for additional staffing and / or lighting requirements other than general lighting will be recharged to the hirer.		
 Off Peak Charges		
A reduction of 40% on base hire charges may be offered to non-commercial events during January, February, July and August.		
Concessions		
Charitable Organisations based In the Borough with local Charitable objectives may be offered a discount of 40% on all base hire charges for bookings between Monday and Thursday throughout the year.		
Note - Only one 40% discount is available on any one booking.		
 KING'S LYNN ARTS CENTRE - 01553 765565		
Hirings		
Access from 14:00 hrs – clearance by 24:00 hrs		
Commercial		
Monday - Thursday	650.00	665.00
Friday - Sunday	750.00	765.00
Earlier access / rehearsal (per hour)	65.00	67.00
Base hire charge plus 10% of gross box office takings		
 Local Arts Organisations		
Monday - Thursday	400.00	407.00
Friday - Sunday	430.00	440.00
Get in / rehearsal rate / excess hours (per hour)	50.00	51.00
Base rate plus 5% of gross box office takings		
The above hire charges include Box Office facilities, Front of House Staff and 2 technicians and all available in house equipment.		
For hire charges relating to events and exhibition spaces please call (01553) 779095		

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Tourism

	ACTUAL CHARGE 2013/14 £	PROPOSED CHARGE 2014/15 £
TALES OF THE GAOL HOUSE - 01553 774297		
Admissions		
Adults	3.20	3.30
Juniors	2.20	2.30
Concessions	2.90	3.00
Family (2 adults and 2 children)	9.00	9.30
School visits	1.65	1.70
School activities	1.65	1.70
South Gate/Red Mount Chapel combined ticket - Adult	FREE	FREE
South Gate/Red Mount Chapel combined ticket - Accompanied children	FREE	FREE

Hall and Room Hire

	ACTUAL CHARGE 2013/14 £	PROPOSED CHARGE 2014/15 £
TOWN HALL, KING'S LYNN - 01553 775839		
Stone Hall/Assembly Room Suite		
Charge per hour		
Monday - Thursday	40.00	41.00
Friday	50.00	51.00
Saturday & Sunday	70.00	72.00
Wedding - Ceremony only - Weekday	250.00	260.00
Wedding - Ceremony - Weekend	350.00	360.00
Wedding - Weekday package (including reception)	600.00	610.00
Wedding - Weekend package (including reception)	825.00	840.00
Card Room (Meetings, Whist Drives etc.)		
Charge per Hour	25.00	30.00
Additional one off charge for Saturday or Sunday hire	50.00	51.00
Daily charge - weekday (8:30am - 5:30pm)	150.00	155.00
Heritage Room - Charge per hour	25.00	30.00
Miles Room - Charge per hour	25.00	30.00
Additional set-up time per hour (subject to availability)	25.00	30.00
Use of Kitchen (per booking)	40.00	41.00
Corkage charge per bottle	5.00	5.50
Hire of Public Address System	60.00	65.00
Additional charge after midnight	120.00	125.00
COUNCIL OFFICE, CHAPEL ST, KING'S LYNN - 01553 616288		
Committee Suite		
Charge per Hour	40.00	40.00
Charge per Day	238.00	238.00
Meeting Rooms 1,2 & 3		
Charge per Hour	32.75	32.75
Buffets available on request (price on applicaton)		

Community Centres

	ACTUAL CHARGE 2013/14 £	PROPOSED CHARGE 2014/15 £
SOUTH LYNN COMMUNITY CENTRE - 01553 763620		
Main Hall		
Off Peak per hour	18.30	18.61
Peak per hour	24.40	24.81
Community Rooms per hour	15.80	16.07
FAIRSTEAD COMMUNITY CENTRE - 01553 771477		
Main Hall		
Off Peak per hour	18.30	18.61
Peak per hour	24.40	24.81

Sport and Recreation

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ACTUAL
CHARGE
2013/14

PROPOSED
CHARGE
2014/15

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	Leisure Card	Non Leisure Card	Leisure Card	Non Leisure Card
	£	£	£	£
SPORT & RECREATION - All locations				
All long-term hire subject to a 17.5% block booking charge, discounts based on Sports Development work contributing to corporate, sport and recreation strategies.				
Admissions				
Spectators	FREE	1.20	FREE	1.25
Juniors accompanied by an adult	FREE	FREE	FREE	FREE
LEISURE CARD				
Couple (2 Adults)	32.60	-	33.65	-
Adult (over 16 in employment)	21.90	-	22.60	-
Junior (under 16)	6.45	-	6.70	-
Concession (additional cards free)	6.45	-	6.70	-
Junior Concession	6.45	-	6.70	-
Main Hall Hire per hour				
Peak Times				
Badminton Court (per court per hour)	10.15	10.15	10.50	10.50
Team Sport Court (per court per hour)	40.60	40.60	42.00	42.00
Off Peak Times				
Badminton Court (per court per hour)	5.80	7.65	6.00	7.90
Badminton Court (per court per hour) Concession	3.90	-	4.05	-
Team Sport Court	30.60	30.60	31.60	31.60
Team Sport Court Concession	30.60	-	31.60	-
Equipment Hire				
Adult	FREE	5.00	FREE	5.20
Junior	FREE	2.45	FREE	2.55
Table Tennis				
Peak Times				
Table Tennis Table (per hour)	10.15	10.15	10.50	10.50
Off Peak Times				
Table Tennis Table (per hour)	5.80	7.65	6.00	7.90
Concession	3.90	-	4.05	-
Bat Hire				
Adult	FREE	5.00	FREE	5.20
Junior	FREE	2.45	FREE	2.55
Sunbed				
One session (3 minutes)	1.85	1.85	1.95	1.95
Aerobics				
Concession	4.40	5.00	4.55	5.20
	3.25	-	3.40	-
Bowls Hall				
Rink Hire 2 Hours				
Per person	3.85	5.15	4.00	5.35

Delete as duplicate of equipment hire

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Per person concession	2.60	-	2.70	-
Per person concession (Summer only - April to September)	2.40	-	2.50	-
Junior concession	1.60	-	1.70	-
Club long term booking	9.50	-	9.85	-
Bowls Hall Membership Fees				
Adult	33.05	-	34.15	-
Junior	FREE	-	FREE	-
Bowls Seasonal Locker Charge	7.65	-	7.90	-
Squash Courts (per 40 minutes)				
Peak Times	5.80	7.65	6.00	7.90
Peak Times Court (Concession)	5.80	-	6.00	-
Off Peak Times	4.35	5.80	4.50	6.00
Off Peak Times Court (Concession)	3.05	-	3.15	-
Swimming Lessons (per lesson)				
Adult/Juniors 1/2hr	4.00	4.80	4.15	5.00
Adult/Juniors Concessions 1/2hr	2.40	-	2.50	-

Sport and Recreation

	ACTUAL CHARGE 2013/14		PROPOSED CHARGE 2014/15	
	Leisure Card	Non Leisure Card	Leisure Card	Non Leisure Card
	£	£	£	£
FITNESS SCHEMES				
Fitness Joining Fee				
Adult	50.00	50.00	50.00	50.00
Concession	12.50	-	12.50	-
SHOKK	12.50	12.50	12.50	12.50
Concession	7.50	-	7.50	-
Fitness Memberships (Per Calender Month)				
			Adult	Junior
Lifestyle 1 - Fitness	29.05	14.55	30.00	15.00
Lifestyle 1 - Swimming	20.30	10.15	21.00	10.50
Lifestyle 1 - Group Exercise	23.20	11.65	24.00	12.00
Lifestyle 2	34.80	17.40	36.00	18.00
Lifestyle 3	40.55	20.30	42.00	21.00
Lifestyle 2 (Over 60's Concessions)	20.90	-	21.50	-
Lifestyle 3 (Over 60's Concessions)	24.35	-	25.00	-
Active 2	41.65	20.85	43.00	21.50
Active 3	48.55	24.30	50.00	25.00
Over 60's Fitness Only	17.45	-	18.00	-
Over 60's Group Exercise Only	13.60	-	14.00	-
Over 60's Swimming	12.20	-	12.50	-
Grass Sports Pitches				
	Downham Market	01366 386868		
	Hunstanton	01485 534227		
	Kings Lynn	01553 818001		
General Lettings Per Match with changing facilities	-	52.05	-	53.75

