



Environment and Community Panel
Wednesday, 27th January, 2016 at 4.30 pm
in the Committee Suite, King's Court, Chapel Street,
King's Lynn

Reports marked to follow on the Agenda and/or Supplementary Documents

6. **Budget 2016/2017** (Pages 1 - 113)

To consider the report and make any appropriate recommendations to Cabinet.

Budget book attached as a supplementary document.

Contact

Democratic Services
Borough Council of King's Lynn and West Norfolk
King's Court
Chapel Street
King's Lynn
Norfolk
PE30 1EX
Tel: 01553 616394
Email: democratic.services@west-norfolk.gov.uk

The FINANCIAL PLAN 2015/2020

**As submitted to the
Cabinet**

2 February 2016

**Lorraine Gore
Assistant Director (S151 Officer)**

The FINANCIAL PLAN 2015/2020

CONTENTS

Page	3	Executive Summary
	7	The Revenue Budget 2015/2016
	10	The Financial Plan 2016/2020
	11	The Financial Plan 2016/2020 – Funding
	11	Revenue Support Grant (RSG)
	12	Retained Business Rates
	13	New Homes Bonus
	14	Collection Fund Surplus
	15	Council Tax
	15	Council Tax Base
	17	Council Tax Levels – Band D
	19	Council Tax 2016/2017 and Future Years
	20	Overall Funding Position
	20	Cost of Services
	22	Changes to the Current Financial Plan
	24	Fees and Charges 2016/2017
	25	Corporate Business Plan, Service Plans and Investment
	27	Performance Indicators
	27	Staffing Plan
	28	Financing Adjustment
	29	Internal Drainage Boards
	29	Special Expenses/ Council Tax Support to Parishes
	30	General Fund Balance and Reserves
	32	Budget Requirement 2016/2017
	32	Parish Precepts
	33	Full Council Tax 2016/2017
	33	General Fund Financial Overview
	34	Cost Reduction Programme
	35	Prudential Framework
	36	“Robustness” of Budget
	38	Consultation
 Appendix		
	1	Financial Plan 2015/2020
	2	Service Budgets 2015/2020
	3	Changes to the Current Financial Projections
	4	Fees and Charges 2016/2017
	5	Internal Drainage Board – Estimated Levies 2015/2020
	6	Special Expenses 2016/2017
	7	Policy on Earmarked Reserves and General Fund Working Balance

The FINANCIAL PLAN - 2016/2020

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 2015 the Council set out a Financial Plan for 2014/2018. The Plan was set during the period ahead of the General Election in May 2015. Assumptions were built into the Plan that reflected an expectation of continuing reductions in Government grant.
- 1.3 In the financial settlement announced by Government on 18 December 2015 the reality of the level of continuing reductions became clear. There has been a significant shift from funding districts to county councils in two tier areas to reflect the need to address the rapidly growing funding short fall for social care. In particular some £800 million has been removed from the New Homes Bonus which can be seen in the projected reduction of New Homes Bonus for the Borough Council from £3,275,250 (2016/2017) to £1,422,230 (2019/2020) together with a considerable reduction in Revenue Support Grant from £3.9million (2015/2016) to £614,210 (2019/2020). Analysis by SPARSE also demonstrates that there has been a transfer of support from rural to urban areas. Whilst the Government has given some financial certainty by offering the council the option to fix a four year settlement this is subject to publishing an 'efficiency plan'. The reduction in Revenue Support Grant (RSG) is much greater than included in the current Financial Plan and the Council faces significant financial challenges. This results from the government's decision to phase out RSG over the course of this parliamentary term, as announced by the Chancellor as part of the Comprehensive Spending Review.
- 1.4 The ending of RSG has been clearly signaled and it is assumed that the Council will receive no RSG after 2019/2020. The Government focus is on Councils' 'core spending power' inclusive of locally generated resources. The core spending power analysis tables published by the Government for each Council assumes that Councils in the lowest quarter of Council Tax levels (which includes the Borough Council) will introduce the full £5 per annum per dwelling council Tax increase now permitted for each of the next four years. This is a significant policy change from the previous coalition government which provided financial incentives (Council Tax freeze grant) designed to discourage Councils from any increase in Council Tax levels.
- 1.5 The baseline business rates funding allocation also announced on 18 December 2015 is broadly as anticipated in the current plan.

- 1.6 The Autumn Statement contains some further information on the introduction of 100% business rates retention from 2020. The revised arrangements for business rates retention will not provide this Council with funding to replace the reductions announced in RSG. We expect that under the new arrangements there will still be a formula adjustment to redistribute business rates between two tier authorities and to address economic differences. We await the outcome of the consultation for further details.
- 1.7 The Council retains 40% of any net growth in the business rates achieved and 100% of any growth in business rates from Renewable Energy facilities. In preparing the Financial Plan 2015/2020 assumptions have been made on significant growth in business rates based upon proposed developments which appear to have a realistic prospect of proceeding. There can however be no guarantee that these projects will materialise as developers/businesses will respond to changing market conditions. There is therefore a significant level of risk with this approach. If the anticipated projects do not progress as planned or are cancelled the growth will not be achieved.
- 1.8 The Government has issued a consultation document on New Homes Bonus: 'Sharpening the Incentive'. The plan assumes that the government's 'preferred options' will be adopted and that the outcome of the proposals contained in the consultation will be a reduction in new homes bonus in 2017/2018 from the current arrangements where payment is made for 6 years to 5 years, and then to 4 years from 2018/2019. There are also some further consultation points linked to publication of a local plan and planning appeals. The impact of these new arrangements for this Council would be a reduction in new homes bonus from £3.3m in 2016/2017 to £1.4m in 2019/2020. Other options are included in the consultation such as a proposal to reduce the number of years paid down to 3 or even 2 years which represents an additional risk factor to the Council. The Council's current capital plans for housing development are key in continuing to support the receipt of new homes bonus.
- 1.9 The Council over recent years has adopted a policy of seeking efficiencies and different ways of delivering services producing significant levels of savings. If the Council takes up the option to 'fix' a four year financing settlement it will be required to publish an efficiency plan, detailed requirements have not yet been announced by the Government. During the estimates preparation work has already commenced on identifying areas for cost reduction either in reducing expenditure or increasing income. All service managers were tasked with presenting proposals to Management Team which will now need to be worked up into the 'efficiency plan', for consideration by Members, as required by Government. It should be noted that this will inevitably require some difficult political decisions and judgements to be made. It is very clear already however that the organisation and the extent of services it is able to provide will look very different by 2020.

- 1.10 The costs of services of the Council have been updated. In terms of containing spending a number of service budgets have been held at 2015/2016 levels and increases have been made only where known price increases have occurred. Growth items have only been included where there is a statutory requirement including minimum pay pledges and the apprenticeship levy. A total of £1.5 million of savings raising to £2.3 million, made up of operational reductions, ongoing service transformation, associated deletion of staff posts and increased income identified by Service Managers for immediate implementation as the first phase of the work referred to in para 1.9 above, have been incorporated into the plan from 2016/17 onwards.
- 1.11 It remains difficult in the current economic climate to estimate levels of income in certain services including planning, car parks and industrial estates and a cautious approach has been taken in projecting forward into 2016/2020.
- 1.12 Fees and charges have been reviewed as part of the estimates process and an increase in car parking charges is proposed from 1 April 2016. This is the first increase in car parking charges since April 2010.
- 1.13 The Council has a planned approach to the use of the general fund balance. As in previous years the Council continues to make use of working balances and reserves to protect against volatile changes in the cost of services, receipt of income and more significantly funding levels from business rates growth. At no time does the Plan take working balances below the minimum level as stated in the Policy on Earmarked Reserves and General Fund Working Balance of the Council.
- 1.14 The figures shown in the Financial Plan for 2016/2020 includes a 0.8% increase in council tax for 2016/2017 with a 1.9% increase each year from 2017/2018. Clearly it would be open to the Council to take advantage of the opportunity to raise Council Tax by the maximum £5 per annum should Members wish to do so in future years.
- 1.15 The Financial Plan 2016/2020 (see Appendix 1) does show that the Council can present a balanced budget. However there is significantly more downside risk in the funding assumptions in particular with respect to business rates growth than at any time in recent years. The current general fund balances would be required to support the budget in the event that income levels are not achieved and/or delayed, whilst further cost reductions are made. The savings required by the end of the Financial Plan are £2.7m. Consequently the work already commenced by managers to achieve the savings required will be of the highest priority.

1.16 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 2015/2016 as set out in the report.

Recommendation 2

Council is recommended to reaffirm the Policy on Earmarked Reserves and General Fund Working Balance 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 £17,970,200 for 2016/2017 and notes the projections for 2017/2018, 2018/2019 and 2019/2020.**
- 2) Approves the level of Special Expenses for the Town/Parish Councils as detailed in the report.**
- 3) Approves the Fees and Charges 2016/2017 detailed in Appendix 4.**
- 4) Approves a Band D council tax of £112.87 for 2016/2017**
- 5) Instructs Management Team to present the Council's Efficiency Plan to Cabinet as soon as the Government guidance is published and that the Council takes up the option to 'fix' the four year settlement referred to in paragraph 1.3 above.**

Recommendation 4

Council is recommended to approve a minimum requirement of the General Fund balance for 2016/2017 of £932,756.

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 2015/2016

2 The Revenue Budget 2015/2016

- 2.1 The original budget 2015/2016 was approved by Council on the 26 February 2015. Throughout the year the Assistant Director (S151 Officer) has monitored the budget and where necessary sought approval for additional budget provision.
- 2.2 A revision to the 2015/2016 Budget was approved at Cabinet on the 12 January 2016 when full details of the changes to the original budget were provided. The following table shows the revised budget for the year 2015/2016 set against the budget approved at the January 2016 Cabinet.

	Budget 2015/2016 Cabinet 12 January 2016 £	Revised Budget 2015/2016 November £
Corporate	1,151,610	1,178,110
Democracy	1,413,540	1,413,540
Service Areas:		
Central and Community Services	4,030,520	4,030,520
Chief Executive	5,975,120	5,948,620
Commercial Services	4,589,550	4,589,550
Environment and Planning	2,183,280	2,043,280
Financing Adjustment	(5,430,010)	(5,430,010)
Internal Drainage Boards	2,619,710	2,619,710
Special Expenses	109,210	109,210
Council Tax Support to Parishes	103,700	103,700
Borough Spend	16,746,230	16,606,230
Contribution to (from) Balances	216,460	356,460
Reimbursement of lump sum Pension Payment	1,108,000	1,108,000
Borough Requirement	18,070,690	18,070,690

- 2.3 The revised Borough Spend takes account of changes made to the service costs as reported in the November 2015 Budget Monitoring Report. There has been an adjustment between Corporate Services and Chief Executive Services of £26,500 resulting from the changes to Management Team being offset against the Council's savings target for 2015/2016. Within the Environment and Planning Services additional planning income of £250,000 has been reported, this was partially offset by increased expenditure of £110,000. The net change to the total Borough Spend is a decrease of (£140,000).

2.4 Any further variances between the revised budget and actual outturn for 2015/2016 will be shown in Monitoring Reports for the periods December 2015, January 2016, February 2016 and the final accounts in June 2016.

2.5 The net impact of the projected outturn 2015/2016, as detailed above, on the overall level of General Fund balance is as follows:

	£
Balance brought forward 1 April 2015 (Reported to September 2015 Cabinet)	(3,796,937)
Reimbursement of lump sum Pension Payment	(1,108,000)
Contribution to balances for 2015/2016	<u>(356,460)</u>
Projected General Fund Balance 31 March 2016	<u>(5,261,397)</u>

2.6 The reimbursement of lump sum pension payment is the repayment to the General Fund of the early payment made to the Pension Fund that took place in 2014/2015. By paying the Norfolk Pensions Service £3,136,000 upfront in 2014/2015 the Council saved approximately £176,000 over the three years 2014/2017.

2.7 The Council is holding the General Fund balance 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 four years bringing it back to a lower level.

Recommendation 1

It is recommended that Council approve the revision to the Budget for 2015/2016 as set out in the report.

The Financial Plan 2016/2020

3 The Financial Plan 2016/2020 - Funding

3.1 Revenue Support Grant (RSG)

3.1.1 In the financial settlement announced by Government on 18 December 2015 the reality of the level of continuing reductions in Government grant became clear. There has been a significant shift from funding districts to county councils in two tier areas to reflect the need to address the rapidly growing funding short fall for social care. Whilst the Government has given some financial certainty by offering the council the option to fix a four year settlement this is subject to publishing an 'efficiency plan'. The reduction in RSG is much greater than included in the current Financial Plan and the Council faces significant financial challenges.

3.1.2 The detailed requirements for the 'efficiency plan' to support the four year settlement have not yet been announced by the Government. During the estimates preparation work has already commenced on identifying areas for cost reduction either in reducing expenditure or increasing income. All service managers were tasked with presenting proposals to Management Team which will now need to be worked up into the 'efficiency plan', for consideration by Members, as required by Government. It should be noted that this will inevitably require some difficult political decisions and judgements to be made.

3.1.3 RSG will be phased out over the course of this parliamentary term, as announced by the Chancellor as part of the Comprehensive Spending Review. It is assumed that the Council will receive no RSG after 2019/2020.

3.1.4 The RSG funding included in the Financial Plan 2015/2020 is set out in the table below.

	£	Annual % Reduction
2015/2016	3,913,080	
2016/2017	2,770,260	29.21%
2017/2018	1,857,870	32.94%
2018/2019	1,270,380	31.62%
2019/2020	614,210	51.65%

3.1.5 The overall reduction in RSG from 2015/2016 to 2019/2020 is 84%.

3.2 Retained Business Rates

3.2.1 The baseline business rates funding allocation also announced on 18 December 2015 is broadly as anticipated in the current plan. The baseline business rates will increase annually in line with the increase in the business rates multiplier. The new multipliers for 2016/2017 to be approved by Parliament are (2015/2016 figures in brackets):

Non-domestic rate multiplier	-	49.7p (49.3p)
Non-domestic rate multiplier (small businesses)	-	48.4p (48.0p)

3.2.2 In the Autumn Statement the Chancellor extended the business rates relief for small business with a rateable value up to and including £50,000 for another year to 31 March 2017.

3.2.3 The baseline business rates funding included in the Financial Plan 2015/2020 is set out in the table below.

	£
2015/2016	4,983,950
2016/2017	5,025,480
2017/2018	5,124,320
2018/2019	5,275,490
2019/2020	5,444,110

3.2.4 The Autumn Statement contains some further information on the introduction of 100% business rates retention from 2020. The Government has said that Councils will keep money from business rates to spend on local services like street repairs, libraries and transport. The Government will be consulting on giving more responsibility to councils to support older people with care needs. The revised arrangements for business rates retention will not provide this Council with funding to replace the reductions announced in RSG. We expect that under the new arrangements there will still be a formula adjustment to redistribute business rates between two tier authorities and to address economic differences. We await the outcome of the consultation for further details.

3.2.5 An additional funding stream available to the Council comes from the retention of any growth in business rates. The Council will retain 40% of any net growth in the business rates achieved and 100% of any growth in business rates from Renewable Energy facilities.

- 3.2.6 In preparing the Financial Plan 2015/2020 assumptions have been made on significant growth in business rates based upon proposed developments which appear to have a realistic prospect of proceeding. There can however be no guarantee that these projects will materialise as developers/businesses will respond to changing market conditions. There is therefore a significant level of risk with this approach. If the anticipated projects do not progress as planned or are cancelled the growth will not be achieved.
- 3.2.7 The power station in King's Lynn logged an appeal against both the valuation list for 2005 and 2010. The appeal against the 2005 valuation list has now been concluded in favour of the Valuation Office and the appeals provision the Council had made in its accounts can now be returned to fund the revenue budget. The Financial Plan 2015/2020 includes a one off contribution of £580,000 in 2017/2018. The power station appeal against the 2010 valuation list is still outstanding.
- 3.2.8 The next revaluation in business rates to reflect changes in the property market will be in 2017. At revaluation the multipliers are revised so that the overall national business rates bill only changes in line with inflation. It is expected that all baselines and therefore tariffs/tops ups will be adjusted for the changes in rates income resulting from the move from the 2010 list to 2017 list from April 2017. There is however a risk that during the revaluation process some/all growth gets absorbed and/or redistributed.

3.3 New Homes Bonus

- 3.3.1 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 currently paid for the following six years as an unringfenced grant. There is a small premium of £350 for each affordable home added to the list. The Council has received funding of £2,918,980 in 2015/2016.
- 3.3.2 The provisional new homes bonus for 2016/2017 is £3,275,230.

3.3.3 The Government has issued a consultation document on New Homes Bonus: 'Sharpening the Incentive'. The Financial Plan 2015/2020 has been prepared on the assumption that the governments 'preferred options' will be adopted and that the outcome of the proposals contained in the consultation will be a reduction in new homes bonus in 2017/2018 from the current arrangements where payment is made for 6 years to 5 years, and then to 4 years from 2018/2019. There are also some further consultation points linked to publication of a local plan and planning appeals. The impact of these new arrangements for this Council would be a reduction in new homes bonus from £3.3m in 2016/2017 to £1.4m in 2019/2020. Other options are included in the consultation such as a proposal to reduce the number of years paid down to 3 or even 2 years which represents an additional risk factor to the Council. The Council's current capital plans for housing development are key in continuing to support the receipt of new homes bonus.

3.3.4 The estimated new homes bonus based on the consultation which is included in the Financial Plan 2015/2020 is set out in the table below.

	£	Annual % Reduction
2016/2017	3,275,250	
2017/2018	2,577,900	21.29%
2018/2019	1,633,900	36.62%
2019/2020	1,422,230	12.95%

3.3.5 The overall reduction in New Homes Bonus from 2016/2017 to 2019/2020 is 56%

3.4 Collection Fund Surplus – Council Tax

3.4.1 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 2015/2016 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. 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.