Sport and Recreation

DOWNHAM MARKET LEISURE CENTRE - 01366 386868	ACTUAL CHARGE 2013/14		PROPOSED CHARGE 2014/15	
	Leisure Card	Non Leisure Card	Leisure Card	Non Leisure Card
	£	£	£	£

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Fitness Room				
Individual Charge	5.75	7.00	5.95	7.25
Individual Charge Concession (off peak)	3.60	-	3.75	-
Locker Hire				
	0.20	0.20	0.20	0.20
Pool Charges				
Admissions				
Adult	3.35	4.20	3.50	4.35
Concession	1.80	-	1.90	-
Junior	1.80	2.45	1.90	2.55
Concession	0.90	-	0.95	-
Family ticket (2 adults and 2 children)	-	10.65	-	11.25
School parties (per pupil)	-	1.10	-	1.15
Swimming Club Hire (per hour)				
Swimming club hire, use by people with disabilities (per hour)	-	50.05	-	51.00
	-	25.05	-	25.50
Other Private Hire (per hour)				
	-	100.10	-	102.00
Galas (per hour)				
	-	75.15	-	76.50
Pool Supervision (per hour)				
	-	9.55	-	9.90
Water Aerobics				
Adults	4.40	5.00	4.55	5.20
Concessions	3.25	-	3.40	-

Sport and Recreation

	ACTUAL CHARGE 2013/14		PROPOSED CHARGE 2014/15	
	Leisure Card	Non Leisure Card	Leisure Card	Non Leisure Card
LYNNSPORT & LEISURE PARK, KING'S LYNN - 01553 818001	£	£	£	£

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Fitness Room				
Per Hour	5.75	7.00	5.95	7.25
Concession - off peak	3.60	-	3.75	
Junior Fitness	2.45	3.45	2.55	3.60
Concession – off peak	1.70	-	1.80	
GP Referral (10 week programme)	22.30	24.60	23.10	25.50
Concessions	49.80	-	20.50	-
Sports Barn				
Peak Times – per hour (Monday to Friday,14:30 hrs to close and Sundays)				
Half Area	20.30	20.30	21.00	21.00
Whole Area	40.60	40.60	42.00	42.00
Off Peak Times (per hour)				
Half Area	15.30	15.30	15.80	15.80
Whole Area	30.60	30.60	31.60	31.60
Tennis - Sports Barn				
Peak time - Per Court	10.15	10.15	10.50	10.50
Off peak - Per Court	5.80	7.65	6.00	7.90
Per Court concession	3.90	-	4.05	-
Athletics Track				
Adult - per 2 hour session - daylight hours only	3.05	4.30	3.15	4.45
Junior - per 2 hour session - daylight hours only	1.65	3.05	1.75	3.15
Club Use - 2 Hours	50.60	50.60	52.25	52.25
Concession - (Weekdays before 5pm, All day Saturday)	FREE	FREE	FREE	FREE
Daytime Meetings	303.05	303.05	313.50	313.50
Evening Meetings	202.05	202.05	209.00	209.00
3G Synthetic 5-A-Side Pitch (per hour)				
Commercial Rate : Private/Casual Hire	26.50	26.50	27.50	27.50
Norfolk FA Training Rate	16.50	16.50	17.50	17.50
Norfolk FA Affiliated + Charter Mark	16.50	16.50	17.50	17.50
Norfolk FA Affiliated (non Charter Mark)	21.50	21.50	22.50	22.50
3G Synthetic 11-A-Side Pitch (per 2 hour session)				
Commercial Rate : Private/Casual Hire	80.50	80.50	82.50	82.50
Norfolk FA Training Rate	48.00	48.00	52.50	52.50
Norfolk FA Affiliated + Charter Mark	48.00	48.00	50.00	50.00
Non Norfolk FA Affiliated Club	64.50	64.50	67.50	67.50
FA Affiliated League Match - Adult	54.00	54.00	56.00	56.00
FA Affiliated League Match - Junior	38.00	38.00	39.50	39.50
Gymnastics - per hour				
Recreation Courses Open Sessions	3.80	4.00	3.95	4.15
Concession	1.95	-	2.05	-
Recreation Courses Structured Sessions	5.35	5.70	5.55	5.90
Concession	2.90	-	3.00	-
Schools (per hour including coaches)	-	84.80	-	87.55
Nursery schools and special needs groups	-	63.60	-	65.65
Hire of Gymnasium (per hour not including coaches)	-	40.65	-	41.95
Pitches - Per Match				
Grass Pitches Adult	52.05	52.05	53.75	53.75
Junior (Kingsway)	13.05	13.05	13.50	13.50
Cricket				

Sport and Recreation

	ACTUAL CHARGE 2013/14		PROPOSED CHARGE 2014/15	
	Leisure Card	Non Leisure Card	Leisure Card	Non Leisure Card
	£	£	£	£
LYNNSPORT & LEISURE PARK continued				
Pavilion Common Room Per Hour	14.70	14.70	15.20	15.20

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Room Hire (per hour)				
Wembley Room		32.75	32.75	33.80 33.80
Petanque Terrain				
Per Person (per session)		1.20	1.85	1.25 1.95
Concession		0.65	-	0.70 -
Dance Studio				
Peak per hour		30.45	30.45	31.50 31.50
Off peak per hour		22.95	22.95	23.70 23.70
Climbing Wall				
Inductions				
Adult		10.00	10.00	10.35 10.35
Concession		10.00	10.00	10.35 10.35
Junior		10.00	10.00	10.35 10.35
Concession		10.00	10.00	10.35 10.35
Admissions (session up to 3 hours)				
Adult		4.35	4.95	4.50 5.15
Concession		3.20	-	3.35 -
Junior		2.90	3.25	3.00 3.40
Concession		2.15	-	2.25 -
Party		87.00	87.00	110.00 110.00
' THE SHED' - Indoor Wheeled Sports Centre				
' THE SHED' Membership				
Adult		11.15	13.35	11.55 13.80
Junior		11.15	13.35	11.55 13.80
Concession Leisurecard Holder		5.65	-	5.85 -
' THE SHED' Sessions				
Adult		3.10	6.45	3.20 6.70
Junior		1.85	3.30	1.95 3.45
Concession	Adult	1.55	-	1.60 -
	Junior	0.90	-	0.95 -
' THE SHED' Weekly Pass				
Member	Adult	11.50	-	11.90 -
	Junior	6.95	-	7.20 -
Concession Member	Adult	5.80	-	6.00 -
	Junior	3.55	-	3.70 -

Sport and Recreation

	ACTUAL CHARGE 2013/14		PROPOSED CHARGE 2014/15	
	Leisure Card	Non Leisure Card	Leisure Card	Non Leisure Card
	£	£	£	£
ST JAMES' SWIMMING & FITNESS CENTRE, KINGS LYNN - 01553 764888				
Pool Charges				
Admissions				
Adults	3.35	4.20	3.50	4.35
Concession	1.80	-	1.90	-

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Juniors	1.80	2.45	1.90	2.55
Concession	0.90	-	0.95	-
Concession	1.65	-	1.75	-
School Parties per pupil	-	1.10	-	1.15
Family Ticket (2 Adults and 2 Children)	-	10.65	-	11.25
Swimming Club Hire - St James	-	59.50	-	50.55
Other/Commercial Private Hire per hour	-	118.90	-	121.10
Hire of Small Pool per hour				
Learner Pool Per Hour	-	59.00	-	60.00
Pool Supervision (per hour)	-	9.35	-	9.90
Galas per hour	-	89.05	-	90.80
Locker Hire	0.20	0.20	0.20	0.20
Water Aerobics				
Adults	4.40	5.00	4.60	5.20
Concession	3.25	-	3.45	-
Fitness Room				
Individual Charge	5.75	7.00	5.95	7.25
Individual Charge Concession	3.60	-	3.75	-

Sport and Recreation

	ACTUAL CHARGE 2013/14		PROPOSED CHARGE 2014/15	
	Leisure Card	Non Leisure Card	Leisure Card	Non Leisure Card
OASIS LEISURE CENTRE, HUNSTANTON - 01485 534227				
Pool Charges				
Admissions				
Adults	3.35	5.05	3.50	5.25
Concessions	1.80	-	1.90	-
Juniors	1.80	3.85	1.90	4.00
Concessions	0.85	-	0.90	-
Adult only lane swim	3.35	4.20	3.50	4.35
Concessions	1.80	-	1.90	-
Spectators	-	2.05	-	2.15
Family Ticket (2 Adults and 2 Children)	-	13.80	-	14.50
Leisure Pool Hire (60 people max) per hour	-	130.00	-	134.15
Locker Hire	0.20	0.20	0.20	0.20
Fitness Room per hour				
Individual Charge	5.75	7.00	5.95	7.25
Concession	3.60	-	3.75	-
Group Fitness				
Adults	4.40	5.00	4.55	5.20
Concession	3.25	-	3.40	-
Eco Ice Skating Only (per session)				
Adult	3.30	3.80	3.45	3.95
Junior	2.15	2.70	2.25	2.80
Family Ticket (2 Adults and 2 Children)	-	10.75	-	11.10
Adult or Child when Swimming	1.10	1.10	1.15	1.15
Spectators	-	2.05	-	2.15
Funcastle (90 minutes)				
0-6 months	FREE	FREE	FREE	FREE
Under 1's Off Peak	1.60	2.10	1.70	2.20
Under 1's Peak	1.60	2.10	1.70	2.20
Under 5's Off Peak	2.00	3.55	2.10	3.70
Under 5's Peak	2.00	4.25	2.10	4.40
Over 5's Off Peak	2.00	4.25	2.10	4.40
Over 5's Peak	2.00	5.35	2.10	5.55

Sport and Recreation

	ACTUAL CHARGE 2013/14		PROPOSED CHARGE 2014/15	
	Leisure Card	Non Leisure Card	Leisure Card	Non Leisure Card
SEASONAL AMENITIES - HUNSTANTON				
Bowling Green				
Per Session - 2 hours approx	3.85	5.10	4.00	5.30
Per Session - 2 hours approx concession	2.55	-	2.65	-
Crazy Golf				

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Adults - per round	2.35	2.65	2.45	2.75
Adults - per round concession	2.05	-	2.15	-
Juniors - per round	1.95	2.15	2.05	2.25
Juniors - per round concession	1.65	-	1.75	-
Tennis - Grass Courts Per Person Per Session (2 hours)				
Adults	4.30	4.40	4.45	4.55
Juniors	2.15	2.25	2.25	2.35
Doubles	3.05	3.15	3.15	3.30
Pitch and Putt				
Adults - per game	3.45	4.00	3.60	4.15
Adults - per game concession	2.75	-	2.85	-
Juniors - per game	2.75	3.15	2.85	3.30
Juniors - per game concession	1.65	-	1.75	-
Putting Green				
Adults - per round	2.65	3.05	2.75	3.15
Adults - per round concession	2.35	-	2.45	-
Juniors - per round	2.15	2.45	2.25	2.55
Juniors - per round concession	1.95	-	2.05	-

Beach Hut Site (annual increase as per lease)				
Heacham - per annum exclusive of rates		IN LINE WITH RPI TO BE CONFIRMED	338.41	
Heacham - Assignment Fee Beach Hut Site			1015.23	
Heacham - Assignment Fee Beach Hut Site (Family Member - provided no fine, charge or premium is made by the tenant for the transfer of the leasehold interest)			100.00	

Recreation Ground				
Caravan Rallies – per van per day		6.15		6.35
Tennis Tournament		2,257.00		2,329.00

Chalets				
Daily Hire		18.00		18.60
Weekly Hire		83.50		86.20
Seasonal Hire		587.00		605.75

Resort Services - Permit for Launch of Personal Watercraft/Power Boats				
Non Member - Per Annum (in advance, conditions apply)		21.60		22.30
Member * - Per Annum (in advance, conditions apply)		5.85		6.05
Day Permit (Training certification and insurance must be shown)		10.60		10.95
* Member of Heacham Boat Owners or Hunstanton Ski Club Only				

Seafront Kiosk Trader - 1st March to 31st October - Max three per kiosk		37.00		38.20
Triangle Traders - 1st March to 31st October - Max three per kiosk		37.00		38.20

Coal Shed Gallery (per day)	CHARGE SUSPENDED AS FACILITY CURRENTLY LEASED OUT	25.00		25.00
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Waste Collection - 01553 616760

TRADE REFUSE CHARGES ARE QUOTED NET OF VAT

<u>Commercial Waste</u>	ACTUAL CHARGE 2013/14 £	PROPOSED CHARGE 2014/15 £
Hire Charge & Waste Transfer Note (Annual Fee)		
1100 litre	103.50	103.50
770 litre	93.50	93.50
660 litre	91.50	91.50
360 litre	66.50	66.50

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	240 litre	45.50	45.50
Fee per Emptying			
	1100 litre	14.00	14.80
	770 litre	11.35	12.00
	660 litre	10.70	11.00
	360 litre	8.50	8.70
	240 litre	7.40	7.50
Schools Waste			
Hire Charge & Waste Transfer Note (Annual Fee)			
	1100 litre	103.50	103.50
	770 litre	93.50	93.50
	660 litre	91.50	91.50
	360 litre	66.50	66.50
	240 litre	45.50	45.50
Fee per Emptying			
	1100 litre	8.00	8.50
	770 litre	6.80	7.10
	660 litre	5.70	5.90
	360 litre	3.20	3.35
	240 litre	2.60	2.70
Domestic Property used as Self Catering Accommodation			
Hire Charge & Waste Transfer Note (Annual Fee)			
	1100 litre	103.50	103.50
	770 litre	93.50	93.50
	660 litre	91.50	91.50
	360 litre	66.50	66.50
	240 litre	45.50	45.50
Fee per Emptying			
	1100 litre	8.00	8.50
	770 litre	6.80	7.10
	660 litre	5.70	5.90
	360 litre	3.20	3.35
	240 litre	2.60	2.70
Commercial Recycling			
Waste Transfer Note (Annual Fee)			
	1100 litre	31.50	31.50
	660 litre	31.50	31.50
	360 litre	31.50	31.50
	240 litre	31.50	31.50
Fee per Emptying			
	1100 litre	5.40	5.40
	660 litre	4.25	4.25
	360 litre	3.20	3.20
	240 litre	2.60	2.60
Schools Recycling			
Waste Transfer Note (Annual Fee)			
	1100 litre	31.50	31.50
	660 litre	31.50	31.50
	360 litre	31.50	31.50
	240 litre	31.50	31.50
Fee per Emptying			
	1100 litre	5.40	5.40
	660 litre	4.25	4.25
	360 litre	3.20	3.20
	240 litre	2.60	2.60
Contract Bin Delivery		26.60	26.60
Additional Waste Transfer Note		31.50	31.50
Trade Waste Plastic Sacks			
Roll of 25 - (includes delivery charge)		58.00	61.00
Waste Transfer Note on first purchase of year		31.50	31.50
Trade Glass Bin			
Per Empty	770 litre	7.00	7.00

Waste Collection - 01553 616760

DOMESTIC REFUSE CHARGES INCLUDE VAT

	ACTUAL CHARGE 2013/14	PROPOSED CHARGE 2014/15
	£	£
Bulk Waste Collections (01553 776676)		
First three items	25.00	28.00
Per additional item thereafter	7.50	9.50
Side Waste - Purchase of Tag	1.50	1.50
Replacement of Lost Wheelie Bin (01553 776676)		
Delivered	38.00	38.00
Collected	26.50	26.50

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Replacement of Stolen Wheelie Bin (If crime number is supplied)

Delivered	19.00	19.00
Collected	13.50	13.50

Contact telephone number for following services (01553 782060)

Garden Waste

Per bag	1.50	1.75
Fortnightly Brown Bin Collection	39.00	41.00

Collection Hazardous Household Waste

	FREE	FREE
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Empty of Parish Litter Bin

	90.00	95.00
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Empty of Parish Dog Waste Bin (per emptying)

	1.50	1.50
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Markets/Hanging Baskets and Allotments - 01553 616200

	ACTUAL CHARGE 2013/14 £	PROPOSED CHARGE 2014/15 £
MARKETS		
King's Lynn (Tuesday and Friday)		
Hunstanton (Wednesday)		
Per metre frontage		
Regular Traders	4.30	4.30
Casual Traders	6.50	6.50
Annual agreement - 50% discount (January to March only)		