3.4.2 It is estimated that the Council can draw sums as detailed below.

	£
2016/2017	250,000
2017/2018	450,000
2018/2019	250,000
2019/2020	250,000

3.5 Council Tax

3.5.1 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	6/9ths
B	£40,001 – £52,000	7/9ths
C	£52,001 – £68,000	8/9ths
D	£68,001 – £88,000	9/9ths
E	£88,001 – £120,000	11/9ths
F	£120,001 – £160,000	13/9ths
G	£160,001 – £320,000	15/9ths
H	Over £320,000	18/9ths

3.5.2 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

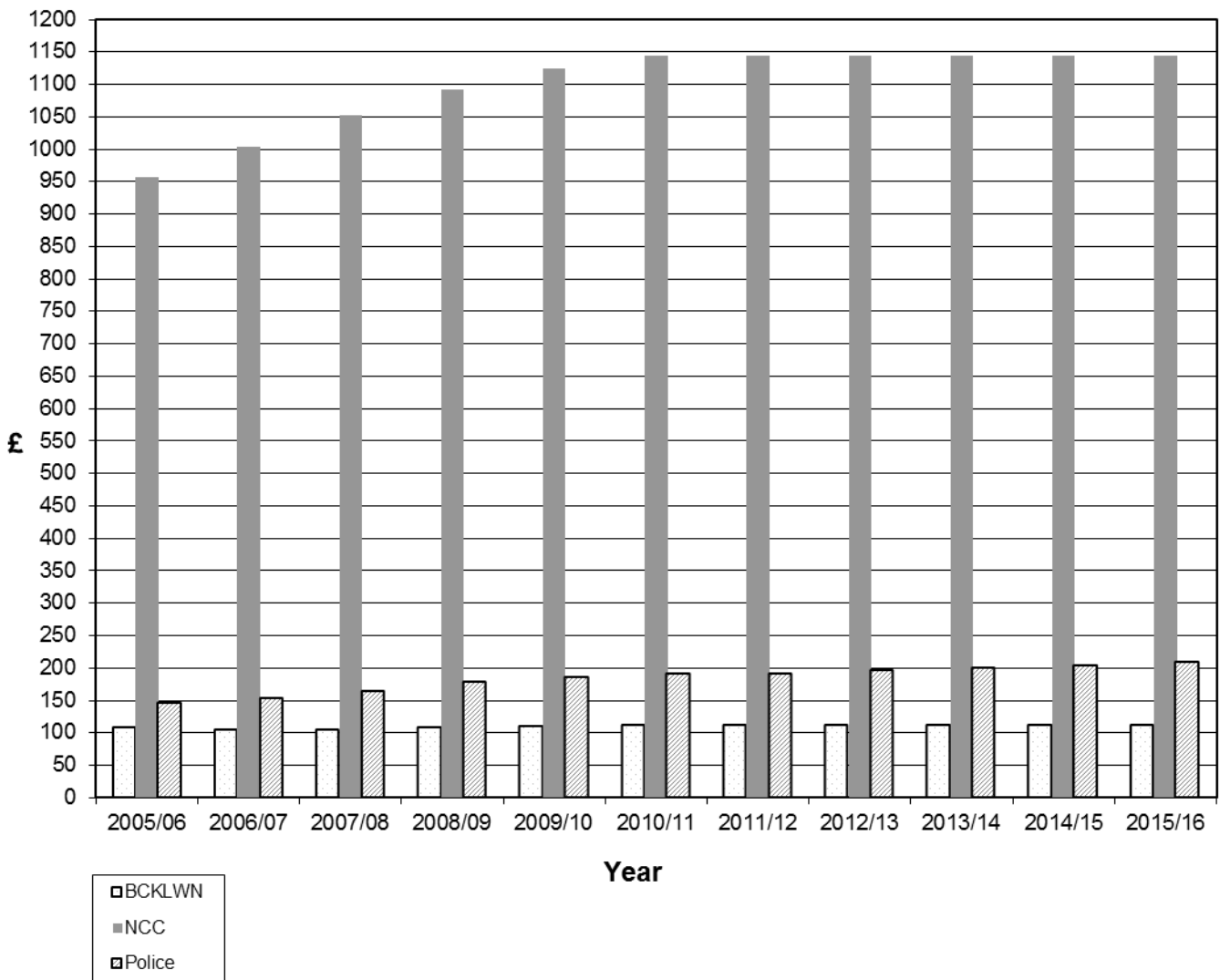
3.5.3 The Council Tax base is the estimated full-year equivalent number of liable dwellings in the Borough, expressed as an equivalent number of Band D dwellings with 2 or more liable adults. The calculation of the tax base is important in determining the overall level of Council Tax. An Authority has a statutory obligation to determine its tax base under the Local Government Finance Act 1992.

3.5.4 The calculation of the tax base for 2016/2017 takes into account changes resulting from the local council tax support scheme (which reduces the tax base). The full tax base for 2016/2017 is 47,786. Future years show an assumption that the tax base will rise by the equivalent of 350 Band D properties per annum. A report to Council on 28 January 2016 will consider a technical change to second homes to remove the 5% discount.

Council Tax 2015/2016

3.5.5 The Borough Council element of the full council tax bill in 2015/2016 for a Band D property is £111.97 out of a total of £1,465.84 (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 2015/2016 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 2015



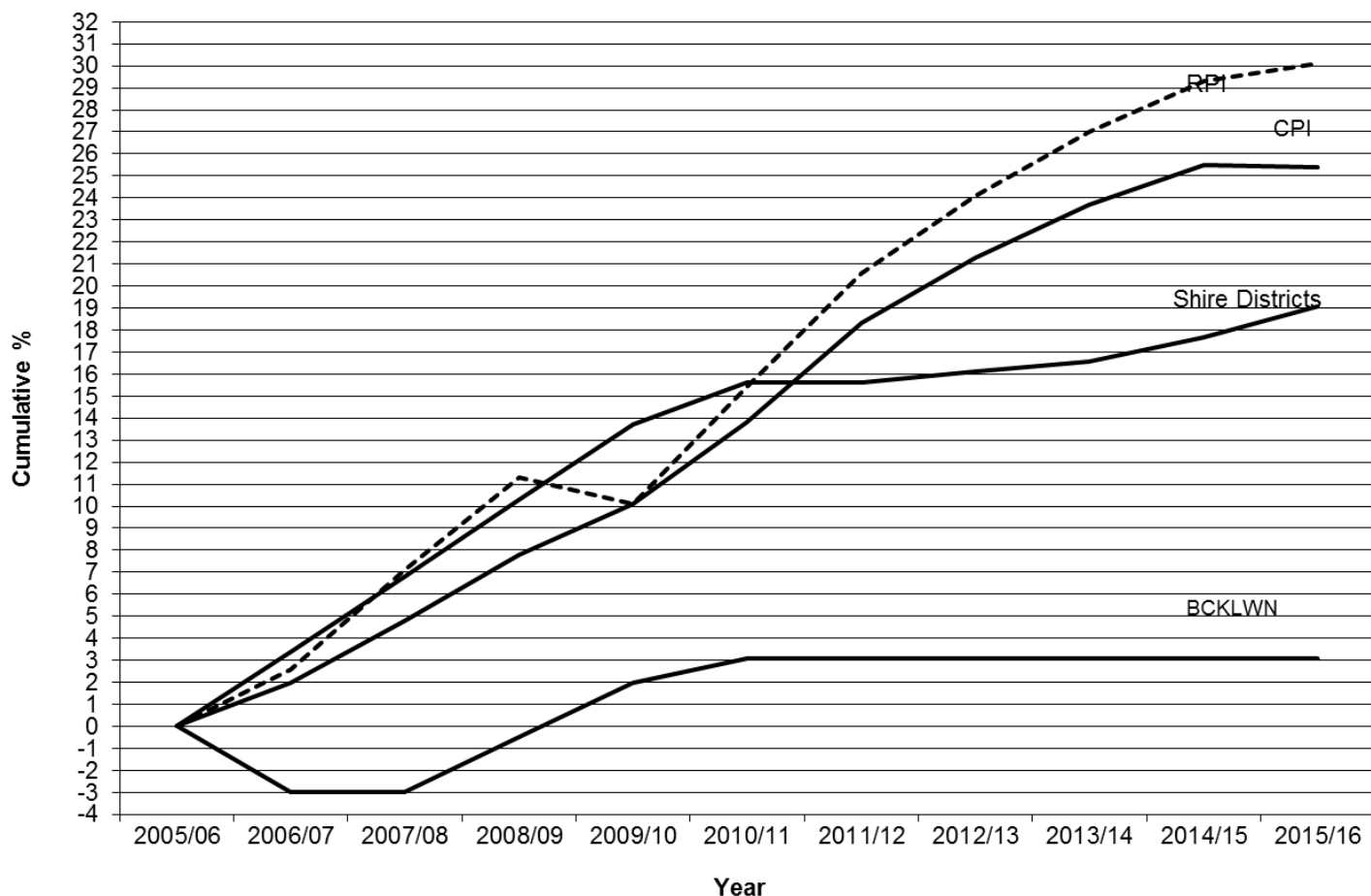
Council Tax Levels – Band D

3.5.6 The table below shows the elements of a council tax Band D charge of £1,465.84 for 2015/2016.

Charging Authority	2015/2016
	£
Borough Council of Kings Lynn and West Norfolk	111.97
Norfolk County Council	1,145.07
Norfolk Police Authority	208.80

3.5.7 Over the period since April 2005 the Council has held council tax to a level where in 2015/2016 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 2015/2016 has been 19%. The Retail Price Index (RPI) has increased over that period (April 2005 to April 2015) by 30%. The Consumer Price Index (CPI) has increased by 25% 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.

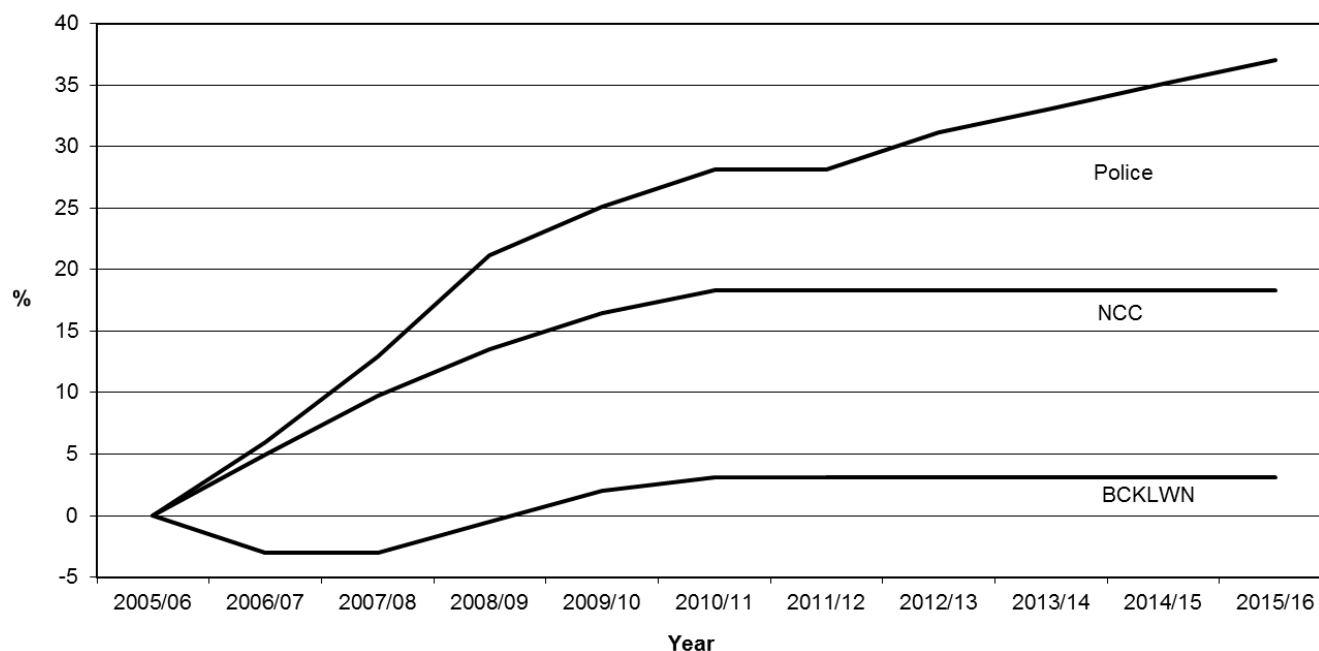
Band D Council Tax and RPI percentage increases 2005 to 2015



3.5.8 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 £129.32 producing £820,250 per year additional council tax income.

3.5.9 The graph below shows how the various elements of the council tax bill in West Norfolk have increased over the period 2005/2006 to 2015/2016. 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.

Band D Council Tax percentage increase 2005 to 2015



Council Tax 2016/2017 and Future Years

3.5.10 The Government focus is on Councils' 'core spending power' inclusive of locally generated resources. The core spending power analysis tables published by the Government for each Council assumes that Councils in the lowest quarter of Council Tax levels (which includes the Borough Council) will introduce the full £5 per annum per dwelling council Tax increase now permitted for each of the next four years. This is a significant policy change from the previous coalition government which provided financial incentives (Council Tax freeze grant) designed to discourage Councils from any increase in Council Tax levels.

3.5.11 The figures shown in the Financial Plan for 2016/2020 includes a 0.8% increase in council tax for 2016/2017 with a 1.9% increase each year from 2017/2018. These increases are based on RPI as at September 2015 and below the Bank of England headline inflation target. Clearly it would be open to the Council to take advantage of the opportunity to raise Council Tax by the maximum £5 per annum should Members wish to do so in future years.

3.5.12 The proposed levels of council tax for 2016/2017 if the recommended 0.8% increase is adopted are:

BAND	2016/2017	BAND	2016/2017
	£		£
A*	75.25	E	137.95
B	87.79	F	163.03
C	100.33	G	188.12
D	112.87	H	225.74

* The Council reduces the charge to a property classed as Band A to £62.71 pa where it is eligible for Disabled relief.

3.6 Overall Funding Position

3.6.1 There is significantly more downside risk in the funding assumptions for the Financial Plan 2015/2020, in particular with respect to business rates growth, than at any time in recent years.

4. Cost of Services

4.1 In order to set an annual budget and longer term financial plan it is necessary to strike a set of assumptions at a certain date. The Retail Price Index (RPI) inflation rate for September 2015 was 0.9% and future projections of inflation rates published at that date have been used as a guideline for budget purposes. 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 2016/2020 budget projections.

Inflation Assumptions	2016/17	2017/18	2018/19	2019/20
	%	%	%	%
Salaries (cost of living)	1.0	1.0	1.0	1.0
General Inflation	0.0	0.0	0.0	0.0
Business rates	0.8	1.8	2.1	2.1
Electric (large sites)	7.0	7.0	7.0	7.0
Gas	7.0	7.0	7.0	7.0
Water (unmeasured)	(4.6)	(0.9)	(0.9)	(0.8)

Support Services

- 4.2 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.
- 4.3 **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.
- 4.5 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
- 4.6 **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
- 4.7 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.
- 4.8 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.
- 4.9 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

4.10 The projections for the years 2016/2017 and 2017/2018 were revised as part of the Budget Monitoring Report to Cabinet on 12 January 2016. The table below updates those projections and shows how the revision of service costs has impacted on the Financial Plan.

Budget Projections	2016/2017 £	2017/2018 £
Revised Budget (12 January 2016 Cabinet)	17,970,950	20,113,600
Changes made to Projections (Appendix 3)	(1,681,340)	990,110
Financial Plan Borough Spend	16,289,610	21,103,710

4.11 The major changes to the Plan are:

- A further upfront lump sum payment of £3,175,000 to Norfolk Pensions to cover the deficit contributions for the period 2017 – 2020. This will save the Council approximately (£225,000) over the 3 years.
- A total of £1.5 million of savings raising to £2.3 million, made up of service reductions, service transformation, associated deletion of staff posts and increased income identified by Service Managers for immediate implementation as part of the continuing programme of cost reductions, have been incorporated into the plan from 2016/17.
- Additional income generated through the increase in car parking charges (£337,000) in both 2016/2017 and 2017/2018.
- The fall in market rates for recyclable materials has resulted in a drop of income to the Council of £223,240 in 2016/2017 and £226,590 in 2017/2018.

The detailed service budgets of the Financial Plan 2016/2020 are shown at Appendix 2. A full list of changes to the projections is shown at Appendix 3.

4.12 Projections have now been prepared for 2018/2019 and 2019/2020. The main movements are shown in the table below:

	2018/2019	2019/2020
	£	£
Borough Spend projection for previous year	21,113,710	16,990,610
Removal of 3 year lump sum payment to Norfolk Pensions Service paid in 2017/2018	(4,511,000)	0
Restated Borough Spend projection	16,602,710	16,990,610
<u>The main changes to the Plan are:</u>		
Savings from implementation of the One-Vu project	(53,710)	(60,270)
Minimum pay contingency	200,000	200,000
Reduction in Council Tax support to Parishes	(20,550)	(22,710)
Financing Adjustment – net increase in interest received	(20,000)	(17,000)
Internal Drainage Board Levies	51,130	52,110
Special Expenses	(15,220)	0
General inflation and other movements	246,250	372,920
New Budget Projection	16,990,610	17,515,660

Fees and Charges 2016/2017

- 4.13 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 Assistant Director - S151 Officer), 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 2016/2017. (Appendix 4).
- 4.14 The Council has held car parking charges at the same level since April 2010 and in April 2011 introduced a promotion which offered a three hour ticket for the price of a two hour charge. The three hours for two hours promotion will now be made permanent and the charge will be increased from £2.10 to £2.50.
- 4.15 The resort car parking charges will be modified to include overnight parking with any ticket purchased that expires after 6pm and the current day ticket will be for a 24 hour per period not the calendar day of purchase.
- 4.16 Season ticket charges and the remaining car parking charges have been reviewed and there will increases in some charges as detailed in Appendix 4.
- 4.17 The charge for the brown bin composting service will increase from £42 to £47 from 1 April 2016 and to £52 from 1 April 2017.
- 4.18 Cremation fees will be increased by £25 in 2016/2017, a further £12.50 in both 2017/2018 and 2018/2019.
- 4.19 In all other service areas the fees and charges have been increased on average by 0.9%.
- 4.20 The revised leisure arrangements put into place in July 2014 means that Alive Leisure, the new charitable company, now sets fees and charges for the various facilities in 2016/2017.
- 4.21 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

4.22 In January 2016 the Cabinet approved a refresh and update of the Corporate Business Plan 2015/2020 which sets out the priorities for the administration. The Financial Plan reflects the aims of the Council;

- Provide important local services within our available resources
- Drive local economic and housing growth
- Work with our communities to ensure they remain clean and safe
- Celebrate our local heritage and culture
- Stand up for local interests within our region.
- Work with our partners on important services for the borough

4.23 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 2015/2020.