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Kings Lynn (Saturday)			
Per metre frontage	Regular Traders	3.70	3.70
	Casual Traders	5.55	5.55
Annual agreement - 50% discount (January to March only)			
Hunstanton (Sunday)			
Per metre frontage	Regular Traders	8.40	8.40
	Casual Traders	12.60	12.60
Annual agreement - 50% discount (January to March only)			
Market Parking			
All markets - any vehicle for one market (per annum)		15.60	15.60
All markets - any vehicle for any market (per annum)		22.60	22.60
Discount Scheme			
Trader must have held a licence for at least 12 months commencing 1st April in any year in order to qualify for the discount and pay their rent before due date each month.			
HANGING BASKETS (supply, delivery and removal)		57.30	58.30
ALLOTMENTS - Kings Lynn			
Per square metre per annum		0.07	0.07
Public Conveniences			
Radar key for disabled toilets		3.00	3.00

Careline - 01553 760671

	ACTUAL CHARGE 2013/14 £	PROPOSED CHARGE 2014/15 £
CARELINE		
Rented Units		
Within District		
Weekly charge	3.31	3.36
Connection Charge (single payment)	35.40	36.00
Outside District		
Weekly charge	3.31	3.36
Connection Charge (Single payment)	42.48	43.20
Purchased Units		
Within District		
Monitoring and Maintenance Charge	1.71	1.74
Connection Charge (single payment)	35.40	36.00
Outside District		
Monitoring and Maintenance Charge	1.71	1.74
Connection Charge (single payment)	42.48	43.20

Housing Standards - 01553 616200

HMO Licence fee	466.00	466.00
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CCTV - 01553 616200

	£		£
Access to Data			
Data Subject Access Form (individual)	10.00	SD	
Access to Information DPA 98 C29 Section 35 (2) Request for CCTV Images Form	75.00	SD	

Administrative Services - 01553 616200

	ACTUAL CHARGE 2013/14 £	PROPOSED CHARGE 2014/15 £
REGISTER OF ELECTORS		
Statutory Fees		
Printed Form		
Flat Rate	10.00	10.00
Plus per 1000 names or part thereof	5.00	5.00
Data Form		
Flat Rate	20.00	20.00
Plus per 1000 names or part thereof	1.50	1.50

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Overseas Electors Lists (Statutory Fee)

Printed Form

Flat Rate	10.00	10.00
Plus per 1000 names or part thereof	5.00	5.00

Data Form

Flat Rate	20.00	20.00
Plus per 1000 names or part thereof	1.50	1.50

Monthly Additions (Statutory Fee)

Printed Form

Flat Rate	10.00	10.00
Plus per 1000 names or part thereof	5.00	5.00

Data Form

Flat Rate	20.00	20.00
Plus per 1000 names or part thereof	1.50	1.50

Printed Form (Marked Copy)

Flat Rate	10.00	10.00
Plus per 1000 names or part thereof	2.00	2.00

Data Form (Marked copy)

Flat Rate	10.00	10.00
Plus per 1000 names or part thereof	1.00	1.00

GENERAL ADMINISTRATION

Letter confirming that an individual is registered on the Electoral Register

Administration Fee	10.00	10.00
Plus cost per sheet	0.10	0.10

Supply of Miscellaneous Information

Administration Fee	10.00	10.00
Plus cost per sheet	0.10	0.10

Returns and Declarations as to Election Expenses (Statutory Fee)

Price of a copy of any return, declaration or accompanying document (price for each side of each page)	0.20	0.20
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Inspection of a Request for Election New Line

		0.10
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SUPPLY OF MINUTES AND AGENDA

Supply of Council Minutes (Per annum)	72.50	72.50
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Supply of Development Control or Cabinet Agenda

Per annum	103.50	103.50
Per agenda	9.30	9.30
Other Agendas	5.20	5.20
A4 Photocopies	0.10	0.10

General Administration

Supply of miscellaneous information		
Cost per A4 sheet (photocopy)	0.10	0.10

Data Protection Act Fee

	10.00	10.00
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Administrative Services - 01553 616200

	ACTUAL CHARGE 2013/14 £	PROPOSED CHARGE 2014/15 £
PLANNING ADMINISTRATIVE FEES		
Photocopies		
S106 Planning Agreement		
Per sheet	0.10	0.10
Copy Planning / Building Control Approval Notice & Completion Certificate (per decision)	0.10	0.10

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Copies of deposited plans A3		0.10	0.10
Copies of deposited plans A2	Black and white	5.00	5.00
	Colour	7.10	7.10
Copies of deposited plans A1	Black and white	6.30	6.30
	Colour	8.70	8.70
Copies of deposited plans A0	Black and white	7.00	7.00
	Colour	9.70	9.70

Request for confirmation that development has been carried out in accordance with the terms of an Enforcement Notice or Legal Agreement.	39.60	39.60
Emailed copy of weekly planning list (per annum)	10.00	10.00

LEGAL AND LOCAL LAND CHARGES

Local Search fee (submitted by post/DX)	52.00	52.00
Local Search fee (submitted by NLIS)	52.00	52.00
Personal Search (unaided) - now under Environmental Information Regulations	FREE	FREE
Assisted Personal Search	20.00	20.00
Parcel of land fee (each)	11.30	11.30
Part II questions (each)	12.00	12.00
Additional own enquiries (each)	14.00	14.00
LLC1 (submitted by post/DX)	20.00	20.00
LLC1 (submitted by NLIS)	20.00	20.00

Car and PSV Parking

	ACTUAL CHARGE 2013/14 £	PROPOSED CHARGE 2014/15 £
CAR PARKS AND PSV PARKING		
<u>Hunstanton - 01485 535150</u>		
Charges apply Monday to Sunday, plus Bank Holidays except Christmas Day		
Central Car Park		
Inclusive between 8am and 6pm		

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Pay and Display Up to 1 Hour	1.40	1.40
Pay and Display Up to 2 hours	2.10	2.10
Pay and Display Up to 3 hours	2.60	2.60
Pay and Display Up to 5 hours	4.10	4.10
Holiday Rover (Weekly)	17.60	17.60
OAP – Hunstanton Resident (Annual)	24.20	24.20
Valentine Road Car Park		
Pay and Display Up to 30 minutes	0.80	0.80
Pay and Display Up to 1 Hour	1.40	1.40
Pay and Display Up to 2 hours	2.10	2.10
All day before 10.00am	0.60	0.60
All day after 10.00am	2.30	2.30
North Promenade		
1st September to 30th June including Bank Holidays except Christmas Day		
Inclusive 8am - 6pm		
Pay and Display Up to 2 hours	3.20	3.20
Pay and Display Up to 4 hours	4.80	4.80
All day - (valid until 8am the following day)	6.40	6.40
Inclusive between 6pm and 8am	1.00	1.00
1st July to 31st August including Bank Holidays		
Inclusive 8am - 6pm		
Pay and Display Up to 2 hours	3.20	3.20
Pay and Display Up to 4 hours	5.20	5.20
All day - (valid until 8am the following day)	7.00	7.00
Inclusive between 6pm and 8am	1.00	1.00
Coach Parking		
1st September to 30th June including Bank Holidays		
Up to 2 hours	3.20	3.20
All day	6.40	6.40
1st July to 31st August including Bank Holidays		
Up to 2 hours	3.20	3.20
All day	7.00	7.00
The Green, Hunstanton - Motorcycles		
	1.00	1.00
Pay and Display Hunstanton (Excluding Central, Valentine Road and North Promenade Car Parks) 1st September to 30th June including Bank Holidays except Christmas Day		
Inclusive between 8am and 6pm		
Up to 1 hour	1.80	1.80
Up to 2 hours	3.20	3.20
All day - (valid until 8am the following day)	5.00	5.00
Inclusive between 6pm and 8am	1.00	1.00
Pay and Display Hunstanton (Excluding Central, Valentine Road and North Promenade Car Parks) 1st July to 31st September including Bank Holidays except Christmas Day		
Inclusive between 8am and 6pm		
Up to 1 hour	1.80	1.80
Up to 2 hours	3.20	3.20
All day - (valid until 8am the following day)	5.80	5.80
Inclusive between 6pm and 8am	1.00	1.00
Season Tickets		
Six months (unreserved)	130.90	130.90
Twelve months (unreserved)	193.00	193.00
Reserved Twelve months	303.60	303.60

Car and PSV Parking

CAR PARKS AND PSV PARKING	ACTUAL CHARGE 2013/14 £	PROPOSED CHARGE 2014/15 £
Heacham (Seasonal)		
Charges apply from 1st March to 30th June and 1st September to 31st October, including Bank Holidays, inclusive between 8am and 6pm		
Daily - one hour	1.80	1.80
Daily - two hours	3.20	3.20

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Daily - all day	5.00	5.00
Inclusive between 6pm and 8am	1.00	1.00
Charges apply from 1st July to 31st August including Bank Holidays.		
Inclusive between 8am and 6pm		
Daily - one hour	1.80	1.80
Daily - two hours	3.20	3.20
Daily - all day	5.80	5.80
Inclusive between 6pm and 8am	1.00	1.00
Season ticket - OAP	23.10	23.10
Season ticket - resident	31.30	31.30
Season ticket - non resident	61.60	61.60
Season ticket - Beach Hut Resident	26.40	26.40
<u>King's Lynn - 01553 616222</u>		
Charges apply Monday to Sunday, plus Bank Holidays except Christmas Day		
Charges apply 24 hours a day		
Inclusive between 8am and 6pm		
Short Term		
Up to half hour (Saturday and Tuesday Market Place and St James , outside multi-storey)	0.80	0.80
Up to 1 hour	1.40	1.40
Up to 3 hours	2.10	2.10
Up to 5 hours	4.10	4.10
Inclusive between 6pm and 8am	1.00	1.00
Long Term		
All Day before 10am	2.20	2.20
All Day after 10am	2.90	2.90
Boal Quay all day	2.10	2.10
Inclusive between 6pm and 8am	1.00	1.00
Season Tickets		
Monthly	35.75	35.75
Annual	336.60	336.60
Multi-storey - St James		
Inclusive between 8am and 6pm		
Up to 1 hour	1.40	1.40
Up to 3 hours	2.10	2.10
Up to 4 hours	3.40	3.40
Up to 5 hours	4.10	4.10
Up to 6 hours	5.00	5.00
Up to 7 hours	6.00	6.00
Up to 8 hours	7.00	7.00
Up to 9 hours	8.00	8.00
Up to 10 hours	9.00	9.00
Up to 11 hours	10.00	10.00
Lost ticket	12.00	12.00
Inclusive between 6pm and 8am	1.00	1.00
Season Ticket - Annual- weekdays Monday-Friday (max 50)	715.50	715.50
Penalty Charge Notices		
Payment within 14 days	<i>new range of charges depending on level of contravention</i>	25.00 to 35.00
Payment after 14 days	<i>new range of charges depending on level of contravention</i>	50.00 to 60.00
Other Charges		
Public Service Vehicle (Bus Station)	1.40	1.40
Contract Parking Bay (per annum)	715.50	715.50

Funeral Services

CEMETERIES - 01553 630533	ACTUAL CHARGE 2013/14 £	PROPOSED CHARGE 2014/15 £
King's Lynn and Hunstanton		
Internment fee whose age at time of death exceeded 12 years	800.00	820.00
For cremated remains	100.00	100.00
Interment in walled grave or vault (exc construction cost)	1,400.00	1,450.00
Disinterment - of earthen burial (Adult)	1,400.00	1,450.00

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Disinterment - of earthen burial (Child)	260.00	260.00
Disinterment - of cremated remains	200.00	200.00
 Walpole St Andrew, Marshland Smeeth and Upwell		
Internment fee whose age at time of death exceeded 12 years	550.00	560.00
 For cremated remains		
Interment in walled grave or vault (exc construction cost)	75.00	80.00
Disinterment - of earthen burial (exc construction cost)	1,150.00	1,200.00
Disinterment - of earthen burial (Adult)	1,400.00	1,450.00
Disinterment - of earthen burial (Child)	260.00	260.00
Disinterment - of cremated remains	200.00	200.00
 All Cemeteries		
Purchase of exclusive right of burial		
In child's grave up to 4'6" x 3'	180.00	180.00
In earthen grave up to 9' x 4'	500.00	550.00
In walled grave/vault up to 9' x 4'	780.00	800.00
In cremation plot 2' x 2'	105.00	110.00
Right to erect memorial		
New headstone up to 4' high	225.00	230.00
New headstone 4' to 6' high	410.00	500.00
New headstone over 6' high	765.00	1,000.00
New headstone under 2'6" on child's grave	110.00	110.00
Memorial kerbset on child's grave	160.00	200.00
Memorial kerbset on adults grave	520.00	600.00
Cremation tablet set level with ground	120.00	125.00
Additional inscription after first	125.00	150.00
 Disabled Vehicle Access to Gayton Road Cemetery	 20.00	 20.00

All cemetery charges are increased by 100% for persons who at the time of death lived outside the area of the Borough Council, providing that where the deceased had lived outside the Borough for less than 5 years immediately before death the normal charges shall apply. For burials outside of normal working hours, other than for religious reasons, the above fees are increased by 75%.

Funeral Services

	ACTUAL CHARGE 2013/14 £	PROPOSED CHARGE 2014/15 £
CREMATORIUM		
Kings Lynn - 01553 630533		
Cremation for the body of a person whose age at time of death exceeded 12 yrs - Monday-Friday	585.00	600.00
Cremation for the body of a person whose age at time of death exceeded 12 yrs - Saturday	850.00	870.00
Cremation for the body of a person whose age at time of death exceeded 12 yrs - Sunday	1,100.00	1,125.00
Cremation of body parts	90.00	90.00
Miscellaneous Charges:		

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Use of chapel for memorial service	140.00	145.00
Provide Music for Memorial Service	25.00	25.00
Provide Funeral Music	25.00	25.00
Recording of the Service into audio CD	40.00	40.00
Recording of the Service onto DVD	50.00	50.00
Recording of the Service - additional copies (per disc)	22.50	22.50
Live webcast/online access and recording of service onto DVD	100.00	100.00
Universal Urn	35.00	35.00
Congham Urn	45.00	45.00
Pentney Urn	45.00	45.00
Bawsey Urn	75.00	75.00
Terrington Urn	45.00	45.00
Holkham Keepsake Heart	50.00	50.00
Oxborough Keepsake Urn (Patterned)	25.00	25.00
Houghton Keepsake Urn (Plain)	25.00	25.00
Sandringham Vase	85.00	85.00
Amner Vase	85.00	85.00
Gayton Casket	50.00	50.00
Winch Casket (Plain)	50.00	50.00
Runcton Casket	70.00	70.00
Memories in Glass - Round		60.00
Memories in Glass - Teardrop		70.00
Memories in Glass - Teardrop engraved		75.00
Temporary Storage of cremated remains (after 1st month-per month)	15.00	15.00
Certified extract from Register of Cremations	30.00	30.00
Interment of cremated remains (local)	67.00	65.00
Interment of cremated remains (from elsewhere)	140.00	140.00
Disinterment of cremated remains	200.00	200.00
Strewing of cremated remains from elsewhere	56.00	60.00
Remembrance Fund donations unit	1.00	
Application to witness	43.00	40.00
Book of Remembrance:		
2 lines	45.00	45.00
5 lines	95.00	95.00
8 lines	150.00	150.00
11 lines	200.00	200.00
14 lines	250.00	250.00
5 lines with emblem	165.00	165.00
8 lines with emblem	225.00	225.00
11 lines with emblem	275.00	275.00
14 lines with emblem	330.00	330.00
Remembrance Cards:		
2 lines	50.00	50.00
5 lines	100.00	100.00
8 lines	155.00	155.00
11 lines	205.00	205.00
14 lines	255.00	255.00
5 lines with emblem	170.00	170.00
8 lines with emblem	230.00	230.00
11 lines with emblem	280.00	280.00
14 lines with emblem	335.00	335.00

Funeral Services

	ACTUAL CHARGE 2013/14 £	PROPOSED CHARGE 2014/15 £
Personal Books of Remembrance		
2 lines	60.00	60.00
5 lines	110.00	110.00
8 lines	165.00	165.00