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

Provide important local services within our available resources

- 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.

Drive local economic and housing growth

- The Council has partnered the County Council in a joint venture to build up to 155 units of housing to help stimulate the local economy. Work is complete on phase 1 of the venture with the development of 55 units and the homes have been successfully sold on the Nar Ouse Regeneration Area land owned by the Council.
- Phase 2 of the scheme for the build of a further 54 units is well underway in 2015, with sales agreed on several units from the first release.
- The Council has also approved a major housing development in King's Lynn on land it owns which will deliver up to 600 additional housing units and planning permission has been granted for the first phase at Marsh Lane in King's Lynn.

- The regeneration programme is the prime objective of the Council and the level of investment in the capital programme remains high. A key scheme for the Council at this time is the development of the King's Lynn Innovation Centre in King's Lynn, in partnership with NWES and this centre will open in 2016.

Work with our communities to ensure they remain clean and safe

- The Council secured funding to launch a new initiative to increase recycling rates and contamination levels which will commence in April 2016.

Celebrate our local heritage and culture

- Following on from the success of town centre promotions in 2015, the Plan includes budget provision to continue to support a major programme of events and activities throughout the year.
- Work to refurbish and open up the historic Town Hall building in King's Lynn will be completed in 2016 and the new attraction will be opened to the public.

Stand up for local interests within our region

- The Council will continue to lobby strongly for much needed improvements to both the King's Lynn to King's Cross rail service and the A47. The Council will also actively support and engage in the development of devolution proposals for Norfolk and Suffolk.

Work with our partners on important services for the borough

- The Council will continue to work actively with Norfolk County Council and local schools to support the Improving Educational Attainment Programme. It will also work with health and social care partners to further develop the LILY initiative.

Performance Indicators

4.25 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 Resources and Performance Panel. Following the adoption of the new Corporate Business Plan in January 2016, the development of new Directorate and Service plans has commenced. Directorate and Service plans will set out the detailed actions that will be taken to achieve each of the six priorities. These indicators are currently under review and will from 2016/17 onwards incorporate a wider set of indicators which will illustrate the council's impact on the wider economic fabric of West Norfolk.

Staffing Plan

4.26 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.

4.24 The Council has maintained restraint over the paybill through the level of pay increases awarded over the past few years.

2009/2010	0%
2010/2011	1%
2011/2012	0%
2012/2013	0%
2013/2014	1%
2014/2015	1% and £7.00 per hour minimum
2015/2016	1% (1.5% for pay grade below £21,500) and £7.20 per hour minimum

4.25 The Financial Plan 2015/2020 includes within each service area provision for pay awards of 1% in each year from 2016/2017. The level of increase will be subject to separate reports to Council each year.

4.26 The Government has made pay pledges to increase the minimum hourly rate from £7.20 in April 2016 to £9.20 by 2020. The Council increased its minimum hourly rate to £7.20 in April 2015. The Financial Plan 2015/2020 includes budget provision to meet the statutory increases. No details have been provided on the phasing of these proposals.

Financing Adjustment

- 4.28 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.
- 4.29 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.

	2016/2017	2017/2018
	£	£
Revised Budget (Cabinet on 12 January 2016)	(4,034,880)	(3,434,460)
Revised MRP calculation reflecting the rephrasing of the capital programme.	(100,000)	(100,000)
Revised internal interest charges reflecting capital expenditure financed from unsupported borrowing under the Prudential Framework.	(1,270)	24,310
Increase in interest received on investments in line with the current levels of return and no anticipated significant increase in projected levels of interest rates.	(24,000)	0
Revised Projections	(4,160,150)	(3,510,150)

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.

Internal Drainage Boards

- 4.30 Internal Drainage Boards (IDB) levies are paid by the Council to the various Boards. The levies count as spending of the Council but a contribution is made by Government as part of the financial settlement. Any substantial increase in the levies does have an impact on the council tax payer who picks up the residual costs. Clearly with the significant reductions in RSG any increase in IDB levies in future will have to be met from council tax or cost savings. The budget of £2,641,530 for 2016/2017 are based on 2015/2016 actual costs plus an allowance for inflation. (Appendix 5)

Special Expenses / Council Tax Support to Parishes

- 4.31 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 halls, dog bins emptying, playing fields and open spaces.
- 4.31 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.
- 4.32 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.
- 4.33 These arrangements continue to apply in 2016/2017 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 £95,870 to award to parishes to help to mitigate the impact on the level of council tax set by the local council.

- 4.34 In last year's report it was noted that work has been done on reviewing the operations of the grounds teams across the borough. The review identified locations and the 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.
- 4.35 This situation has come about because over the past years the charges levied have come from old information that is inaccurate. The review has recently been undertaken as part of a management project of a member of the grounds team.
- 4.36 A review of the grounds maintenance arrangements was considered at the Regeneration, Environment and Community Panel on 6 January 2016. The changes to the cutting regimes will reduce overall grounds maintenance costs charged as special expenses.
- 4.37 Under the rules applied by Government in respect of being eligible to claim grant for freezing council tax in previous years the Council has not been able increase special expenses where the total sum to be recovered cannot exceed the sum set in the previous year. Special expenses will be increased in 2016/2017 but the increase has been capped at £10 in any financial year. The sum calculated to be charged as special expenses for 2016/2017 actually totals £31,110 more than the sums that will be recharged to parishes and town councils.
- 4.38 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.

General Fund Balance and Reserves

- 4.39 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 reductions in the formula grant. The 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.

- 4.40 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 or reduction in the business rates list. In the event of a major ratepayer closing its business or appealing for a reduction in rates payable then the Council will have to bear the loss of rates income.
- 4.41 In 2016/2017 it will be possible to transfer to balances. The Plan requires draws from balances for each of the following years of the Plan thereby “balancing the budget” in all of the years of the Financial Plan. There are additional transfers to/from balances in respect of the reimbursement of the lump sum pension payment. Savings can be made by making a lump sum pension fund stabilisation payment for three as against an annual contribution. As at 31 March 2020 the estimated balances will be reduced to £1,834,437 which will be above the minimum requirement of £856,709.

	(Contribution)/Draw from Balances for Reimbursement of Lump Sum Pension Payment £	(Contribution)/Draw from Balances to balance the budget £
2016/2017	(1,266,000)	(414,590)
2017/2018	3,175,000	492,270
2018/2019	(1,501,000)	1,874,840
2019/2020	(1,674,000)	2,740,440

- 4.42 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.
- 4.43 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.

- 4.44 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.
- 4.45 The Council's Policy on Earmarked Reserves and General Fund Balance 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.
- 4.46 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. The maximum level of balance on the Collection Fund Adjustment Reserve to be increased from £3m to £5m to accommodate movements on the Council's element of retained business rates as a result of appeals and growth. The Policy on Earmarked Reserves and General Fund Balance is attached at Appendix 7.

Recommendation 2

Council is recommended to reaffirm the Policy on Earmarked Reserves and General Fund Balance and the maximum balances set for the reserves as noted in the report.

Budget Requirement 2016/2017

- 4.47 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.
- 4.48 In 2016/2017 the Budget Requirement for the Council is £17,970,200. This sum is to be met from Government Formula Funding, Business Rates growth Retention, New Homes Bonus, any Collection Fund surplus and council tax.

5 Parish Precepts

- 5.1 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.

6 Full Council Tax 2016/2017

- 6.1 In order to calculate the full Council Tax for 2016/2017 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 £17,970,200 for 2016/2017 and notes the projections for 2016/2017 and 2017/2018.
- 2) Approves the level of Special Expenses for the Town/Parish Councils as detailed in the report.
- 3) Approves the Fees and Charges 2016/2017 detailed in Appendix 4.
- 4) Approves a Band D council tax of £112.87 for 2016/2017

7 General Fund Financial Overview

- 7.1 This part of the report deals with the Council's General Fund balance based on the proposed Financial Plan 2015/2020. The projected position for the period of the Financial Plan will be as follows:

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	£	£	£	£	£
Balance b/f	3,796,937	5,261,397	6,941,987	3,274,717	2,900,877
Reimbursement of lump sum Pension Payment	1,108,000	1,266,000	(3,175,000)	1,501,000	1,674,000
Estimated Contribution to/(Draw from) Balances	356,460	414,590	(492,270)	(1,874,840)	(2,740,440)
Balance c/f	5,261,397	6,941,987	3,274,717	2,900,877	1,834,437
Minimum requirement					
5% of Budget Requirement	903,535	898,510	871,822	830,839	822,461
Bellwin	34,246	34,246	34,246	34,247	34,248
Balance Required	937,781	932,756	906,068	865,086	856,709

- 7.2 Section 25 of the Local Government Act 2003 requires the Assistant Director - (S151 Officer) as part of the Council Tax setting process to comment as to the adequacy of the Council's Balances.
- 7.3 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.
- 7.4 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 2016/2017 of £932,756.

8 Cost Reduction Programme

- 8.1 The Council introduced a cost reduction programme in 2009 and since that date has achieved ongoing annual savings of £7.6m. The Council over recent years has adopted a policy of seeking efficiencies and different ways of delivering services producing significant levels of savings. If the Council takes up the option to fix a four year financing settlement it will be required to publish an efficiency plan, detailed requirements have not yet been announced by the Government. During the estimates preparation work has already commenced on identifying areas for cost reduction either in reducing expenditure or increasing income. All service managers were tasked with presenting proposals to Management Team which will now need to be worked up into the 'efficiency plan', for consideration by Members, as required by Government. It should be noted that this will inevitably require some difficult political decisions and judgements to be made.
- 8.2 A total of £1.5 million of savings raising to £2.3 million, made up of operational service reductions, ongoing service transformation, associated deletion of staff posts and increased income identified by Service Managers for immediate implementation as the first phase of the work referred to in para 8.1 above, have been incorporated into the plan from 2016/17 onwards.

- 8.3 The revised Plan shows a shortfall of income/resources compared to spending in 2019/2020 of £2.7m 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 2020 of £2.7m. **Past experience shows that it is important to gain savings as soon as possible.**

Recommendation 5

Instructs Management Team to present the Council's Efficiency Plan to Cabinet as soon as the Government guidance is published and that the Council takes up the option to 'fix' the four year settlement referred to in paragraph 1.3 above.

9 Prudential Framework

- 9.1 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.
- 9.2 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.
- 9.3 The Council in its Capital Programme 2015/2020 has budgeted to fund £3.2m 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.

10 “Robustness” of Budget

- 10.1 Under Section 25 of the Local Government Act 2003 the Assistant Director – (S151 Officer) must report as to the robustness of the estimates included within the budget. There are within any projection of budgets over a five year period a number of assumptions that are made, some of which will have a level of risk against them, and the Financial Plan 2015/2020 is no exception.
- 10.2 The Financial Plan 2015/2020 includes significantly more downside risks around funding than in previous years. The estimated business rates growth presents a significant level of risk. If the anticipated projects do not progress as planned or are cancelled the growth will not be achieved.
- 10.3 In recent years, in light of the availability of the Government Council Tax freeze grant, the Borough Council has been able to accommodate a continuing freeze in Council Tax levels. In view of the change in approach from Government towards Council Tax rises, and the cumulative impact of reducing both RSG and New Homes Bonus, a continuation of this approach cannot be recommended.
- 10.4 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.
- 10.5 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 £41,000.

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 slow economic recovery 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.

Business Rates Growth – The Financial Plan includes assumptions that business rates growth will be achieved. The estimated business rates growth presents a significant level of risk. If the anticipated projects do not progress as planned or are cancelled the growth will not be achieved. The cumulative impact of business rates growth included in the Financial Plan 2015/2020 is £2.9m. By 2019/2020 the estimated business rates growth is a 19% increase on the baseline funding.

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.

11 Consultation

- 11.1 The Council met with representatives of the business and voluntary sector community on 7 January 2016 to canvass their opinions. Notes of the meeting are available.
- 11.2 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.
- 11.3 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.

Lorraine Gore
Assistant Director (S151 Officer)

Access to Information

Cabinet Reports
Financial Plan 2014-2018
Capital Programme 2015-2020
Monthly Monitoring Reports 2015/2016

Consultation Document – New Homes Bonus: Sharpening the Incentive
[https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/487095/151217 - nhb draft condoc published version.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/487095/151217_-_nhb_draft_condoc_published_version.pdf)

Core Spending Powers
<https://www.gov.uk/government/publications/core-spending-power-provisional-local-government-finance-settlement-2016-to-2017>

Finance Settlement
<https://www.gov.uk/government/publications/key-information-for-local-authorities-provisional-local-government-finance-settlement-2016-to-2017>

Financial Plan 2015/2020

	November Revised 2015/2016 £	Estimate 2016/2017 £	Projection 2017/2018 £	Projection 2018/2019 £	Projection 2019/2020 £
Corporate	1,178,110	1,290,790	6,081,200	1,737,800	1,899,790
Democracy	1,413,540	1,305,510	1,324,230	1,342,120	1,363,210
Service Areas:					
Central and Community Services	4,030,520	4,175,720	3,914,330	3,963,230	4,046,340
Chief Executive	5,948,620	4,474,930	4,328,230	4,481,170	4,666,580
Commercial Services	4,589,550	4,494,860	4,197,580	4,136,210	4,134,780
Environment and Planning	2,043,280	1,939,440	1,996,170	2,069,510	2,122,320
Financing Adjustment	(5,430,010)	(4,160,150)	(3,510,150)	(3,525,940)	(3,533,270)
Internal Drainage Boards	2,619,710	2,641,530	2,691,700	2,742,830	2,794,940
Special Expenses	109,210	31,110	16,190	0	0
Council Tax Support to Parishes	103,700	95,870	64,230	43,680	20,970
Borough Spend	16,606,230	16,289,610	21,103,710	16,990,610	17,515,660
Reimbursement of lump sum Pension Payment	1,108,000	1,266,000	(3,175,000)	1,501,000	1,674,000
Contribution (from)/to General Fund Balance	356,460	414,590	(492,270)	(1,874,840)	(2,740,440)
Borough Requirement	18,070,690	17,970,200	17,436,440	16,616,770	16,449,220
Revenue Support Grant	(3,913,080)	(2,770,260)	(1,857,870)	(1,270,380)	(614,210)
Business Rates Retention Baseline Funding	(4,983,950)	(5,025,480)	(5,124,320)	(5,275,490)	(5,444,110)
Business Rates Retention - Growth (net)	(126,000)	(500,000)	(538,000)	(715,220)	(1,058,100)
Business Rates Appeals - Power Station 2005	0	0	(580,000)	0	0
Business Rates Retention - Renewable Energy	(568,280)	(755,610)	(772,230)	(1,789,220)	(1,828,580)
Council Tax Freeze Grant	(66,010)	0	0	0	0
New Homes Bonus	(2,918,980)	(3,275,250)	(2,577,900)	(1,633,900)	(1,422,230)
Council Tax Collection Fund Surplus	(200,000)	(250,000)	(450,000)	(250,000)	(250,000)
Council Tax band D	111.97	112.87	115.01	117.20	119.42
	47,284	47,786	48,136	48,486	48,836
Council Tax	(5,294,390)	(5,393,600)	(5,536,120)	(5,682,560)	(5,831,990)
Funding Position	0	0	0	0	0

Corporate	Democracy	Central and Community Services
<ul style="list-style-type: none"> • Corporate strategy including freedom of information, data protection, public consultation. • Corporate management • Corporate insurance • Corporate projects • Corporate apprentices • Corporate subscriptions • Corporate equal opportunities 	<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 • Corporate training • 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 • Provision of internal ICT services and support, • Administration of the Council’s website

Chief Executive	Commercial Services	Environment and Planning
<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 • Tourism marketing and development • Project management • Financial Services and advice, including payments to suppliers, collection of income, insurance, banking and treasury management • Internal audit • Collection of council tax and business rates • Administration of housing benefits scheme and collection of overpayments • Take-up of welfare benefits 	<ul style="list-style-type: none"> • Leisure facilities • Leisure Card scheme • Events • Resort services • 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 lightning, abandoned vehicles and street furniture • Waste management - refuse and recycling • Town centre management • Off-street car parks • Markets in King's Lynn and Hunstanton • Community centres • Bus stations in King's Lynn and Hunstanton • Arts and entertainment • CCTV • Burial and cremation service • Office facilities and office Accommodation • Property services – valuation of property, management of Council's industrial estate portfolio, asset management 	<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

Corporate

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Corporate Management Team	650,210	661,550	678,760	695,120	712,720
Corporate Costs & Provisions	527,900	629,240	5,402,440	1,042,680	1,187,070
Total for Service	1,178,110	1,290,790	6,081,200	1,737,800	1,899,790

Corporate

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Corporate Management Team					
Corporate Management Team includes the Chief Executive and Secretary, three Executive Directors and three Assistant Directors.					
Employees	566,250	570,510	586,270	602,460	619,080
Premises	37,240	23,900	24,510	25,080	25,750 a
Transport	19,500	20,380	20,380	20,380	20,380
Supplies & Services	4,670	3,640	3,640	3,640	3,640
ICT Support Costs	21,980	40,600	41,440	41,040	41,350 b
Total Expenditure	649,640	659,030	676,240	692,600	710,200
Direct Service Cost	649,640	659,030	676,240	692,600	710,200
Inter Service Recharges	570	2,520	2,520	2,520	2,520
Total Service Cost	650,210	661,550	678,760	695,120	712,720

a Reorganisation of Kings Court has resulted in a change in office costs

b Changes in recharge methodology

2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
---------------------------	----------------------------	------------------------------	------------------------------	------------------------------