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11 lines	215.00	215.00
14 lines	265.00	265.00
5 lines with emblem	180.00	180.00
8 lines with emblem	240.00	240.00
11 lines with emblem	290.00	290.00
14 lines with emblem	345.00	345.00
Personal Books of Remembrance (additional inscription)		
2 lines	45.00	45.00
5 lines	95.00	95.00
8 lines	150.00	150.00
11 lines	200.00	200.00
14 lines	250.00	250.00
5 lines with emblem	165.00	165.00
8 lines with emblem	225.00	225.00
11 lines with emblem	275.00	275.00
14 lines with emblem	330.00	330.00
Memorial tree - per year		
Memorial Conifer	45.00	45.00
Memorial Tree	65.00	65.00
Bronze single plate 6" x 4"	160.00	160.00
Bronze Double inscription plate 6" x 5"	195.00	195.00
Memorial shrub - per year		
Aluminium single plate 5" x 3"	35.00	35.00
Aluminium Double inscription plate 5" x 4"	100.00	100.00
Aluminium Photo single plate 5" x 3"	144.00	144.00
Aluminium Photo Double inscription plate 5" x 4"	180.00	180.00
	224.00	224.00
Kerb plate per year		
Bronze Plate 6" x 3.75"	15.00	15.00
Bronze Plate 12" x 3.75"	100.00	100.00
Bronze Photo Plate 6" x 3.75"	205.00	205.00
Bronze Photo Plate 12" x 3.75"	180.00	180.00
	285.00	285.00
Memorial Seat - per year		
Brass single plate 6" x 2"	115.00	115.00
Brass double plate 9" x 2"	145.00	145.00
Refurbish inscription plate	165.00	165.00
	45.00	45.00
Columbarium:		
Lease of vault per year	55.00	60.00
- Purchase of tablet	Please contact Mintlyn Crematorium for a quote for this item	
- Up to 70 letters of inscription	Please contact Mintlyn Crematorium for a quote for this item	
- Each additional letter	Please contact Mintlyn Crematorium for a quote for this item	
- Border on tablet	Please contact Mintlyn Crematorium for a quote for this item	
- Design on tablet	Please contact Mintlyn Crematorium for a quote for this item	
- Enamel photograph on tablet	Please contact Mintlyn Crematorium for a quote for this item	
- Frame to photograph	Please contact Mintlyn Crematorium for a quote for this item	
- Cross on tablet	Please contact Mintlyn Crematorium for a quote for this item	
Regild letter (each)	3.00	3.00
Environmental surcharge on adult cremation	45.00	45.00

Environmental Health and Protection - 01553 616200

	ACTUAL CHARGE 2013/14	PROPOSED CHARGE 2014/15
	£	£
SHIP SANITATION CERTIFICATE		

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Gross Tonnage:			
Up to 1,000	Set nationally so any price change unknown	72.00	72.00
1,001 - 3,000	Set nationally so any price change unknown	108.00	108.00
3,001 - 10,000	Set nationally so any price change unknown	165.00	165.00
10,001 - 20,000	Set nationally so any price change unknown	216.00	216.00
20,001 - 30,000	Set nationally so any price change unknown	273.00	273.00
Over 30,000	Set nationally so any price change unknown	330.00	330.00
STRAY DOG RECOVERY			
Recovery Charge (including Statutory Charge)		71.90	73.10
Kenneling Fee - per day or part thereof		8.55	8.70
EXPORT CERTIFICATE			
Shellfish / Canned Food / Colouring Matter		63.50	MB
FOOD			
Surrender Certificate			
Issued on Public Health grounds (one-off)		57.75	MB
TRAINING COURSES			
Hygiene Course - Level 2		49.50	49.50
Health and Safety at Work Course - Level 2		49.50	49.50
STREET TRADING – KING'S LYNN			
Daily Consent Fee		12.75	12.75
Licence for Tables and Chairs on Highway – Original		380.00	380.00
Renewal		128.50	128.50
Commercial Environmental Enquiry Fee (per hour)		30.00	30.00
MISCELLANEOUS LICENCE FEES			
Riding Establishments (plus appropriate Vet's fees)		56.50	56.50
Animal Boarding		48.50	48.50
Animal Boarding (Home Boarders)		25.00	25.00
Pet Shops		48.50	48.50
Dangerous Animals (plus appropriate Vet's fees)		60.50	60.50
Sex Establishments (Grant, Renewal or Transfer)		2,554.00	2,554.00
Dog Breeding		49.50	49.50
Zoo		65.50	65.50
Motor Salvage		89.50	89.50
Premises Fee to carry out the practice of skin piercing		75.00	75.00
Person Fee to carry out the practice of skin piercing		31.90	31.90
Replacement Certificate		5.20	5.20
Additional copy of the byelaws		2.60	2.60

Licensing - 01553 616200

LICENSING ACT 2003

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All Entertainment licence fees are set by Central Government.

1. Fees for the grant or variation of a premises licences or club premises certificates are based on the non-domestic rateable value as follows:

Rateable Value	£0 - £4,300	£4,301 - £33,000	£33,001 - £87,000	£87,001 - £125,000	£125,001 and above
Band	A	B	C	D	E

Premises that do not have a rateable value will be placed in Band 'A' except for premises under construction which will be placed in Band 'C'.

2. Each Band attracts a different level of application fee as follows:

Band	A	B	C	D	E
Fee	£100	£190	£315	£450	£635

An application for the grant or variation of a premises licence where the premises is banded in either 'D' or 'E' and the premises are exclusively or primarily in the business of selling alcohol for consumption on the premises then a multiplier will apply to the appropriate rate, i.e.

Band	D	E
Multiplier	x 2	x 3
Fee	£900	£1,905

3. Exceptionally large premises will attract an additional fee based on the number of people in attendance at any one time. The additional fee will be:

Number in attendance at any one time	Additional Application Fee	Additional Annual Fee
5,000 to 9,999	£1,000	£500
10,000 to 14,999	£2,000	£1,000
15,000 to 19,999	£4,000	£2,000
20,000 to 29,999	£8,000	£4,000
30,000 to 39,999	£16,000	£8,000
40,000 to 49,999	£24,000	£12,000
50,000 to 59,999	£32,000	£16,000
60,000 to 69,999	£40,000	£20,000
70,000 to 79,999	£48,000	£24,000
80,000 to 89,999	£56,000	£28,000
90,000 and over	£64,000	£32,000

4. Premises will be subject to an annual fee which becomes payable on the anniversary of the grant. The annual fees are as follows:

Band	A	B	C	D	E
Fee	£70	£180	£295	£320	£350

The annual fee where the premise is banded in with 'D' or 'E' and the premises are exclusively or primarily in the business of selling alcohol for consumption on the premises then a multiplier will apply to the appropriate rate, i.e.

Band	D	E
Multiplier	x 2	x 3
Fee	£640	£1,050

5. Permitted temporary activities, personal licences and miscellaneous:

Application or Notice

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Section 25 (theft, loss etc. of premises licence or summary)	£ 10.50
Section 29 (application for a provisional statement where premises being built etc.)	315.00
Section 33 (notification of change of name or address - premises licence)	10.50
Section 37 (application to vary licence to specify individual as premises supervisor)	23.00
Section 42 (application for transfer of premises licence)	23.00
Section 47 (interim authority notice following death etc. of licence holder)	23.00
Section 79 (theft, loss etc of club premises certificate or summary)	10.50
Section 82 (notification of change of name or alteration of rules of club-club premises certificate)	10.50
Section 83(1) or (2) (change of relevant registered address of club)	10.50
Section 100 (temporary event notice)	21.00
Section 110 (theft, loss etc. of temporary event notice)	10.50
Section 117 (application for a grant or renewal of personal licence)	37.00
Section 126 (theft, loss etc. of personal licence)	10.50
Section 127 (duty to notify change of name or address - personal licence)	10.50
Section 178 (right of freeholder etc. to be notified of licensing matters)	21.00

Licensing - 01553 616200

GAMBLING ACT 2005

All Gambling Act 2005 licence fees are set by Central Government.

1. Fees in respect of premises licences issued by this authority are as follows:

<u>Premises Licences</u>	New Grant	Annual Fee	Variation	Transfer	Re-Instatement	Provisional Statement	Change of Circumstances	Copy of Licence
Bingo	2,625.00	750.00	1,312.00	900.00	900.00	2,625.00	37.50	18.75
Adult Gaming Centre (AGC)	1,500.00	750.00	750.00	900.00	900.00	1,500.00	37.50	18.75
Betting (track)	1,875.00	750.00	937.00	712.00	712.00	1,875.00	37.50	18.75
Betting (other than track)	2,250.00	450.00	1,125.00	900.00	900.00	2,250.00	37.50	18.75
Family Entertainment Centre	1,500.00	562.00	750.00	712.00	712.00	1,500.00	37.50	18.75

(Note: The Borough currently has no casinos and will set an appropriate fee if required).

2. Fees in respect of permits issued by this authority are as follows:

<u>Permits/Registration</u>	New Grant (Existing Operator)	New Grant	Renewal	Annual Fee	Variation	Transfer	Change of Name	Copy of permit
Licensed Premises Gaming Machine (1 or 2 machines)	N/A	£ 50.00	N/A	N/A	N/A	N/A	N/A	£ 15.00
Licensed Premises Gaming Machine (3 or more machines)	£ 100.00	£ 150.00	N/A	£ 50.00	£ 100.00	£ 25.00	£ 25.00	£ 15.00
Prize Gaming Permit	N/A	£ 300.00	£ 300.00	N/A	N/A	N/A	£ 25.00	£ 15.00
Unlicensed Family Entertainment Centre	N/A	£ 300.00	£ 300.00	N/A	N/A	N/A	£ 25.00	£ 15.00
Club Gaming Permit	N/A	£ 200.00	£ 200.00	£ 50.00	£ 100.00	N/A	N/A	£ 15.00
Club Gaming Machine Permit	£ 100.00	£ 200.00	£ 200.00	£ 50.00	£ 100.00	N/A	N/A	£ 15.00
Club Gaming Machine Permit (Fast-track i.e. CPC Holder)	£ 100.00	£ 100.00	N/A	£ 50.00	£ 100.00	N/A	N/A	£ 15.00
Small Society Lottery	N/A	£ 40.00	N/A	£ 20.00	N/A	N/A	N/A	£ 15.00

Private Hire and Hackney Carriage Licencing - 01553 616200

	ACTUAL CHARGE 2013/14	PROPOSED CHARGE 2014/15
COMBINED DRIVER		
New Grant	£ 62.00	£ 62.00
Renewal	54.50	54.50

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HACKNEY CARRIAGE (Saloon)		
New Grant	117.50	117.50
Renewal	104.00	104.00
Temporary (insurance cover)	58.75	58.75
HACKNEY CARRIAGE (Wheelchair)		
New Grant	122.50	122.50
Renewal	109.00	109.00
Temporary (insurance cover)	61.25	61.25
PRIVATE HIRE VEHICLE		
New Grant	115.00	115.00
Renewal	101.00	101.00
Temporary (insurance cover)	57.50	57.50
SPECIAL EVENT VEHICLE		
New Grant	120.00	120.00
Renewal	101.00	101.00
Temporary (insurance cover)	60.00	60.00
PRIVATE HIRE OPERATOR (1 vehicle)		
New Grant	95.00	95.00
Renewal	85.00	85.00
PRIVATE HIRE OPERATOR (2-10 vehicles)		
New Grant	120.00	120.00
Renewal	110.00	110.00
PRIVATE HIRE OPERATOR (11-20 vehicles)		
New Grant	135.00	135.00
Renewal	128.00	128.00
PRIVATE HIRE OPERATOR (20+ vehicles)		
New Grant	155.00	155.00
Renewal	148.00	148.00
MISCELLANEOUS FEES		
Licence Plate (non refundable)	13.25	13.25
Criminal Records Bureau application	50.00	50.00
Replacement Vehicle Licence (lost,damaged, change of name/address etc)	6.00	6.00
Replacement Vehicle Window Licence (lost,damaged etc)	2.50	2.50
Replacement Driver's (paper) Licence (lost, damaged, change etc)	5.00	5.00
Replacement Driver's (card) Licence (lost, damaged, change etc)	6.50	6.50
Replacement Operator's Licence	6.00	6.00
Vehicle Transfer	23.00	23.00
Change of Name/Address	10.50	10.50

Appendix 5

Internal Drainage Boards - Estimated Levies 2013/2017

Line no	Board	2013/2014	2014/2015	2015/2016	2016/2017
(1)	(2)	(3)	(4)	(5)	(6)
		Estimate	Estimate	Projection	Projection
		£	£	£	£
	Churchfield and Plawfield	14,500	14,500	14,720	15,010
	Downham and Stow Bardolph	39,540	41,210	41,830	42,670
	East of Ouse, Polver and Nar	270,760	280,220	284,420	290,110
	Hundred Foot Washes	60	110	110	110
	Hundred of Wisbech	820	740	750	770
	King's Lynn Internal Drainage Board	1,740,510	1,746,740	1,746,740	1,781,670 *
	Ladus	0	4,990	5,060	5,160
	Littleport and Downham	19,780	17,470	17,730	18,080
	Manea and Welney	17,300	17,740	18,010	18,370
	Middle Level	192,690	198,780	201,760	205,800
	Needham Burial and Birdbeck	15,080	12,390	12,580	12,830
	Nordelph	1,010	1,000	1,020	1,040
	Norfolk Rivers	17,090	17,090	17,090	17,430 *
	Northwold	240	250	250	260
	Southery and District	189,550	197,800	200,770	204,790
	Stoke Ferry	44,590	46,370	47,070	48,010
	Stringside	1,580	2,060	2,090	2,130
	Upwell	26,050	25,770	26,160	26,680
	Total Levies	2,591,150	2,625,230	2,638,160	2,690,920

Note

With the exception of * where informal advice has been received, the above estimates are based on an assumed increase of 1.5% for 2014/15 and 2015/16, and 2% for 2016/17. It should be noted, however, that these estimates are likely to change once the Internal Drainage Boards have finalised their requirements later in the year.

Appendix 6

Special Expenses 2014/2015

Parish	Taxbase	Special Expenses Cost £	Less Central Government Support Grant £	Net Special Expenses Charge £	2013/14 Special Expenses Band D Charge £	2014/15 Special Expenses Actual Band D Charge £	2014/15 Special Expenses Band D Charge £
Downham Market	3,299	52,200	4,726	47,474	16.06	14.39	14.39
East Winch	263	510	51	459	2.88	1.74	1.74
Feltwell	627	2,020	145	1,875	2.98	2.99	2.98
Harpley	165	570	21	549	3.34	3.33	3.33
Heacham	1,795	140	12	128	0.08	0.07	0.07
Hilgay	394	3,790	293	3,497	9.18	8.87	8.87
Hockwold	342	900	56	844	2.35	2.47	2.35
Hunstanton	1,857	37,710	3,020	34,690	18.11	18.68	18.11
King's Lynn	9,393	594,440	51,020	543,420	41.45	57.85	41.45
Leziate	257	290	7	283	1.23	1.10	1.10
Methwold	435	990	63	927	2.10	2.13	2.10
Northwold	361	230	13	217	0.61	0.60	0.60
North Wootton	843	1,510	17	1,493	0.77	1.77	0.77
Old Hunstanton	332	1,130	26	1,104	3.53	3.33	3.33
Outwell	589	1,240	128	1,112	1.85	1.89	1.85
Pentney	186	290	22	268	1.40	1.44	1.40
South Creake	274	1,580	90	1,490	5.44	5.43	5.43
Southery	359	2,080	161	1,919	4.53	5.35	4.53
Terrington St John	256	430	51	379	3.13	1.48	1.48
Upwell	805	5,200	388	4,812	4.58	5.98	4.58
Wiggenhall St Mary Magdalen	215	3,660	60	3,600	3.59	16.71	3.59

Borough Council of Kings Lynn and West Norfolk

Policy on Balances and Reserves

Purpose

Balances and reserves can be held for four main purposes;

- A working balance can cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing
- A working balance and a reserve can act as a contingency to cushion the impact of unexpected events or emergencies
- Earmarked reserves can be used to build up funds to meet known or predicted liabilities
- Holding account reserves help in equalizing the impact of operational surpluses and deficits

Working balance is considered to be the balances on the account of the General Fund.

Earmarked reserves are those set aside to meet known or predicted liabilities the main accounts being;

- capital reserves
- renewal and replacement reserves
- insurance reserves
- trading and business units reserves
- other reserves retained for operational service use

Holding account reserves include those that hold year-end balances on operational surpluses and deficits, mainly due to the use of charging percentage overheads on costs to service areas where it is intended that these recharges will produce sufficient income to recover actual expenditure that takes place during the accounting period. Examples include;

- salaries and wages oncost accounts
- support services charges

Adequacy

In order to assess the adequacy of balances and reserves when setting the budget it is necessary to take account of the strategic, operational and financial risks facing the Council and where possible;

- Attempt to keep the level of the balances and reserves within reasonable limits consistent with the associated risks
- To avoid tying up funds unnecessarily

Protocols

For each reserve there will be a clear protocol setting out;

- The purpose of the reserve
- The minimum/maximum levels to be held

Movements on the reserves will be recorded as part of the monthly Monitoring Report and members will be advised of any action necessary to restore agreed levels. The need for the reserve and levels to be held will be reviewed on an annual basis.