Corporate Costs and 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	124,210	83,330	4,841,700	533,000	735,680 a,b
Premises	57,030	590,320	592,250	594,090	596,200 c
Supplies & Services	55,950	468,160	333,620	299,280	299,310 c
ICT Support Costs	0	69,320	72,370	72,370	72,370 d
Total Expenditure	237,190	1,211,130	5,839,940	1,498,740	1,703,560
Customer & Client Receipts	(7,670)	(9,900)	(13,200)	(13,360)	(13,520)
Total Income	(7,670)	(9,900)	(13,200)	(13,360)	(13,520)
Direct Service Cost	229,520	1,201,230	5,826,740	1,485,380	1,690,040
Depreciation	3,310	3,310	3,310	3,310	3,310
Recharge to Services	(39,930)	(535,980)	(535,980)	(535,980)	(535,980) c
Transfer To/From EM Reserves	335,000	(39,320)	108,370	89,970	29,700 d,e
Total Service Cost	527,900	629,240	5,402,440	1,042,680	1,187,070

a 2017/2018 includes the pension deficit payments of £4,511,000.

b Pay contingency amounts included 2017/2018 £200,000, 2018/2019 £400,000 and 2019/2020 £600,000

c Corporate insurance cost and recharges now included within the 'Corporate Costs and Provisions' budget

d Includes the savings generated by the One-Vu project

e The Corporate revenue contribution to Capital has been removed

Democracy

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Borough & Parish Council Elections	19,430	33,660	33,660	33,660	33,660
Civic Function Expenses	73,350	76,180	77,550	78,810	80,240
Councillors Allowances & Expenses	681,970	570,680	576,400	580,190	585,500
Mayoral Allowances & Transport	43,650	46,310	47,230	48,320	49,480
Register Of Electors	294,760	287,600	290,500	295,230	300,770
Support of Democratic Process	300,380	291,080	298,890	305,910	313,560
	1,413,540	1,305,510	1,324,230	1,342,120	1,363,210

Democracy

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
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	67,500	11,000	11,000	11,000	11,000 a
Premises	20,000	1,000	1,000	1,000	1,000 a
Transport	1,500	150	150	150	150
Supplies & Services	30,100	2,600	2,600	2,600	2,600 a
Total Expenditure	119,100	14,750	14,750	14,750	14,750
Customer & Client Receipts	(5,120)	(5,120)	(5,120)	(5,120)	(5,120)
Total Income	(5,120)	(5,120)	(5,120)	(5,120)	(5,120)
Direct Service Cost	113,980	9,630	9,630	9,630	9,630
Transfer To/From EM Rese	(100,000)	20,000	20,000	20,000	20,000 a
Inter Service Recharges	5,450	4,030	4,030	4,030	4,030
Total Service Cost	19,430	33,660	33,660	33,660	33,660

a 2015/2016 Borough Election

Civic Function Expenses

This budget deals with the costs of civic functions.

Employees	44,850	44,970	46,210	47,500	48,820
Supplies & Services	22,550	22,420	22,390	22,440	22,490
ICT Support Costs	5,360	8,010	8,170	8,090	8,150
Total Expenditure	72,760	75,400	76,770	78,030	79,460
Direct Service Cost	72,760	75,400	76,770	78,030	79,460
Inter Service Recharges	590	780	780	780	780
Total Service Cost	73,350	76,180	77,550	78,810	80,240

Democracy

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
--	---------------------------	----------------------------	------------------------------	------------------------------	------------------------------

Councillors Allows & Expenses

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

Employees	6,550	6,700	6,700	6,700	6,700
Premises	640	640	640	640	640
Transport	510	530	530	530	530
Supplies & Services	469,420	463,830	467,860	472,470	477,160
ICT Support Costs	204,730	95,570	97,260	96,440	97,060 ^a
Total Expenditure	681,850	567,270	572,990	576,780	582,090
Direct Service Cost	681,850	567,270	572,990	576,780	582,090
Inter Service Recharges	120	3,410	3,410	3,410	3,410
Total Service Cost	681,970	570,680	576,400	580,190	585,500

^a Savings achieved through the introduction of iPad for Members.

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	29,910	32,410	33,300	34,220	35,170
Transport	3,410	3,390	3,460	3,540	3,650
Supplies & Services	10,330	9,690	9,650	9,740	9,840
Total Expenditure	43,650	45,490	46,410	47,500	48,660
Direct Service Cost	43,650	45,490	46,410	47,500	48,660
Inter Service Recharges	0	820	820	820	820
Total Service Cost	43,650	46,310	47,230	48,320	49,480

Democracy

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
--	---------------------------	----------------------------	------------------------------	------------------------------	------------------------------

Register Of Electors

The electoral register is prepared each Autumn and published in the following December.

Employees	222,330	211,480	213,590	218,730	224,010
Premises	1,850	110	120	130	140
Transport	660	680	680	680	680
Supplies & Services	15,740	15,740	15,740	15,740	15,740
ICT Support Costs	35,570	39,080	39,900	39,510	39,800
Total Expenditure	276,150	267,090	270,030	274,790	280,370
Customer & Client Receipts	(2,110)	(2,120)	(2,170)	(2,210)	(2,260)
Total Income	(2,110)	(2,120)	(2,170)	(2,210)	(2,260)
Direct Service Cost	274,040	264,970	267,860	272,580	278,110
Inter Service Recharges	20,720	22,630	22,640	22,650	22,660
Total Service Cost	294,760	287,600	290,500	295,230	300,770

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	243,480	235,100	241,950	248,720	255,680
Premises	12,860	20,440	20,910	21,370	21,880
Transport	1,070	970	970	970	970
Supplies & Services	35,080	4,350	4,350	4,350	4,350
ICT Support Costs	37,390	27,210	27,690	27,470	27,640
Total Expenditure	329,880	288,070	295,870	302,880	310,520
Direct Service Cost	329,880	288,070	295,870	302,880	310,520
Inter Service Recharges	33,900	18,560	19,040	18,820	18,990
Total Service Cost	300,380	291,080	298,890	305,910	313,560

Central and Community Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Care and Repair	1,094,360	1,284,480	987,520	1,004,260	1,024,500
Communications	98,610	112,310	115,180	117,730	120,590
Community Safety and Nuisance	654,300	727,950	744,450	760,140	777,120
Customer Information Centres	1,039,910	914,440	899,630	895,780	917,860
Improvement, Efficiency & Performance Review	59,770	83,910	86,190	88,350	90,680
Personnel Services	491,140	429,880	431,030	436,310	443,710
Policy and Partnerships	298,850	321,550	326,710	331,680	337,050
Printing and Graphics	188,150	221,070	241,830	245,590	249,750
Safety and Welfare	82,400	80,130	81,790	83,390	85,080
ICT	23,030	0	0	0	0
Total for Service	4,030,520	4,175,720	3,914,330	3,963,230	4,046,340

Central and Community Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 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	755,670	700,440	709,300	727,550	747,910 a
Premises	24,920	22,460	22,460	22,460	22,460
Transport	56,180	61,250	61,250	61,250	61,250
Supplies & Services	163,220	102,920	102,920	102,920	102,920
Agency & Benefit Payments	106,360	106,360	106,360	106,360	106,360
ICT Support Costs	114,760	79,080	80,700	79,920	80,510 b
Financing Costs	4,000	3,860	5,100	5,060	5,060
Total Expenditure	1,225,110	1,076,370	1,088,090	1,105,520	1,126,470
Grants & Contributions	(922,340)	(892,340)	(892,340)	(892,340)	(892,340)
Customer & Client Receipts	(761,220)	(748,200)	(748,380)	(749,090)	(749,820) a
Total Income	(1,683,560)	(1,640,540)	(1,640,720)	(1,641,430)	(1,642,160)
Direct Service Cost	(458,450)	(564,170)	(552,630)	(535,910)	(515,690)
Depreciation	18,690	18,690	18,690	18,690	18,690
REFCUS	1,714,500	1,814,500	1,506,000	1,506,000	1,506,000 c
Transfer To/From EM Reserves	30,000	50,000	50,000	50,000	50,000
Inter Service Recharges	(210,380)	(34,540)	(34,540)	(34,520)	(34,500)
Total Service Cost	1,094,360	1,284,480	987,520	1,004,260	1,024,500

a Employees costs decreased for joint employees, changes offset by contributions from other Authorities.

b Changes in recharge methodology

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

Communications

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

Employees	76,620	89,980	92,500	95,090	97,750
Premises	4,500	3,460	3,540	3,630	3,730 a
Supplies & Services	4,860	4,550	4,550	4,550	4,550
ICT Support Costs	11,680	13,550	13,820	13,690	13,790
	97,660	111,540	114,410	116,960	119,820
Direct Service Cost	97,660	111,540	114,410	116,960	119,820
Inter Service Recharges	950	770	770	770	770
Total Service Cost	98,610	112,310	115,180	117,730	120,590

a Reorganisation of Kings Court has resulted in a change in office costs.

Central and Community Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Community Safety and Nuisance					
This budget relates to Community Safety, Community Development and Noise Monitoring.					
Employees	480,380	531,250	545,100	559,330	573,960 a
Premises	46,770	21,590	22,150	22,680	23,270 b
Transport	25,380	25,680	25,680	25,680	25,680
Supplies & Services	37,450	37,170	37,170	37,170	37,170
ICT Support Costs	0	45,360	46,290	45,840	46,190
Total Expenditure	589,980	661,050	676,390	690,700	706,270
Direct Service Cost	589,980	661,050	676,390	690,700	706,270
Inter Service Recharges	64,320	66,900	68,060	69,440	70,850
Total Service Cost	654,300	727,950	744,450	760,140	777,120

a Reorganisation of Departmental Support Costs being charged directly to Employees Costs.

b Reorganisation of Kings Court has resulted in a change in office costs.

Customer Information Centres

Customer contact and telephone contact service.

Employees	804,230	752,680	746,740	743,800	764,620 a
Premises	64,300	12,200	12,510	12,810	13,150 b
Transport	1,000	1,000	1,000	1,000	1,000
Supplies & Services	32,350	15,080	3,350	3,350	3,350 c
ICT Support Costs	129,960	119,350	121,890	120,660	121,580
Total Expenditure	1,031,840	900,310	885,490	881,620	903,700
Direct Service Cost	1,031,840	900,310	885,490	881,620	903,700
Inter Service Recharges	8,070	14,130	14,140	14,160	14,160
Total Service Cost	1,039,910	914,440	899,630	895,780	917,860

a Savings from the cost reduction programme.

b Reorganisation of Kings Court has resulted in a change in office costs.

c Savings to costs of subscriptions

Central and Community Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Improvement, Efficiency & 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	38,430	67,050	68,930	70,860	72,840 a
Premises	14,500	11,200	11,490	11,770	12,080
Supplies & Services	6,840	320	320	320	320 b
ICT Support Costs	0	5,340	5,450	5,400	5,440
Total Expenditure	59,770	83,910	86,190	88,350	90,680
Direct Service Cost	59,770	83,910	86,190	88,350	90,680
Total Service Cost	59,770	83,910	86,190	88,350	90,680

a Increase in Employees Costs is offset by a decrease in Democracy Services (post moved between portfolios).

b Savings from the cost reduction programme.

Personnel Services

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

Employees	456,350	422,490	429,160	436,030	443,080
Premises	19,440	18,550	18,910	19,260	19,650
Transport	1,910	1,920	1,920	1,920	1,920
Supplies & Services	70,290	53,090	48,090	48,090	48,090 a
ICT Support Costs	37,190	37,670	38,440	38,060	38,350
Total Expenditure	585,180	533,720	536,520	543,360	551,090
Customer & Client Receipts	(1,000)	(4,400)	(5,750)	(7,000)	(7,000)
Total Income	(1,000)	(4,400)	(5,750)	(7,000)	(7,000)
Direct Service Cost	584,180	529,320	530,770	536,360	544,090
Inter Service Recharges	(93,040)	(99,440)	(99,740)	(100,050)	(100,380)
Total Service Cost	491,140	429,880	431,030	436,310	443,710

a Savings from the cost reduction programme.

Central and Community Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
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	242,000	168,660	173,390	178,240	183,230 a
Premises	10,000	9,660	9,910	10,140	10,410
Transport	7,030	4,440	4,440	4,440	4,440
Supplies & Services	709,120	412,200	370,600	370,600	370,600 a
ICT Support Costs	14,810	13,330	13,600	13,480	13,580
Total Expenditure	982,960	608,290	571,940	576,900	582,260
Grants & Contributions	(540,840)	(441,600)	(400,000)	0	0 a
Total Income	(540,840)	(441,600)	(400,000)	0	0
Direct Service Cost	442,120	166,690	171,940	576,900	582,260
Transfer To/From EM Reserves	(152,180)	150,000	150,000	(250,000)	(250,000) a
Inter Service Recharges	8,910	4,860	4,770	4,780	4,790
Total Service Cost	298,850	321,550	326,710	331,680	337,050

a The Second Homes Income has been reduced from 2015/16 and will no longer be available from 2018/19. This has been reflected with a reduction in costs.

Printing and Graphics

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

Employees	107,720	116,480	119,750	123,100	126,560
Premises	36,990	32,630	33,330	34,000	34,770
Supplies & Services	156,570	150,570	167,200	167,200	167,200
ICT Support Costs	16,080	10,670	10,880	10,770	10,850
Total Expenditure	317,360	310,350	331,160	335,070	339,380
Customer & Client Receipts	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Total Income	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Direct Service Cost	267,360	260,350	281,160	285,070	289,380
Depreciation	96,550	96,550	96,550	96,550	96,550
Inter Service Recharges	(175,760)	(135,830)	(135,880)	(136,030)	(136,180)
Total Service Cost	188,150	221,070	241,830	245,590	249,750

Central and Community Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Safety and Welfare					
Budget for implementing the corporate Healthy and Safety policy.					
Employees	72,430	72,220	73,830	75,490	77,190
Premises	8,000	6,570	6,610	6,650	6,690
Transport	1,830	1,850	1,850	1,850	1,850
Supplies & Services	11,030	10,680	10,680	10,680	10,680
ICT Support Costs	2,970	2,670	2,720	2,690	2,710
Total Expenditure	96,260	93,990	95,690	97,360	99,120
Customer & Client Receipts	(2,000)	(1,990)	(2,000)	(2,040)	(2,080)
Total Income	(2,000)	(1,990)	(2,000)	(2,040)	(2,080)
Direct Service Cost	94,260	92,000	93,690	95,320	97,040
Inter Service Recharges	(11,860)	(11,870)	(11,900)	(11,930)	(11,960)
Total Service Cost	82,400	80,130	81,790	83,390	85,080

ICT

Provides technical Information and Communication Technology support.

Employees	682,760	690,320	687,210	679,290	697,730
Premises	52,980	45,380	46,530	47,650	48,910 ^a
Transport	2,730	2,560	2,560	2,560	2,570
Supplies & Services	125,690	217,410	217,410	217,410	217,410
ICT Support Costs	500,960	631,900	665,610	675,510	671,860
Financing Costs	18,450	18,450	18,150	0	0
Total Expenditure	1,383,570	1,606,020	1,637,470	1,622,420	1,638,480
Direct Service Cost	1,383,570	1,606,020	1,637,470	1,622,420	1,638,480
Depreciation	355,640	355,640	355,640	355,640	355,640
Inter Service Recharges	(1,716,180)	(1,961,660)	(1,993,110)	(1,978,060)	(1,994,120)
Total Service Cost	23,030	0	0	0	0

^a Reorganisation of Kings Court has resulted in a change in office costs.

Chief Executive

	2015/2016 Revised £	2016/2017 Projection £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Corporate Projects Team	107,570	119,470	122,270	124,900	127,760
Economic Development	283,770	277,400	282,400	287,360	292,690
Financial Assistance	314,650	274,150	274,150	274,150	274,150
Financial Services	805,310	823,250	843,180	859,380	878,660
Hanse	2,500	2,500	2,500	2,500	2,500
Homechoice	78,610	85,590	48,910	42,690	45,630
Housing Advances	(13,460)	(14,820)	(14,850)	(14,880)	(14,910)
Housing Enabler Role	73,160	102,080	104,790	107,410	110,200
Housing Options	398,530	316,110	306,040	312,100	318,800
Housing Standards	388,180	431,730	436,430	446,440	457,290
Internal Audit & Fraud	203,380	181,730	186,460	190,920	195,760
Legal Services	306,460	295,660	297,930	299,680	301,850
Regeneration Projects	1,893,130	492,870	266,510	268,390	270,500
Revenues and Benefits	903,370	884,800	1,012,500	1,119,620	1,243,560
Tourism	203,460	202,410	159,010	160,510	162,140
Total for Service	5,948,620	4,474,930	4,328,230	4,481,170	4,666,580

Chief Executive

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Corporate Projects Team					
This budget relates to the costs of the Corporate Project Team.					
Employees	86,340	90,180	92,710	95,300	97,970
Premises	150	4,610	4,730	4,840	4,960 a
Transport	5,360	5,390	5,390	5,390	5,390
Supplies & Services	10,360	10,350	10,340	10,350	10,360
ICT Support Costs	5,360	8,010	8,170	8,090	8,150
Total Expenditure	107,570	118,540	121,340	123,970	126,830
Direct Service Cost	107,570	118,540	121,340	123,970	126,830
Inter Service Recharges	0	930	930	930	930
Total Service Cost	107,570	119,470	122,270	124,900	127,760

a Reorganisation of Kings Court has resulted in a change in office costs.

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	170,020	168,670	173,400	178,250	183,240
Premises	10,000	3,730	3,820	3,910	4,020 a
Transport	6,270	6,340	6,340	6,340	6,340
Supplies & Services	84,560	84,690	84,630	84,760	84,900
ICT Support Costs	8,040	10,670	10,890	10,790	10,870
Total Expenditure	278,890	274,100	279,080	284,050	289,370
Direct Service Cost	278,890	274,100	279,080	284,050	289,370
Inter Service Recharges	4,880	3,300	3,320	3,310	3,320
Total Service Cost	283,770	277,400	282,400	287,360	292,690

a Reorganisation of Kings Court has resulted in a change in office costs.

Chief Executive

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Financial Assistance					
This budget covers funding for 14 service level agreements that the Council holds with local voluntary and community groups to provide services for the people of West Norfolk. There is also a budget for Small Grants Scheme, a scheme by which local, constituted groups and organisations can apply for either revenue and capital funding for projects or general running costs. The Small Grants Scheme is administered by Norfolk Community Foundation.					
Supplies & Services	264,650	224,150	224,150	224,150	224,150 a
Total Expenditure	264,650	224,150	224,150	224,150	224,150
Direct Service Cost	264,650	224,150	224,150	224,150	224,150
REFCUS	50,000	50,000	50,000	50,000	50,000
Total Service Cost	314,650	274,150	274,150	274,150	274,150

a Cost reduction programme.

Financial Services

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

Employees	667,220	695,470	714,940	734,950	755,540
Premises	36,260	27,850	28,560	29,250	30,020 a
Transport	5,730	5,810	5,850	5,850	5,850
Supplies & Services	50,010	46,860	46,860	46,860	46,860
ICT Support Costs	120,310	134,880	137,460	135,910	136,870
Total Expenditure	817,460	847,060	868,070	885,380	905,810
Customer & Client Receipts	(500)	(500)	(500)	(500)	(500)
Total Income	(500)	(500)	(500)	(500)	(500)
Direct Service Cost	816,960	846,560	867,570	884,880	905,310
Transfer To Reserves	20,000	10,000	10,000	10,000	10,000
Inter Service Recharges	(93,720)	(97,120)	(99,990)	(102,940)	(105,980)
Total Service Cost	805,310	823,250	843,180	859,380	878,660

a Reorganisation of Kings Court has resulted in a change in office costs.

Chief Executive

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Hanse					
This budget covers costs for the Hanse initiative. These costs were previously included in the Economic Development Budget.					
Transport	2,000	0	0	0	0
Supplies & Services	86,500	22,500	2,500	2,500	2,500
Total Expenditure	88,500	22,500	2,500	2,500	2,500
Direct Service Cost	88,500	22,500	2,500	2,500	2,500
Transfer (From) Reserves	(86,000)	(20,000)	0	0	0
Total Service Cost	2,500	2,500	2,500	2,500	2,500

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	134,580	117,720	85,170	87,490	90,020 a
Premises	6,000	6,010	6,160	6,310	6,480
Transport	1,100	1,120	1,120	1,120	1,120
Supplies & Services	9,130	8,650	8,670	8,670	8,670
ICT Support Costs	10,720	22,400	18,020	17,850	17,980
Total Expenditure	161,530	155,900	119,140	121,440	124,270
Grants & Contributions	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)
Total Income	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)
Direct Service Cost	73,530	67,900	31,140	33,440	36,270
Transfer To Reserves	0	8,630	8,620	0	0
Inter Service Recharges	5,080	9,060	9,150	9,250	9,360
Total Service Cost	78,610	85,590	48,910	42,690	45,630

a Savings from the cost reduction programme.

Chief Executive

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Housing Advances					
This represents the costs and income associated with advances made for the purchase and improvement of private properties and housing associations.					
Premises	1,620	0	0	0	0
Total Expenditure	1,620	0	0	0	0
Customer & Client Receipts	(1,550)	(1,530)	(1,560)	(1,590)	(1,620)
Interest	(13,530)	(13,290)	(13,290)	(13,290)	(13,290)
Total Income	(15,080)	(14,820)	(14,850)	(14,880)	(14,910)
Direct Service Cost	(13,460)	(14,820)	(14,850)	(14,880)	(14,910)
Total Service Cost	(13,460)	(14,820)	(14,850)	(14,880)	(14,910)

Housing Enabler Role

This role supports the development of affordable housing in the borough

Employees	94,820	92,870	95,470	98,140	100,890
Transport	2,450	3,540	3,540	3,540	3,540
ICT Support Costs	8,040	5,340	5,450	5,400	5,440
Total Expenditure	105,310	101,750	104,460	107,080	109,870
Direct Service Cost	105,310	101,750	104,460	107,080	109,870
Transfer (From) Reserves	(32,150)	0	0	0	0
Inter Service Recharges	0	330	330	330	330
Total Service Cost	73,160	102,080	104,790	107,410	110,200

Chief Executive

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
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	275,400	226,720	215,890	221,920	228,150 a
Premises	17,990	10,520	10,790	11,050	11,340
Transport	10,900	8,750	8,750	8,750	8,750
Supplies & Services	68,190	51,640	51,640	51,640	51,640 b
ICT Support Costs	21,440	24,010	24,500	24,270	24,450
Total Expenditure	393,920	321,640	311,570	317,630	324,330
Customer & Client Receipts	(1,600)	(7,500)	(7,500)	(7,500)	(7,500)
Total Income	(1,600)	(7,500)	(7,500)	(7,500)	(7,500)
Direct Service Cost	392,320	314,140	304,070	310,130	316,830
Inter Service Recharges	850	1,970	1,970	1,970	1,970
Total Service Cost	393,170	316,110	306,040	312,100	318,800

a Changes in Housing Establishment.

b Reduction in temporary accommodation costs and Homeless Prevention Fund.

Chief Executive

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Housing Standards					
Housing Service staff time dealing with the inspection of housing standards in the private sector.					
Employees	346,790	355,600	365,550	375,800	386,330
Departmental Support Costs	18,880	0	0	0	0 a
Premises	12,380	12,010	12,330	12,630	12,960
Transport	16,150	16,480	16,480	16,480	16,480
Supplies & Services	12,250	11,200	11,200	11,200	11,200
ICT Support Costs	21,440	31,440	32,090	31,780	32,010
Total Expenditure	427,890	426,730	437,650	447,890	458,980
Customer & Client Receipts	(49,190)	(470)	(6,610)	(6,750)	(6,880) b
Total Income	(49,190)	(470)	(6,610)	(6,750)	(6,880)
Direct Service Cost	378,700	426,260	431,040	441,140	452,100
Depreciation	6,390	6,390	6,390	6,390	6,390
Inter Service Recharges	3,090	(920)	(1,000)	(1,090)	(1,200)
Total Service Cost	388,180	431,730	436,430	446,440	457,290

a Change in methodology for staffing costs has resulted in a change in grouping for costs.

b Staffing Recharge no longer applicable.

Chief Executive

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Internal Audit & Fraud					
This budget covers the cost of the Internal Audit service .					
Employees	146,670	147,750	151,880	156,140	160,510
Premises	13,250	14,810	15,190	15,550	15,970
Transport	6,520	4,470	4,470	4,470	4,470 a
Supplies & Services	10,540	4,990	4,990	4,990	4,990 a
ICT Support Costs	26,270	12,590	12,850	12,730	12,820 a
Total Expenditure	201,840	183,160	187,890	192,350	197,190
Customer & Client Receipts	0	(1,750)	(1,750)	(1,750)	(1,750)
Total Income	0	(1,750)	(1,750)	(1,750)	(1,750)
Direct Service Cost	201,840	181,410	186,140	190,600	195,440
Inter Service Recharges	130	(1,130)	(1,170)	(1,210)	(1,250)
Total Service Cost	203,380	181,730	186,460	190,920	195,760

a From 2015/2016, the Benefit Enquiry Unit service is no longer provided by the Council.

Legal Services

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

Employees	52,780	52,720	54,200	55,710	57,270
Premises	19,990	24,920	25,560	26,170	26,860
Supplies & Services	117,800	95,270	95,270	95,270	95,270 a
Agency & Benefit Payments	112,960	114,780	114,780	114,780	114,780
ICT Support Costs	11,010	17,280	17,630	17,460	17,590
Total Expenditure	314,540	304,970	307,440	309,390	311,770
Customer & Client Receipts	(10,020)	(9,900)	(10,100)	(10,300)	(10,510)
Total Income	(10,020)	(9,900)	(10,100)	(10,300)	(10,510)
Direct Service Cost	304,520	295,070	297,340	299,090	301,260
Inter Service Recharges	1,940	590	590	590	590
Total Service Cost	306,460	295,660	297,930	299,680	301,850

a Cost reduction programme.

Chief Executive

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
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	94,310	135,590	103,740	106,650	109,630
Premises	23,340	20,290	20,500	20,740	21,010
Transport	2,200	2,210	2,210	2,210	2,210
Supplies & Services	41,790	15,110	15,110	15,110	15,110 a
ICT Support Costs	6,260	8,710	8,870	8,790	8,850
Total Expenditure	167,900	181,910	150,430	153,500	156,810
Customer & Client Receipts	(61,700)	(61,350)	(61,640)	(62,830)	(64,040)
Total Income	(61,700)	(61,350)	(61,640)	(62,830)	(64,040)
Direct Service Cost	106,200	120,560	88,790	90,670	92,770
Depreciation	17,910	17,910	17,910	17,910	17,910
REFCUS	1,650,000	200,000	0	0	0
Transfer To (From) Reserves	30,490	59,500	59,500	59,500	59,500 a
Inter Service Recharges	88,530	94,900	100,310	100,310	100,320
Total Service Cost	1,893,130	492,870	266,510	268,390	270,500

a Additional grant money in 2015/2016.

Chief Executive

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 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	1,550,870	1,516,820	1,534,920	1,554,200	1,597,840 a
Premises	84,470	73,190	75,070	76,870	78,900 b
Transport	17,950	18,260	18,260	18,260	18,260
Supplies & Services	294,360	208,760	191,720	191,720	191,720 cd
Agency & Benefit Payments	41,051,100	41,759,370	42,479,930	42,479,930	42,479,930
ICT Support Costs	351,570	350,890	358,040	354,590	357,160
Total Expenditure	43,350,320	43,927,290	44,657,940	44,675,570	44,723,810
Grants & Contributions	(41,684,810)	(42,182,230)	(42,779,090)	(42,680,520)	(42,595,590)
Customer & Client Receipts	(730,980)	(884,190)	(890,300)	(899,390)	(908,640) e
Total Income	(42,415,790)	(43,066,420)	(43,669,390)	(43,579,910)	(43,504,230)
Direct Service Cost	934,530	860,870	988,550	1,095,660	1,219,580
Transfer From Reserves	(55,600)	0	0	0	0 d
Inter Service Recharges	24,440	23,930	23,950	23,960	23,980
Total Service Cost	903,370	884,800	1,012,500	1,119,620	1,243,560

a Cost reduction programme.

b Reorganisation of Kings Court has resulted in a change in office costs.

c Savings on postages and printing and stationery.

d Additional grant money for Welfare Reform Funding and Localising Support Council Tax

e Increase in income due to increase in recovery of overpayments and court costs.

Chief Executive

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Tourism					
This budget deals with the promotion of tourism within the Borough					
Employees	79,880	79,760	81,990	84,290	86,650
Premises	3,750	3,710	3,810	3,900	4,000
Transport	2,360	2,400	2,400	2,400	2,400
Supplies & Services	151,930	151,860	97,530	97,530	97,530 a
ICT Support Costs	5,360	5,340	5,450	5,400	5,440
Total Expenditure	243,280	243,070	191,180	193,520	196,020
Customer & Client Receipts	(43,780)	(43,530)	(35,040)	(35,880)	(36,750) a
Total Income	(43,780)	(43,530)	(35,040)	(35,880)	(36,750)
Direct Service Cost	199,500	199,540	156,140	157,640	159,270
Inter Service Recharges	3,960	2,870	2,870	2,870	2,870
Total Service Cost	203,460	202,410	159,010	160,510	162,140

a Cost reduction programme.

Commercial Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
CCTV	(120,220)	(96,600)	(107,190)	(121,010)	(127,990)
Community Centres	7,020	15,600	16,430	17,100	18,110
Council Accommodation	(95,450)	(70,690)	(73,070)	(73,050)	(73,880)
Crematorium & Cemeteries	(485,590)	(551,780)	(618,160)	(660,230)	(677,640)
Depots	(1,260)	(3,460)	(3,490)	(3,550)	(3,580)
Events & Cultural Activities	9,520	9,520	9,520	9,520	9,520
General Markets	(41,260)	(46,340)	(46,590)	(47,060)	(47,460)
General Properties	(33,870)	(23,320)	(23,160)	(23,140)	(22,880)
Guildhall and Arts Centre	213,280	196,380	199,120	194,690	196,380
Industrial Units	(1,159,130)	(1,171,380)	(1,192,880)	(1,210,860)	(1,209,870)
Kings Lynn & Downham Mkt TICs	79,190	91,210	93,010	94,730	96,660
Leisure Services	2,597,520	2,490,720	2,516,030	2,546,190	2,504,590
Museums	36,760	36,790	36,790	36,790	36,790
Parking Operations	(2,348,990)	(2,523,300)	(2,608,090)	(2,586,730)	(2,564,240)
Parks, Sport Grounds & Open Spaces	1,126,100	1,143,990	1,151,630	1,169,870	1,184,610
Play Areas	53,630	64,410	64,450	64,640	64,800
Property Services	544,630	522,280	507,270	518,990	531,860
Public Cleansing & Street Sweeping	1,454,160	1,451,410	1,493,770	1,507,450	1,534,040
Public Clocks	3,450	3,620	3,800	4,000	4,210
Public Conveniences	429,910	434,510	444,030	447,280	453,200
Refuse and Recycling	1,793,780	1,949,810	1,804,350	1,761,570	1,724,790
Resort	115,980	97,590	102,390	106,410	110,810
Shops and Offices	(275,370)	(236,370)	(237,900)	(238,210)	(235,740)
Town Centre Manager	91,720	80,480	80,950	81,360	82,880
Town Centre Promotions	150,000	150,000	100,000	50,000	50,000
Town Hall and Stories of Lynn	444,040	479,780	484,570	489,460	494,810
Total for Service	4,589,550	4,494,860	4,197,580	4,136,210	4,134,780

Commercial Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
CCTV					
The CCTV system operates from Kings Court and covers areas such as car parks, housing estates, council offices, the Walks, Lynnsport, North Lynn, Hardwick Industrial Estates and Breckland CCTV.					
Employees	344,780	338,480	359,530	368,210	377,110
Premises	127,090	111,680	101,170	96,660	97,210 a
Transport	2,740	3,390	3,390	3,400	3,400
Supplies & Services	54,120	41,150	35,150	33,150	33,150
ICT Support Costs	14,910	20,580	21,010	20,800	20,960
Financing Costs	43,710	43,710	42,660	42,660	42,270
Total Expenditure	587,350	558,990	562,910	564,880	574,100
Customer & Client Receipts	(289,640)	(205,250)	(211,530)	(217,590)	(223,820) b
Total Income	(289,640)	(205,250)	(211,530)	(217,590)	(223,820)
Direct Service Cost	297,710	353,740	351,380	347,290	350,280
Depreciation	4,070	4,070	4,070	4,070	4,070
Transfer To Reserves	30,000	0	0	0	0
Inter Service Recharges	(452,000)	(454,410)	(462,640)	(472,370)	(482,340)
Total Service Cost	(120,220)	(96,600)	(107,190)	(121,010)	(127,990)

a Reorganisation of Kings Court has resulted in a change in office costs.

b Income decreased due to loss of Freebridge Community Housing contract

Commercial Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Community Centres					
This budget includes the costs and income associated with community centre situated at Fairstead, South Lynn, Highgate, St Augustine's in King's Lynn. The costs, except for depreciation, are funded by Special Expenses.					
Employees	51,240	22,470	22,800	23,130	23,480 a
Premises	39,770	36,060	36,550	37,290	38,100
Supplies & Services	2,040	1,680	1,680	1,680	1,680
ICT Support Costs	5,360	13,340	13,610	13,480	13,580
Total Expenditure	98,410	73,550	74,640	75,580	76,840
Customer & Client Receipts	(107,850)	(92,600)	(93,550)	(94,530)	(95,530)
Total Income	(107,850)	(92,600)	(93,550)	(94,530)	(95,530)
Direct Service Cost	(9,440)	(19,050)	(18,910)	(18,950)	(18,690)
Depreciation	8,450	8,450	8,450	8,450	8,450
Inter Service Recharges	8,010	26,200	26,890	27,600	28,350
Total Service Cost	7,020	15,600	16,430	17,100	18,110

a Cost reduction programme

Council Accommodation

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

Employees	196,850	178,680	183,690	188,840	194,110
Premises	413,740	390,650	398,360	407,650	417,900 a
Transport	2,960	3,070	3,070	3,070	3,070
Supplies & Services	116,660	123,140	123,190	123,160	123,180
Total Expenditure	730,210	695,540	708,310	722,720	738,260
Customer & Client Receipts	(138,120)	(155,050)	(155,240)	(155,520)	(155,810)
Total Income	(138,120)	(155,050)	(155,240)	(155,520)	(155,810)
Direct Service Cost	592,090	540,490	553,070	567,200	582,450
Depreciation	87,320	87,320	87,320	87,320	87,320
Transfer To Reserves	13,580	13,580	13,580	13,580	13,580
Inter Service Recharges	(788,440)	(712,080)	(727,040)	(741,150)	(757,230)
Total Service Cost	(95,450)	(70,690)	(73,070)	(73,050)	(73,880)

a Reorganisation of Kings Court has resulted in a change in office costs.