Governance

The power to establish reserves will rest with the Council on recommendation by the Cabinet.

Within the existing statutory and regulatory framework, it is the responsibility of the Section 151 Officer to advise the Council about the level of reserves and balances.

Full details of the conditions involving transfer from reserves by a Portfolio Holder are set out in the Financial Regulations – additional resources from reserves may be made by a Portfolio Holder up to a maximum of £100,000 per Portfolio in any financial year.

Where a reserve exists for a specific purpose, the Deputy Chief Executive may withdraw funds from that reserve, provided that the withdrawals to finance an item or items of expenditure related to the reasons for the existence of the reserve, up to a value of £20,000 per annum.

Level of Working Balance – General Fund

The minimum level of the working balance for the General Fund on 1 April each year will be set in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) recommendations plus an allowance for an amount calculated in accordance with the Bellwin Scheme. The level of balances will be reviewed each year at the setting of the Budget.

Under the Government's arrangements for assistance towards costs generated by civil emergencies (The Bellwin Scheme) there is a requirement that the Council must spend 0.2% of the annual revenue budget on costs for non-insurable items before it can apply for Bellwin money. These costs include the relocation of flooded homes, clearing rubbish and mud and evacuating people from flooded areas.

The CIPFA guidelines are currently set at 5% of the Budget Requirement (net service spend) for the following year plus an allowance set by Government under the Bellwin Scheme.

Earmarked Reserves

The balances on earmarked reserves as at 31 March are part of the annual report to Council in June of each year. The table below provides a note on the purpose for each reserve and the recommended minimum and maximum levels to be held.

Earmarked Reserves Purpose	Minimum Balance £	Maximum Balance £
<p>Amenity and Play Areas</p> <p>The reserve represents past contributions made by developers for the maintenance of land on housing sites. The balances will be drawn down over a period in support of service costs.</p>	0	300,000
<p>Capital Programme Resources</p> <p>This reserve consists of past and annual revenue contributions (RCCO). It will be used to finance capital programmes.</p>	0	£10m
<p>West Norfolk Partnership</p> <p>This reserve holds income from second homes council tax. It is used to support the Partnership on initiatives across the borough.</p>	0	£2m
<p>Insurance Reserve</p> <p>The reserve is held to deal with any loss due to theft (the Council self insures against theft), claims that are below £100 and any other excess on other policies. It is also used to finance risk management initiatives.</p>	50,000	250,000
<p>Restructuring Reserve</p> <p>The reserve is set up to deal with any consequences of changes to the establishment where redundancy and other such costs are involved and cannot be met in the year of account.</p>	150,000	£1m
<p>Renewals and Repairs Reserves</p> <p>These reserves come from annual contributions from service areas to deal with the maintenance and replacement of facilities, vehicles and equipment.</p>	£1m	£2.5m

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Earmarked Reserves Purpose	Minimum Balance £	Maximum Balance £
<p>Holding Accounts Reserves</p> <p>The Holding Accounts reserves consists of a number of accounts which hold year-end balances on operational surpluses/deficits.</p>	200,000	£2.5m
<p>Ring Fenced Reserves</p> <p>These reserves consist of balances held on operational trading accounts and also include Trust Funds held by the Council. The funds are 'ring-fenced' and are only used for certain purposes.</p>	50,000 (May be subject to amounts of Trust Funds placed with the Council)	£1m (May be subject to amounts of Trust Funds placed with the Council)
<p>Planning Reserves</p> <p>The Government provide for grant aid/awards for performance on Planning services. The Council has a policy of drawing sums from the reserve on an annual basis to support the overall cost of the planning service.</p>	0	£1m
<p>Other Reserves</p> <p>The 'Other' Reserves consists of a number of miscellaneous accounts that are basically operational in nature eg. various system suspense accounts.</p>	0	100,000
<p>Capital Grants Unapplied</p> <p>This reserve holds contributions from developers to fund affordable housing schemes. None of the contributions are subject to conditions on repayment if funds are not spent in specific locations or within time periods.</p>	0	£5m
<p>Useable Capital Receipts</p> <p>This reserve holds the balance of any funds from the sale of assets that are not yet used to finance the capital programme.</p>	0	£5m

Borough Council of Kings Lynn and West Norfolk

Cabinet Meeting 4 December 2013

(Council Meeting 30 January 2014)

Determination of the Council Tax Base for 2014/2015

1. Council Tax Base for 2014/2015

- 1.1 The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 contain the rules for the calculation of the Council Tax Base for 2014/2015 onwards. The Council Tax Base is an amount required by the Local Government Finance Act 1992 to be used in the calculation of the Council Tax by the Council as the Billing Authority, and by Norfolk County Council and the Norfolk Police and Crime Commissioner as Major Precepting Authorities, and in the calculation of the precept payable by the Council to the County Council and Police Authority. The tax base must be set by the Council before 31st January 2014.
- 1.2 Under the rules, the Council Tax Base is the number of dwellings in an area belonging to each valuation band, modified to take account of: the proportion applying to dwellings in each band where disabled relief is awarded, discounts, exemptions, in certain cases increases due to the application of the empty homes premium, and in others reduced amounts payable due to council tax discounts under s13, reductions due Council Tax Support schemes, and the proportion of the council tax for the year which the billing authority expects to be able to collect.
- 1.3 These values are then calculated as equivalents to Band D properties, plus the equivalent in respect of contributions in lieu of Council Tax to be made for the year by the Ministry of Defence for Class O (exempt) dwellings in its area.
- 1.4 The calculations below have regard to the recommendations in respect of discounts relating to Second Homes and Empty Properties for 2014/2015 and the scheme of Council Tax Support for 2014/2015.

1.5 The calculation is as follows:

A	Total number of dwellings on the valuation list	71,096
B	Estimated reduction for discounts, exemptions and disabled relief	8,188
C	Total number of equivalent dwellings after discounts, exemptions and disabled relief (A-B)	62,908
D	Band D equivalent dwellings	54,080
E	Band D equivalent dwellings for Council Tax Support	6,574
F	Total number of Band D equivalent dwellings after Council Tax Support (D-E)	47,507
G	Band D equivalents at 97.5% collection rate (F * 97.5%)	46,319
H	Band D equivalents for Class O dwellings	460
	Council Tax Base (G + H)	46,779

1.6 Financial Implications

- 1.7 The Tax Base impacts on the overall budget and the level of Council Tax set by the Council and its Major Precepting Authorities.
- 1.8 One Band D equivalent property in the Tax Base is equal to the Band D charge the Council sets – in 2013/2014 one property equals £111.97 for the Borough Council.
- 1.9 The Council Tax Base set for 2014/2015 is 46,779 which is 793 higher than the Tax Base of 45,986 included in the 'Financial Plan 2012/2016' for 2014/2015. This would increase council tax income by nearly £89,000 per annum based on the current charge for Band D of £111.97.

1.10 Statutory Considerations

- 1.11 The Council is required to adopt its Council Tax Base for 2014/2015 by 31 January 2014.

1.12 Recommendation:

Cabinet recommends to Council:

To adopt a figure of 46,779 as the Tax Base for Council Tax setting purposes for the whole of its area for 2014/2015

Cost Reduction Programme 2014/2017

Service item	Cost Reduction 2014/2015 £	Cost Reduction 2015/2016 £	Cost Reduction 2016/2017 £
Leisure Trust/Local Authority Controlled Company – rates savings	471,980	629,300	629,300
Leisure - additional income	95,000	95,000	95,000
MRF – new contract	82,890	230,210	244,670
ICT - Platform Review	61,000	98,000	98,000
2013/2014 Pay contingency – not required	151,000	152,000	152,000
Revenues and benefits Review – posts deleted	139,620	177,110	177,110
Audit / Fraud Team Review – post deleted	23,120	24,380	24,380
Property Services Review – post deleted	5,280	6,790	6,790
Housing – shared senior post	49,980	49,980	49,980
Contact Centre – reduced hours	26,910	30,160	30,160
CCG - accommodation shared	10,000	10,000	10,000
CCTV – third party work	30,000	30,000	30,000
Total Cost Reduction	1,146,780	1,532,930	1,547,390