Commercial Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
--	---------------------------	----------------------------	------------------------------	------------------------------	------------------------------

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
Gayton Road, King's Lynn
Hardwick Road, King's Lynn

Walpole St Andrew
Marshland Smeeth
Upwell

Employees	285,660	292,180	299,790	307,620	315,660
Departmental Support Costs	9,490	0	0	0	0
Premises	293,370	295,200	301,000	307,280	314,120
Transport	5,590	5,480	5,480	5,480	5,480
Supplies & Services	78,570	74,630	75,380	76,170	77,030
ICT Support Costs	28,330	31,880	32,540	32,220	32,470
Financing Costs	300,720	300,720	293,990	293,990	293,990
Total Expenditure	1,001,730	1,000,090	1,008,180	1,022,760	1,038,750
Customer & Client Receipts	(1,873,030)	(1,947,260)	(2,031,070)	(2,096,740)	(2,138,860)
Total Income	(1,873,030)	(1,947,260)	(2,031,070)	(2,096,740)	(2,138,860)
Direct Service Cost	(871,300)	(947,170)	(1,022,890)	(1,073,980)	(1,100,110)
Depreciation	34,790	34,790	34,790	34,790	34,790
Transfer To Reserves	3,750	1,250	1,250	1,250	1,250
Inter Service Recharges	347,170	359,350	368,690	377,710	386,430
Total Service Cost	(485,590)	(551,780)	(618,160)	(660,230)	(677,640)

Depots

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

Premises	73,750	70,640	71,580	72,720	73,990
Supplies & Services	9,880	5,820	5,820	5,820	5,820
Total Expenditure	83,630	76,460	77,400	78,540	79,810
Direct Service Cost	83,630	76,460	77,400	78,540	79,810
Depreciation	98,180	98,180	98,180	98,180	98,180
Inter Service Recharges	(183,070)	(178,100)	(179,070)	(180,270)	(181,570)
Total Service Cost	(1,260)	(3,460)	(3,490)	(3,550)	(3,580)

Commercial Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Events & Cultural Activities					
These budgets include subscriptions and promotional activities including the Heritage Week and tour of Britain					
Supplies & Services	8,200	8,200	8,200	8,200	8,200
Total Expenditure	8,200	8,200	8,200	8,200	8,200
Direct Service Cost	8,200	8,200	8,200	8,200	8,200
Depreciation	1,320	1,320	1,320	1,320	1,320
Total Service Cost	9,520	9,520	9,520	9,520	9,520

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	15,760	0	0	0	0 a
Departmental Support Costs	1,880	0	0	0	0
Premises	5,760	5,940	6,140	6,350	6,570
Transport	1,810	1,860	1,860	1,860	1,860
Supplies & Services	2,030	1,710	1,710	1,710	1,710
Total Expenditure	27,240	9,510	9,710	9,920	10,140
Customer & Client Receipts	(71,550)	(60,410)	(61,130)	(61,880)	(62,650) b
Total Income	(71,550)	(60,410)	(61,130)	(61,880)	(62,650)
Direct Service Cost	(44,310)	(50,900)	(51,420)	(51,960)	(52,510)
Inter Service Recharges	3,050	4,560	4,830	4,900	5,050
Total Service Cost	(41,260)	(46,340)	(46,590)	(47,060)	(47,460)

a restructure of salary recharged to markets

b Reduction in income estimated for Tues market inline with income for previous years

Commercial Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
General Properties					
The General Properties budget deals with the general management and maintenance of assets such as South Gates, Princess Theatre, Marriots Warehouse and Saddlebow Waste Disposal Site. The budget also deals with sewerage and bridge maintenance.					
Employees	1,290	1,240	1,270	1,310	1,340
Premises	80,960	80,490	80,320	80,330	80,360
Supplies & Services	47,260	6,160	6,160	6,160	6,160 ^a
Total Expenditure	129,510	87,890	87,750	87,800	87,860
Customer & Client Receipts	(148,480)	(146,040)	(146,070)	(146,340)	(146,360)
Total Income	(148,480)	(146,040)	(146,070)	(146,340)	(146,360)
Direct Service Cost	(18,970)	(58,150)	(58,320)	(58,540)	(58,500)
Depreciation	20,660	20,660	20,660	20,660	20,660
Transfer From Reserves	(58,440)	(10,600)	(10,600)	(10,600)	(10,600) ^a
Inter Service Recharges	22,880	24,770	25,100	25,340	25,560
Total Service Cost	(33,870)	(23,320)	(23,160)	(23,140)	(22,880)

^a Professional fees - £40k taken out of budget as funded from reserves

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.

Employees	670	670	670	670	670
Premises	60,130	53,480	54,860	56,650	58,590
Supplies & Services	143,010	130,510	132,090	126,090	126,090 ^a
Total Expenditure	203,810	184,660	187,620	183,410	185,350
Customer & Client Receipts	(73,740)	(73,810)	(74,070)	(74,330)	(74,610)
Total Income	(73,740)	(73,810)	(74,070)	(74,330)	(74,610)
Direct Service Cost	130,070	110,850	113,550	109,080	110,740
Depreciation	74,210	74,210	74,210	74,210	74,210
Inter Service Recharges	9,000	11,320	11,360	11,400	11,430
Total Service Cost	213,280	196,380	199,120	194,690	196,380

^a Reduced administration fee

Commercial Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 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 Canada Industrial Estate		Heacham Workshops		Fritcham Workshops	
Enterprise Works (North Lynn)		Downham Market Workshops		St Johns Business Park	
Employees	22,820	22,860	23,500	24,160	24,840
Premises	141,740	151,740	153,020	154,620	156,430
Supplies & Services	3,290	2,650	2,650	2,650	2,650
ICT Support Costs	5,360	2,670	2,720	2,690	2,710
Total Expenditure	173,210	179,920	181,890	184,120	186,630
Customer & Client Receipts	(1,385,700)	(1,397,770)	(1,421,500)	(1,441,900)	(1,443,610)
Total Income	(1,385,700)	(1,397,770)	(1,421,500)	(1,441,900)	(1,443,610)
Direct Service Cost	(1,212,490)	(1,217,850)	(1,239,610)	(1,257,780)	(1,256,980)
Depreciation	36,530	36,530	36,530	36,530	36,530
Recharge to Services	0	(6,000)	(6,000)	(6,000)	(6,000)
Transfer To Reserves	3,000	3,000	3,000	3,000	3,000
Inter Service Recharges	13,830	12,940	13,200	13,390	13,580
Total Service Cost	(1,159,130)	(1,171,380)	(1,192,880)	(1,210,860)	(1,209,870)

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	44,990	45,580	46,810	48,090	49,390
Premises	28,750	27,750	28,170	28,680	29,240
Transport	230	240	240	240	240
Supplies & Services	13,490	11,720	11,720	11,720	11,720
ICT Support Costs	0	8,010	8,170	8,090	8,150
Total Expenditure	87,460	93,300	95,110	96,820	98,740
Customer & Client Receipts	(13,600)	(13,650)	(13,740)	(13,820)	(13,900)
Total Income	(13,600)	(13,650)	(13,740)	(13,820)	(13,900)
Direct Service Cost	73,860	79,650	81,370	83,000	84,840
Depreciation	930	930	930	930	930
Transfer To Reserves	5,000	5,000	5,000	5,000	5,000
Inter Service Recharges	(600)	5,630	5,710	5,800	5,890
Total Service Cost	79,190	91,210	93,010	94,730	96,660

Commercial Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
--	---------------------------	----------------------------	------------------------------	------------------------------	------------------------------

Leisure Services

The management and operation of the leisure facilities and the Corn Exchange transferred to Alive Leisure and Alive Management Ltd from 1st September 2014. The Council remains responsible for the maintenance and utility costs of the Leisure facilities buildings; Corn Exchange, Lynnsport, Oasis, St James and Downham Market Sports Centre.

Premises	532,520	552,840	583,880	617,130	652,890
Transport	4,870	4,390	4,380	4,400	4,400
Supplies & Services	133,780	30,030	28,680	30,820	32,850 ^a
Financing Costs	172,510	168,200	158,810	151,880	72,630
Total Expenditure	843,680	755,460	775,750	804,230	762,770
Grants & Contributions	(45,420)	(46,210)	(47,030)	(47,900)	(48,860)
Customer & Client Receipts	(66,170)	(52,310)	(53,510)	(54,780)	(56,190)
Total Income	(111,590)	(98,520)	(100,540)	(102,680)	(105,050)
Direct Service Cost	732,090	656,940	675,210	701,550	657,720
Depreciation	1,090,390	1,090,390	1,090,390	1,090,390	1,090,390
Recharge to Services	581,050	502,570	508,160	511,780	515,490 ^b
Transfer To EM Reserves	78,987	78,990	78,990	78,990	78,990
Transfer To Reserves	7,503	33,680	33,680	32,360	29,480
Inter Service Recharges	107,500	128,150	129,600	131,120	132,520
Total Service Cost	2,597,520	2,490,720	2,516,030	2,546,190	2,504,590

a Reduced Alive Leisure costs resulting in a reduction in Management Fee

b Reduction in Maintenance Recharge from Alive Management.

Museums

This budget covers the cost of supporting the Lynn Museum.

Supplies & Services	34,560	33,560	33,560	33,560	33,560
Total Expenditure	34,560	33,560	33,560	33,560	33,560
Direct Service Cost	34,560	33,560	33,560	33,560	33,560
Depreciation	2,200	2,200	2,200	2,200	2,200
Inter Service Recharges	0	1,030	1,030	1,030	1,030
Total Service Cost	36,760	36,790	36,790	36,790	36,790

Commercial Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 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	736,690	735,720	753,780	772,330	791,420
Premises	626,460	683,460	690,300	701,620	714,640 a
Transport	58,210	51,430	51,440	51,440	51,440
Supplies & Services	105,810	90,370	90,370	90,370	90,370
Agency & Benefit Payments	425,000	425,000	425,000	425,000	425,000
ICT Support Costs	43,770	45,360	46,290	45,840	46,180
Total Expenditure	1,995,940	2,031,340	2,057,180	2,086,600	2,119,050
Customer & Client Receipts	(4,958,510)	(5,242,120)	(5,256,370)	(5,270,870)	(5,285,690) b
Total Income	(4,958,510)	(5,242,120)	(5,256,370)	(5,270,870)	(5,285,690)
Direct Service Cost	(2,962,570)	(3,210,780)	(3,199,190)	(3,184,270)	(3,166,640)
Depreciation	215,450	215,450	215,450	215,450	215,450
Transfer To Reserves	206,070	206,070	106,070	106,070	106,070
Inter Service Recharges	192,060	265,960	269,580	276,020	280,880
Total Service Cost	(2,348,990)	(2,523,300)	(2,608,090)	(2,586,730)	(2,564,240)

a Additional NNDR charges

b Increase in Car Parking fees from April 2016

c Departmental support costs now charged directly

Commercial Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Parks, Sports Grounds & Open Spaces					
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	1,082,290	991,320	1,015,030	1,039,410	1,064,350
Departmental Support Costs	0	0	0	0	0
Premises	332,800	313,260	315,740	318,940	321,050 a
Transport	290,720	267,700	285,230	293,040	297,200 c
Supplies & Services	176,290	168,920	150,530	150,620	150,620
ICT Support Costs	21,440	26,680	27,230	26,970	27,170
Financing Costs	3,430	3,360	3,360	3,360	3,360
Total Expenditure	2,049,390	1,771,240	1,797,120	1,832,340	1,863,750
Customer & Client Receipts	(677,790)	(675,910)	(687,110)	(698,230)	(708,270)
Total Income	(677,790)	(675,910)	(687,110)	(698,230)	(708,270)
Direct Service Cost	1,371,600	1,095,330	1,110,010	1,134,110	1,155,480
Depreciation	262,330	262,330	262,330	262,330	262,330
Transfer To Reserves	72,520	22,080	22,080	22,080	22,080 b
Inter Service Recharges	(437,930)	(235,750)	(242,790)	(248,650)	(255,280) a
Total Service Cost	1,126,100	1,143,990	1,151,630	1,169,870	1,184,610

a Reallocation of Grounds Maintenance recharges

b Walks annual transfer to reserves taken out.

c Vehicle replacement postponed

Commercial Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Play Areas					
This budget deals with the repairs and maintenance of all the Council Play Areas					
Employees	0	11,800	12,130	12,470	12,820
Premises	30,060	30,230	30,540	30,780	31,050
Total Expenditure	30,060	42,030	42,670	43,250	43,870
Customer & Client Receipts	(41,640)	(41,840)	(42,680)	(43,530)	(44,400)
Total Income	(41,640)	(41,840)	(42,680)	(43,530)	(44,400)
Direct Service Cost	(11,580)	190	(10)	(280)	(530)
Depreciation	53,680	53,680	53,680	53,680	53,680
Recharge to Services	(12,940)	(12,970)	(13,120)	(13,230)	(13,350)
Inter Service Recharges	24,470	23,510	23,900	24,470	25,000
Total Service Cost	53,630	64,410	64,450	64,640	64,800

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.

Employees	445,530	430,260	413,780	425,360	437,270
Premises	31,740	22,780	23,370	23,930	24,570 ^a
Transport	16,430	15,240	15,240	15,240	15,240
Supplies & Services	15,950	14,600	14,600	14,600	14,600
ICT Support Costs	38,890	42,680	43,560	43,140	43,460
Total Expenditure	548,540	525,560	510,550	522,270	535,140
Customer & Client Receipts	(8,000)	(6,500)	(6,500)	(6,500)	(6,500)
Total Income	(8,000)	(6,500)	(6,500)	(6,500)	(6,500)
Direct Service Cost	540,540	519,060	504,050	515,770	528,640
Inter Service Recharges	4,090	3,220	3,220	3,220	3,220
Total Service Cost	544,630	522,280	507,270	518,990	531,860

^a a Reorganisation of Kings Court has resulted in a change in office costs.

Commercial Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
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 cost of Dog Warden Service, disposal of abandoned vehicles and the Neighbourhood Teams.					
Employees	1,152,980	1,257,160	1,289,580	1,322,860	1,357,050
Departmental Support Costs	97,720	0	0	0	0
Premises	139,120	132,270	135,150	138,260	141,600
Transport	421,590	466,730	493,270	477,530	478,110 ^a
Supplies & Services	93,900	87,640	87,640	87,640	87,640
Agency & Benefit Payments	41,280	34,420	34,420	34,420	34,420
Financing Costs	66,510	66,510	65,090	65,090	65,090
Total Expenditure	2,013,100	2,044,730	2,105,150	2,125,800	2,163,910
Customer & Client Receipts	(93,150)	(80,230)	(81,460)	(82,700)	(83,970)
Total Income	(93,150)	(80,230)	(81,460)	(82,700)	(83,970)
Direct Service Cost	1,919,950	1,964,500	2,023,690	2,043,100	2,079,940
Depreciation	11,980	11,980	11,980	11,980	11,980
Transfer To EM Reserves	5,000	5,000	5,000	5,000	5,000
Inter Service Recharges	(482,770)	(530,070)	(546,900)	(552,630)	(562,880)
Total Service Cost	1,454,160	1,451,410	1,493,770	1,507,450	1,534,040

a Scheduled replacement of vehicles.

Public Clocks

Maintenance of Public Clocks

Premises	3,450	3,620	3,800	4,000	4,210
Total Expenditure	3,450	3,620	3,800	4,000	4,210
Direct Service Cost	3,450	3,620	3,800	4,000	4,210
Total Service Cost	3,450	3,620	3,800	4,000	4,210

Commercial Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Public Conveniences					
The Council is responsible for the management of 20 toilet blocks across the Borough.					
Premises	127,620	125,520	126,480	127,730	129,230
Supplies & Services	2,340	1,340	1,340	1,340	1,340
Total Expenditure	129,960	126,860	127,820	129,070	130,570
Customer & Client Receipts	(3,360)	(2,720)	(2,720)	(2,720)	(2,720)
Total Income	(3,360)	(2,720)	(2,720)	(2,720)	(2,720)
Direct Service Cost	126,600	124,140	125,100	126,350	127,850
Depreciation	61,220	61,220	61,220	61,220	61,220
Inter Service Recharges	242,090	249,150	257,710	259,710	264,130
Total Service Cost	429,910	434,510	444,030	447,280	453,200

Refuse and Recycling

The Council operates a fortnightly domestic household collection service to an estimated 71,260 properties as at July 2014 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	204,880	225,610	231,270	237,100	243,110 a
Premises	113,200	115,260	115,680	116,240	116,840
Transport	11,950	14,840	14,760	15,080	15,220
Supplies & Services	132,500	116,100	112,210	112,210	112,210 b
Agency & Benefit Payments	4,299,080	4,348,390	4,333,250	4,324,520	4,323,030 c
ICT Support Costs	14,890	21,340	21,780	21,560	21,720
Financing Costs	212,960	218,910	211,310	206,680	201,160
Total Expenditure	4,989,460	5,060,450	5,040,260	5,033,390	5,033,290
Grants & Contributions	(1,588,360)	(1,616,530)	(1,616,530)	(1,616,530)	(1,616,530)
Customer & Client Receipts	(1,730,260)	(1,616,580)	(1,741,860)	(1,777,780)	(1,814,480) d
Total Income	(3,318,620)	(3,233,110)	(3,358,390)	(3,394,310)	(3,431,010)
Direct Service Cost	1,670,840	1,827,340	1,681,870	1,639,080	1,602,280
Depreciation	163,270	163,270	163,270	163,270	163,270
Inter Service Recharges	(40,330)	(40,800)	(40,790)	(40,780)	(40,760)
Total Service Cost	1,793,780	1,949,810	1,804,350	1,761,570	1,724,790

a Reorganisation of staff costs within Environmental Recharges has resulted in a change in employee costs.

b Decrease in market research costs.

c Contract inflation.

d Decrease in income from the Recycling Joint Venture due to market conditions.

Commercial Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 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	164,320	165,040	167,420	169,870	172,380
Departmental Support Costs	14,460	0	0	0	0
Premises	78,910	78,960	79,280	79,750	80,300
Transport	10,760	9,030	8,980	9,320	9,320
Supplies & Services	97,410	94,000	94,000	94,000	94,000
ICT Support Costs	5,360	26,860	27,410	27,150	27,350
Total Expenditure	371,220	373,890	377,090	380,090	383,350
Customer & Client Receipts	(396,100)	(409,260)	(410,800)	(412,340)	(413,900)
Total Income	(396,100)	(409,260)	(410,800)	(412,340)	(413,900)
Direct Service Cost	(24,880)	(35,370)	(33,710)	(32,250)	(30,550)
Depreciation	9,260	9,260	9,260	9,260	9,260
Inter Service Recharges	131,600	123,700	126,840	129,400	132,100
Total Service Cost	115,980	97,590	102,390	106,410	110,810

Shops and Offices

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

Employees	6,340	6,410	6,590	6,770	6,960
Premises	46,010	37,390	38,190	39,030	39,930
Supplies & Services	800	0	0	0	0
Total Expenditure	53,150	43,800	44,780	45,800	46,890
Customer & Client Receipts	(439,200)	(394,890)	(398,620)	(401,400)	(401,500)
Total Income	(439,200)	(394,890)	(398,620)	(401,400)	(401,500)
Direct Service Cost	(386,050)	(351,090)	(353,840)	(355,600)	(354,610)
Depreciation	36,820	36,820	36,820	36,820	36,820
Inter Service Recharges	73,860	77,900	79,120	80,570	82,050
Total Service Cost	(275,370)	(236,370)	(237,900)	(238,210)	(235,740)

Commercial Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 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	44,490	44,350	45,590	46,870	48,180
Departmental Support Costs	12,950	0	0	0	0
Premises	1,250	1,970	2,030	2,070	2,130
Transport	2,730	2,770	2,770	2,770	2,770
Supplies & Services	32,280	32,130	32,130	32,130	32,130
ICT Support Costs	2,680	2,670	2,720	2,690	2,710
Total Expenditure	96,380	83,890	85,240	86,530	87,920
Customer & Client Receipts	(5,000)	(8,000)	(9,000)	(10,000)	(10,000)
Total Income	(5,000)	(8,000)	(9,000)	(10,000)	(10,000)
Direct Service Cost	91,380	75,890	76,240	76,530	77,920
Inter Service Recharges	340	4,590	4,710	4,830	4,960
Total Service Cost	91,720	80,480	80,950	81,360	82,880

Town Centre Promotions

This budget is to fund town centre events, developments and promotions such as car parking promotions.

Supplies & Services	150,000	150,000	100,000	50,000	50,000 a
Total Expenditure	150,000	150,000	100,000	50,000	50,000
Direct Service Cost	150,000	150,000	100,000	50,000	50,000
Total Service Cost	150,000	150,000	100,000	50,000	50,000

a Cost reduction programme

Commercial Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Town Hall and Stories of Lynn					
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 and will be reopened as 'Stories of Lynn' from 2016/2017 This budget covers both the operations of the Stories of Lynn and the Regalia Rooms.					
Employees	137,050	132,420	135,890	139,420	143,040
Premises	79,410	77,440	71,050	72,880	74,910
Supplies & Services	38,060	92,440	92,440	92,440	92,440 a
ICT Support Costs	10,720	10,670	10,890	10,790	10,870
Total Expenditure	265,240	312,970	310,270	315,530	321,260
Customer & Client Receipts	(95,230)	(102,630)	(102,990)	(103,360)	(103,740)
Total Income	(95,230)	(102,630)	(102,990)	(103,360)	(103,740)
Direct Service Cost	170,010	210,340	207,280	212,170	217,520
Depreciation	214,440	214,440	214,440	214,440	214,440
Transfer To Reserves	30,150	30,150	30,150	30,140	30,140
Inter Service Recharges	29,440	32,690	32,700	32,710	32,710
Total Service Cost	444,040	487,620	484,570	489,460	494,810

a Increase due to the Stories of Lynn project contribution

Environment and Planning

	2015/2016 Revised	2016/2017 Estimate	2017/2018 Projection	2018/2019 Projection	2019/2020 Projection
	£	£	£	£	£
Building Control	61,430	61,430	61,430	61,430	61,430
Conservation and Heritage	91,100	89,890	91,530	93,210	94,940
Corporate Scanning	253,550	232,280	238,420	243,710	249,750
Development Control	173,540	192,710	218,790	224,470	233,730
Emergency Planning & Flood Defence	200,950	181,850	184,300	186,270	188,660
Food Hygiene & Public Health	481,350	438,940	449,420	493,200	504,450
Licensing	14,910	28,980	29,410	29,730	35,690
Local Land Charges	2,890	(5,330)	(6,850)	(8,600)	(10,250)
Planning Policy	420,830	318,330	326,300	333,410	341,340
Pollution Monitoring	269,980	317,210	318,190	325,370	333,060
Street Naming & Numbering	72,750	83,150	85,230	87,310	89,520
Total for Service	2,043,280	1,939,440	1,996,170	2,069,510	2,122,320

Environment and Planning Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 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.					
Agency & Benefit Payments	69,190	69,190	69,190	69,190	69,190
Total Expenditure	69,190	69,190	69,190	69,190	69,190
Direct Service Cost	69,190	69,190	69,190	69,190	69,190
Inter Service Recharges	(7,760)	(7,760)	(7,760)	(7,760)	(7,760)
Total Service Cost	61,430	61,430	61,430	61,430	61,430

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	59,740	58,450	60,090	61,770	63,500
Transport	3,890	3,970	3,970	3,970	3,970
Supplies & Services	27,470	27,470	27,470	27,470	27,470
Total Expenditure	91,100	89,890	91,530	93,210	94,940
Direct Service Cost	91,100	89,890	91,530	93,210	94,940
Total Service Cost	91,100	89,890	91,530	93,210	94,940

Environment and Planning Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Corporate Scanning					
Employees	199,030	185,650	190,850	196,190	201,690 a
Premises	20,040	12,300	12,580	12,840	13,140 b
Supplies & Services	2,320	2,320	2,320	2,320	2,320
ICT Support Costs	32,160	32,010	32,670	32,360	32,600
Total Expenditure	253,550	232,280	238,420	243,710	249,750
Direct Service Cost	253,550	232,280	238,420	243,710	249,750
Total Service Cost	253,550	232,280	238,420	243,710	249,750

a Cost reduction programme

b Re-organisation of King's Court has resulted in a change in office costs

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	930,190	940,920	967,280	994,350	1,022,200
Premises	57,330	37,650	38,620	39,540	40,600 a
Transport	44,960	46,240	46,440	46,440	46,440
Supplies & Services	142,940	105,080	105,080	105,080	105,080 b
ICT Support Costs	175,240	174,830	178,430	176,700	178,000
Total Expenditure	1,350,660	1,304,720	1,335,850	1,362,110	1,392,320
Customer & Client Receipts	(1,283,600)	(1,142,910)	(1,147,980)	(1,168,550)	(1,189,510) c
Total Income	(1,283,600)	(1,142,910)	(1,147,980)	(1,168,550)	(1,189,510)
Direct Service Cost	67,060	161,810	187,870	193,560	202,810
Transfer To Reserves	72,500	0	0	0	0 d
Inter Service Recharges	33,980	30,900	30,920	30,910	30,920
Total Service Cost	173,540	192,710	218,790	224,470	233,730

a Re-organisation of King's Court has resulted in a change in office costs

b Planning appeal provision in 2015/16

c Increase in planning income expected in 2015/16

d Provision for major appeals

Environment and Planning Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Emergency Planning & Flood Defence					
This budget contains the costs for Emergency Planning, severe weather contingency and radio phones.					
Employees	48,940	66,700	68,570	70,490	72,470 a
Premises	72,780	61,090	61,250	61,400	61,570 b
Transport	5,380	8,070	8,120	8,160	8,210
Supplies & Services	61,870	25,470	25,450	25,490	25,530 c
ICT Support Costs	10,720	18,680	19,060	18,880	19,020
Total Expenditure	199,690	180,010	182,450	184,420	186,800
Direct Service Cost	199,690	180,010	182,450	184,420	186,800
Inter Service Recharges	1,260	1,840	1,850	1,850	1,860
Total Service Cost	200,950	181,850	184,300	186,270	188,660

a The way in which employee and associated costs have been allocated amended from 2016/17

b Re-organisation of King's Court has resulted in a change in office costs

c Savings made in costs of professional fees

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.

Employees	0	348,270	358,030	402,870	414,150 a
Departmental Support Costs	484,670	0	0	0	0 a
Premises	0	14,830	15,210	15,570	15,990 a
Transport	0	30,480	30,480	30,480	30,480 a
Supplies & Services	37,020	23,190	23,190	23,190	23,190 b
ICT Support Costs	0	57,880	59,080	58,510	58,950 a
Total Expenditure	521,690	474,650	485,990	530,620	542,760
Customer & Client Receipts	(42,000)	(43,970)	(44,830)	(45,680)	(46,570)
Total Income	(42,000)	(43,970)	(44,830)	(45,680)	(46,570)
Direct Service Cost	479,690	430,680	441,160	484,940	496,190
Inter Service Recharges	1,660	8,260	8,260	8,260	8,260
Total Service Cost	481,350	438,940	449,420	493,200	504,450

a Change in recharge methodology

b Savings made regarding professional fees and promotional activities

Environment and Planning Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 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.					
Employees	0	188,940	194,230	199,670	205,260 a
Departmental Support Costs	209,550	0	0	0	0 a
Premises	0	7,990	8,190	8,390	8,610 a
Transport	0	8,320	8,320	8,320	8,320 a
Supplies & Services	16,870	13,010	13,010	13,010	13,010
ICT Support Costs	12,180	19,070	19,470	19,270	19,420 a
Total Expenditure	238,600	237,330	243,220	248,660	254,620
Customer & Client Receipts	(212,690)	(212,090)	(217,550)	(222,670)	(222,670)
Total Income	(228,690)	(212,090)	(217,550)	(222,670)	(222,670)
Direct Service Cost	9,910	25,240	25,670	25,990	31,950
Transfer To Reserves	5,000	0	0	0	0
Inter Service Recharges	0	3,740	3,740	3,740	3,740
Total Service Cost	14,910	28,980	29,410	29,730	35,690

a Change in recharge methodology

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	56,840	57,680	59,280	60,950	62,660
Supplies & Services	45,200	350	350	350	350 a
Agency & Benefit Payments	76,810	78,190	78,190	78,190	78,190
ICT Support Costs	15,710	8,010	8,170	8,090	8,150
Total Expenditure	194,560	144,230	145,990	147,580	149,350
Customer & Client Receipts	(161,080)	(164,050)	(167,330)	(170,670)	(174,090)
Total Income	(161,080)	(164,050)	(167,330)	(170,670)	(174,090)
Direct Service Cost	33,480	(19,820)	(21,340)	(23,090)	(24,740)
Transfer (From) / To Reserves	(35,000)	10,000	10,000	10,000	10,000 b
Inter Service Recharges	4,410	4,490	4,490	4,490	4,490
Total Service Cost	2,890	(5,330)	(6,850)	(8,600)	(10,250)

a Compensation paid in 2015/16

b Transfer from reserves to part fund compensation claim

Environment and Planning Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 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	329,570	244,380	251,220	258,260	265,490 a
Premises	18,130	17,150	17,560	17,960	18,400
Transport	9,350	10,120	10,120	10,120	10,120
Supplies & Services	40,960	40,600	40,600	40,600	40,600
ICT Support Costs	51,750	34,410	35,120	34,780	35,030 b
Total Expenditure	449,760	346,660	354,620	361,720	369,640
Direct Service Cost	449,760	346,660	354,620	361,720	369,640
Transfer From Reserves	(42,730)	(41,210)	(41,210)	(41,210)	(41,210)
Inter Service Recharges	13,800	12,880	12,890	12,900	12,910
Total Service Cost	420,830	318,330	326,300	333,410	341,340

a Reduction in post numbers as part of cost savings exercise

b Change in recharge methodology

Pollution Monitoring

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

Employees	881,720	277,570	278,640	286,440	294,440 a
Departmental Support Costs	133,210	0	0	0	0 a
Premises	24,230	7,680	7,960	8,240	8,550 b
Transport	46,580	6,930	6,930	6,930	6,930 a
Supplies & Services	56,530	45,560	45,560	45,560	45,560 a
ICT Support Costs	44,390	16,010	16,340	16,170	16,280 c
Total Expenditure	1,186,660	353,750	355,430	363,340	371,760
Customer & Client Receipts	(35,070)	(35,390)	(36,090)	(36,820)	(37,550)
Total Income	(35,070)	(35,390)	(36,090)	(36,820)	(37,550)
Direct Service Cost	1,151,590	318,360	319,340	326,520	334,210
Depreciation	4,670	4,670	4,670	4,670	4,670
Transfer From Reserves	(7,160)	(7,160)	(7,160)	(7,160)	(7,160)
Inter Service Recharges	(879,120)	1,340	1,340	1,340	1,340 a
Total Service Cost	269,980	317,210	318,190	325,370	333,060

a The way in which employee and associated costs have been allocated amended from 2016/17

b Re-organisation of King's Court has resulted in a change in office costs

c Change in recharge methodology

Environment and Planning Services

	2015/2016 Revised £	2016/2017 Estimate £	2017/2018 Projection £	2018/2019 Projection £	2019/2020 Projection £
Street Naming & Numbering					
This budget deals with the allocation of street names and house numbers to new and existing housing developments.					
Employees	62,840	63,260	65,030	66,850	68,720
Premises	4,500	12,030	12,230	12,410	12,620 a
Transport	90	90	90	90	90
ICT Support Costs	0	2,670	2,720	2,690	2,710
Total Expenditure	67,430	78,050	80,070	82,040	84,140
Direct Service Cost	67,430	78,050	80,070	82,040	84,140
Inter Service Recharges	5,320	5,100	5,160	5,270	5,380
Total Service Cost	72,750	83,150	85,230	87,310	89,520

a Re-organisation of King's Court has resulted in a change in office costs

Changes to Financial Projections

Financial Plan	2016/2017	2017/2018
	£	£
Budget Projection (Cabinet 12 January 2016)	17,970,950	20,113,600
<u>Expenditure</u>		
Lump sum payment to Norfolk Pensions (2017/18 – 2019/20) deficit contribution	0	3,175,000
Apprentice Levy payable to Central Government	0	54,790
Utility costs	(62,270)	(96,860)
Additional NNDR on car park (Sainsbury's)	41,830	42,670
Special Expenses	(43,640)	(47,190)
Drainage Boards Levies	(62,660)	(64,160)
Minimum Pay Contingency	0	200,000
<u>Savings Made</u>		
Savings from lump sum payment to Norfolk Pensions	0	(75,000)
Removal of Corporate Capital project contribution from budget	(250,000)	(250,000)
Employee expense savings	(964,520)	(1,336,820)
Changes to Corporate Management Team	(63,190)	(70,900)
Town Centre Promotions reduction to budget	0	(50,000)
Corporate staff training budget reduction	(48,050)	(48,050)
Revised MRP calculation reflecting the rephrasing of the capital programme.	(100,000)	(100,000)
<u>Income Generation</u>		
Increase to Car Parking charges	(337,000)	(337,000)
Increase to Crematorium charges	(50,000)	(75,000)
Growth in Planning Fees	(94,390)	(99,060)
Brown Bins (garden waste)	(155,920)	(243,090)
Loss of Freebridge Community Housing CCTV contract	89,310	87,700
Recyclables Income	223,240	226,590
<u>Other movements</u>	195,920	96,490
New Budget Projection	16,289,610	21,103,710

Fees and Charges 2016/2017

Arts and Entertainment

	ACTUAL CHARGE 2015/16 £	PROPOSED CHARGE 2016/17 £
GUILDHALL- 01553 765565		
Posting Tickets	1.00	1.00
Hirings		
Access from 14:00 hrs – clearance by 24:00 hrs		
Commercial		
Monday - Thursday	698.00	704.00
Friday - Sunday	803.00	810.00
Earlier access / rehearsal (per hour)	70.00	70.60
Base hire charge plus 10% of gross box office takings		
Local Arts Organisations		
Monday - Thursday	427.00	430.00
Friday - Sunday	462.00	466.00
Get in / rehearsal rate / excess hours (per hour)	54.00	54.50
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		

Tourism

	ACTUAL CHARGE 2015/16 £	PROPOSED CHARGE 2016/17 £
STORIES OF LYNN - 01553 774297		
Admissions		
Adults	n/a	5.00
Juniors	n/a	3.50
Concessions	n/a	3.50
Family (2 adults and 2 children)	n/a	13.50
Annual Adult	n/a	12.50
Annual Child	n/a	8.75
School visits- Full day	n/a	5.00
School visits - Half day	n/a	4.00
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 2015/16 £	PROPOSED CHARGE 2016/17 £
TOWN HALL, KING'S LYNN - 01553 775839		
Stone Hall/Assembly Room Suite		
Charge per hour		
Monday - Thursday	49.92	50.65
Friday	62.16	63.05
Saturday & Sunday	87.72	88.95
Wedding - Ceremony only - Weekday	316.80	321.25
Wedding - Ceremony - Weekend	438.48	444.65
Wedding - Weekday package (including reception)	742.98	753.40
Wedding - Weekend package (including reception)	1023.12	1037.45
Card Room (Meetings, Whist Drives etc.)		
Charge per Hour	36.54	37.05
Additional one off charge for Saturday or Sunday hire	62.16	63.05
Daily charge - weekday (8:30am - 5:30pm)	188.82	191.50
Heritage Room - Charge per hour	36.54	37.05
Miles Room - Charge per hour	36.54	37.05
Additional set-up time per hour (subject to availability)	36.54	37.05
Use of Kitchen (per booking)	49.92	50.65
Corkage charge per bottle	6.72	3.00
Hire of Public Address System	79.20	80.30
Additional charge after midnight	152.28	154.45

50% surcharge for bank holiday bookings

COUNCIL OFFICE, CHAPEL ST, KING'S LYNN - 01553 616288

Committee Suite		
Charge per Hour	40.60	40.60
Charge per Day	241.60	241.60
Meeting Rooms 1,2 & 3		
Charge per Hour	33.25	33.25

Community Centres

	ACTUAL CHARGE 2015/16 £	PROPOSED CHARGE 2016/17 £
SOUTH LYNN COMMUNITY CENTRE - 01553 763620		
Main Hall		
Off Peak per hour	18.61	19.07
Peak per hour	24.81	25.43
Community Rooms per hour	16.07	16.47
FAIRSTEAD COMMUNITY CENTRE - 01553 771477		
Main Hall		
Off Peak per hour	18.61	19.07
Peak per hour	24.81	25.43

Sport and Recreation

		ACTUAL CHARGE 2015/16 £	PROPOSED CHARGE 2016/17 £
Grass Sports Pitches	Downham Market 01366 386868		
	Hunstanton 01485 534227		
	Kings Lynn 01553 818001		
General Lettings Per Match with changing facilities		54.65	55.20
SEASONAL AMENITIES - HUNSTANTON			
Bowling Green			
Per Session - 2 hours approx.		5.40	5.50
Per Session - 2 hours approx. concession	Deleted as linked to Leisurecard	-	-
Crazy Golf			
Adults - per round		2.80	2.90
Adults - per round concession	Deleted as linked to Leisurecard	-	-
Juniors - per round		2.30	2.40
Juniors - per round concession	Deleted as linked to Leisurecard	-	-
Tennis - Grass Courts Per Person Per Session (2 hours)			
Adults		4.60	4.70
Juniors		2.40	2.50
Doubles		3.35	3.40
Pitch and Putt			
Adults - per game		4.20	4.30
Adults - per game concession	Deleted as linked to Leisurecard	-	-
Juniors - per game		3.35	3.40
Juniors - per game concession	Deleted as linked to Leisurecard	-	-
Putting Green			
Adults - per round		3.20	3.30
Adults - per round concession	Deleted as linked to Leisurecard	-	-
Juniors - per round		2.60	2.70
Juniors - per round concession	Deleted as linked to Leisurecard	-	-
Beach Hut Site (annual increase as per lease)			
Heacham - per annum exclusive of rates		355.77	360.75
Heacham - Assignment Fee Beach Hut Site		1,067.31	1,082.25
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)		101.50	103.00
Recreation Ground			
Caravan Rallies - per van per day		6.45	6.60
Tennis Tournament		2,364.00	2,397.10
Chalets			
Daily Hire		18.60	18.90
Weekly Hire		86.20	87.50
Seasonal Hire		605.75	614.50
Resort Services - Permit for Launch of Personal Watercraft/Power Boats			
Non Member - Per Annum (in advance, conditions apply)		22.65	23.00
Member * - Per Annum (in advance, conditions apply)		6.15	6.25
Day Permit (Training certification and insurance must be shown)		11.10	11.30
<i>* Member of Heacham Boat Owners or Hunstanton Ski Club Only</i>			
Seafront Kiosk Trader - 1st March to 31st October - Max three per kiosk		38.80	41.00
Triangle Traders - 1st March to 31st October - Max three per kiosk		38.80	41.00
Coal Shed Gallery (per day)	CHARGE SUSPENDED AS FACILITY CURRENTLY LEASED OUT		

	ACTUAL CHARGE 2015/16	PROPOSED CHARGE 2016/17
	£	£
<u>Commercial Waste</u>		
Hire Charge & Waste Transfer Note (Annual Fee)		
1100 litre	105.00	105.95
770 litre	95.00	95.86
660 litre	93.00	93.84
360 litre	67.50	68.11
240 litre	46.50	46.92
Fee per Emptying		
1100 litre	15.00	15.14
770 litre	12.50	12.61
660 litre	11.50	11.60
360 litre	9.00	9.08
240 litre	7.60	7.67
<u>Schools Waste</u>		
Hire Charge & Waste Transfer Note (Annual Fee)		
1100 litre	105.00	105.95
770 litre	95.00	95.86
660 litre	93.00	93.84
360 litre	67.50	68.11
240 litre	46.50	46.92
Fee per Emptying		
1100 litre	8.60	8.68
770 litre	7.25	7.32
660 litre	6.00	6.05
360 litre	3.50	3.53
240 litre	2.75	2.77
<u>Domestic Property used as Self Catering Accommodation</u>		
Hire Charge & Waste Transfer Note (Annual Fee)		
1100 litre	105.00	105.95
770 litre	95.00	95.86
660 litre	93.00	93.84
360 litre	67.50	68.11
240 litre	46.50	46.92
Fee per Emptying		
1100 litre	8.60	8.68
770 litre	7.25	7.32
660 litre	6.00	6.05
360 litre	3.50	3.53
240 litre	2.75	2.77
<u>Commercial Recycling</u>		
Waste Transfer Note (Annual Fee)		
1100 litre	31.50	31.78
660 litre	31.50	31.78
360 litre	31.50	31.78
240 litre	31.50	31.78
Fee per Emptying		
1100 litre	5.50	5.50
660 litre	4.30	4.30
360 litre	3.25	3.25
240 litre	2.65	2.65
<u>Schools Recycling</u>		
Waste Transfer Note (Annual Fee)		
1100 litre	31.50	31.78
660 litre	31.50	31.78
360 litre	31.50	31.78
240 litre	31.50	31.78
Fee per Emptying		
1100 litre	5.50	5.50
660 litre	4.30	4.30
360 litre	3.25	3.25
240 litre	2.65	2.65
Contract Bin Delivery		
	27.00	27.24
Additional Waste Transfer Note		
	31.50	31.78
Trade Waste Plastic Sacks		
Roll of 25 - (includes delivery charge)	61.00	61.55
Waste Transfer Note on first purchase of year	31.50	31.78

DOMESTIC REFUSE CHARGES INCLUDE VAT

	ACTUAL CHARGE 2015/16	PROPOSED CHARGE 2016/17
	£	£
Bulk Waste Collections (01553 776676)		
First three items	28.00	28.00
Per additional item thereafter	9.50	9.50
Side Waste - Purchase of Tag	1.50	1.50
Replacement of Lost Wheelie Bin (01553 776676)		
Delivered	38.00	38.00
Collected	27.00	27.00
Replacement of Stolen Wheelie Bin (if crime number is supplied)		
Delivered	19.00	19.00
Collected	13.70	13.70
Contact telephone number for following services (01553 782060)		
Garden Waste		
Per bag	1.75	1.75
Fortnightly Brown Bin Collection	42.00	47.00
(NOTE: with effect from 1st April 2016 a £5.00 surcharge is to be introduced for customers not paying for their Garden Waste service by direct debit)		
Collection Hazardous Household Waste	FREE	FREE
Empty of Parish Litter Bin	95.00	95.87
Empty of Parish Dog Waste Bin (per emptying)	1.55	1.56

Markets/Hanging Baskets and Allotments - 01553 616200

		ACTUAL CHARGE 2015/16 £	PROPOSED CHARGE 2016/17 £
MARKETS			
King's Lynn (Tuesday and Friday)			
Hunstanton (Wednesday)			
Per metre frontage	Regular Traders	4.75	4.85
	Casual Traders	7.15	7.25
Annual agreement - 50% discount (January to March only)			
Kings Lynn (Saturday)			
Per metre frontage	Regular Traders	3.70	3.75
	Casual Traders	5.55	5.65
Annual agreement - 50% discount (January to March only)			
Hunstanton (Sunday)			
Per metre frontage	Regular Traders	8.40	8.55
	Casual Traders	12.60	12.80
Annual agreement - 50% discount (January to March only)			
Market Parking			
All markets - any vehicle for one market (per annum)			
		15.60	15.85
All markets - any vehicle for any market (per annum)			
		22.60	22.95
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)			
		59.00	59.54
ALLOTMENTS - Kings Lynn			
Per square metre per annum		0.07	0.07
Public Conveniences			
Radar key for disabled toilets		4.00	4.00

Careline - 01553 760671

		ACTUAL CHARGE 2015/16 £	PROPOSED CHARGE 2016/17 £
CARELINE			
Rented Units			
Within District			
Weekly charge		3.41	3.41
Connection Charge (single payment)		36.60	36.60
Outside District			
Weekly charge		3.41	3.41
Connection Charge (Single payment)		43.80	43.80
Purchased Units			
Within District			
Monitoring and Maintenance Charge		1.77	1.77
Connection Charge (single payment)		36.60	36.60
Outside District			
Monitoring and Maintenance Charge		1.77	1.77
Connection Charge (single payment)		43.80	43.80

Housing Standards - 01553 616200

HMO Licence fee		466.00	466.00
-----------------	--	--------	--------

CCTV - 01553 616200

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

	ACTUAL CHARGE 2015/16 £	PROPOSED CHARGE 2016/17 £
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
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
Inspection of a Request for Election	0.10	0.10
SUPPLY OF MINUTES AND AGENDA		
Supply of Council Minutes (Per annum)	72.50	72.50
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

	ACTUAL CHARGE 2015/16 £	PROPOSED CHARGE 2016/17 £
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
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) (from 1st February 2016 part of this fee will be subject to VAT)	52.00	58.40
Local Search fee (submitted by NLIS) (from 1st February 2016 part of this fee will be subject to VAT)	52.00	58.40
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
Planning History Search - back to 1994	-	20.00
Planning History Search - back to 1948	-	45.00
	NEW	
	NEW	

Car and PSV Parking

	ACTUAL CHARGE 2015/16 £	PROPOSED CHARGE 2016/17 £
CAR PARKS AND PSV PARKING		
Hunstanton - 01485 535150		
Charges apply Monday to Sunday, plus Bank Holidays except Christmas Day		
Central Car Park		
Inclusive between 8am and 6pm		
Pay and Display Up to 1 Hour	1.40	1.60
Pay and Display Up to 3 hours (was 2 hours)	2.10	2.50
Pay and Display Up to 5 hours	4.10	4.20
Holiday Rover (Weekly)	17.60	18.50
OAP – Hunstanton Resident (Annual)	24.20	25.50
Inclusive between 6pm and 8am	1.00	1.00
Valentine Road Car Park		
Pay and Display Up to 30 minutes	0.80	1.00
Pay and Display Up to 1 Hour	1.40	1.60
Pay and Display Up to 3 hours (was 2 hours)	2.10	2.50
All day before 10.00am	0.60	0.80
All day after 10.00am	2.30	2.50
Inclusive between 6pm and 8am	1.00	1.00
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	3.50
Pay and Display Up to 4 hours	4.80	5.00
All day - (valid until 8am the following day)	6.40	6.50
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	3.50
Pay and Display Up to 4 hours	5.20	5.40
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	3.50
All day	6.40	6.50
1st July to 31st August including Bank Holidays		
Up to 2 hours	3.20	3.50
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 3 hours (was 2 hours)	3.20	3.50
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 3 hours (was 2 hours)	3.20	3.50
All day - (valid until 8am the following day)	5.80	6.00
Inclusive between 6pm and 8am	1.00	1.00
Season Tickets		
Six months (unreserved)	130.90	140.00
Twelve months (unreserved)	193.00	200.00
Reserved Twelve months	303.60	320.00

Car and PSV Parking

CAR PARKS AND PSV PARKING

Heacham (Seasonal)

Charges apply from 1st March to 30th June and 1st September to 31st October, including Bank Holidays, inclusive between 8am and 6pm

	ACTUAL CHARGE 2015/16 £	PROPOSED CHARGE 2016/17 £
Daily - one hour	1.80	1.80
Daily - three hours (was two hours)	3.20	3.50
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 - three hours (was two hours)	3.20	3.50
Daily - all day	5.80	6.00
Inclusive between 6pm and 8am	1.00	1.00

Season ticket - OAP

Season ticket - resident

Season ticket - non resident

Season ticket - Beach Hut Resident

	23.10	24.50
	31.30	33.00
	61.60	65.00
	26.40	28.00

King's Lynn - 01553 616222

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)

Up to 1 hour	0.80	1.00
Up to 3 hours	1.40	1.60
Up to 5 hours	2.10	2.50
Up to 8am	4.10	4.20
Inclusive between 6pm and 8am	1.00	1.00

Long Term

All Day before 10am

All Day after 10am

Boal Quay all day

Inclusive between 6pm and 8am

	2.20	2.50
	2.90	3.20
	2.10	2.40
	1.00	1.00

Season Tickets

Monthly

Annual

	35.75	37.50
	336.60	350.00

Multi-storey - St James

Inclusive between 8am and 6pm

Up to 1 hour	1.40	1.60
Up to 3 hours	2.10	2.50
Up to 4 hours	3.40	3.60
Up to 5 hours	4.10	4.20
Up to 6 hours	5.00	5.30
Up to 7 hours	6.00	6.40
Up to 8 hours	7.00	7.50
Up to 9 hours	8.00	8.60
Up to 10 hours	9.00	9.70
Up to 11 hours	10.00	10.80

Lost ticket

Inclusive between 6pm and 8am

Season Ticket - Annual- weekdays Monday-Friday (max 50)

	12.00	12.00
	1.00	1.00
	715.50	740.00

Penalty Charge Notices

Payment within 14 days *range of charges depending on level of contravention*

Payment after 14 days *range of charges depending on level of contravention*

	25.00 to 35.00	25.00 to 35.00
	50.00 to 60.00	50.00 to 60.00

Other Charges

Public Service Vehicle (Bus Station Pay and Display)

Contract Parking Bay (per annum)

	1.40	2.00
	715.50	740.00

CEMETERIES - 01553 630533
King's Lynn and Hunstanton

Internment fee whose age at time of death exceeded 12 years

For cremated remains

Interment in walled grave or vault (exc construction cost)

Disinterment - of earthen burial (Adult)

Disinterment - of earthen burial (Child)

Disinterment - of cremated remains

**ACTUAL
CHARGE
2015/16
£**
**PROPOSED
CHARGE
2016/17
£**

832.30

868.00

101.50

102.00

1,471.70

1,518.00

1,471.70

1,492.00

264.00

267.00

202.80

210.50

Walpole St Andrew, Marshland Smeeth and Upwell

 Internment fee whose age at time of death exceeded 12 years
(additional grave digging fees may apply)

For cremated remains

Interment in walled grave or vault (exc construction cost)

Disinterment - of earthen burial (Adult)

Disinterment - of earthen burial (Child)

Disinterment - of cremated remains

568.40

590.00

81.20

82.50

1,218.00

1,260.00

1,471.80

1,492.00

264.00

267.00

202.80

210.50

All Cemeteries
Purchase of exclusive right of burial

In child's grave up to 4'6" x 3'

In earthen grave up to 9' x 4'

In walled grave/vault up to 9' x 4'

In cremation plot 2' x 2'

182.70

185.00

558.25

591.00

812.00

848.00

111.65

113.00

Right to erect memorial

New headstone up to 4' high

New headstone 4' to 6' high

New headstone over 6' high

New headstone under 2'6" on child's grave

Memorial kerb set on child's grave

Memorial kerb set on adults grave

Cremation tablet set level with ground

Additional inscription after first

233.45

262.00

507.50

539.00

1,015.00

1,054.00

111.65

113.00

203.00

205.00

609.00

617.00

126.88

129.00

152.40

180.00

Refundable Deposit for Disabled Vehicle Access to Gayton Road Cemetery

20.30

20.60

All cemetery charges are increased by 100% for persons who at the time of death lived outside the area of the Borough Council, unless the deceased had lived outside the Borough for less than 5 years immediately before death then 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

CREMATORIUM	ACTUAL CHARGE	PROPOSED CHARGE
	2015/16	2016/17
	£	£
Kings Lynn - 01553 630533		
Cremation for the body of a person whose age at time of death exceeded 12 yrs - Monday-Friday	624.00	658.00
Cremation for the body of a person whose age at time of death exceeded 12 yrs - Saturday	905.80	956.00
Cremation for the body of a person whose age at time of death exceeded 12 yrs - Sunday	1,170.00	1,236.00
Cremation of body parts	93.60	95.00
Miscellaneous Charges:		
Use of chapel for memorial service	150.60	153.00
Provide Music for Memorial Service	25.80	26.50
Provide Funeral Music	25.80	26.50
Recording of the Service into audio CD	41.40	42.00
Recording of the Service onto DVD	51.60	52.50
Recording of the Service - additional copies (per disc)	23.40	24.00
Live webcast/online access and recording of service onto DVD	103.80	105.00
Universal Urn	36.40	36.90
Gongham Urn <i>No longer available</i>	46.80	-
Pentney Urn	46.80	47.50
Bawsey Urn <i>No longer available</i>	75.00	-
Terrington Urn	46.80	47.50
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 <i>No longer available</i>	88.40	-
Amner Vase <i>No longer available</i>	88.40	-
Gayton Casket <i>No longer available</i>	52.20	-
Winch Casket (Plain)	52.20	52.90
Runcton Casket <i>No longer available</i>	72.80	-
Memories in Glass - Round	60.00	60.00
Memories in Glass - Teardrop	70.00	70.00
Memories in Glass - Teardrop engraved	75.00	75.00
Temporary Storage of cremated remains (after 1st month-per month)	15.60	15.80
Certified extract from Register of Cremations	31.20	31.60
Interment of cremated remains (local)	67.60	68.50
Interment of cremated remains (from elsewhere)	145.60	147.60
Disinterment of cremated remains	207.60	210.50
Strewing of cremated remains from elsewhere	62.40	63.20
Application to witness	40.20	40.90
Book of Remembrance:		
2 lines	45.00	45.60
5 lines	95.40	96.70
8 lines	152.40	154.50
11 lines	202.80	205.60
14 lines	257.40	261.00
5 lines with emblem	167.40	169.70
8 lines with emblem	228.60	231.80
11 lines with emblem	279.60	282.80
14 lines with emblem	334.80	339.40
Remembrance Cards:		
2 lines	50.00	50.70
5 lines	101.40	102.80
8 lines	157.20	159.40
11 lines	208.20	211.10
14 lines	258.60	262.20
5 lines with emblem	172.20	174.60
8 lines with emblem	233.40	236.60
11 lines with emblem	284.40	288.30
14 lines with emblem	340.20	344.90

CREMATORIUM Continued

	ACTUAL CHARGE 2015/16 £	PROPOSED CHARGE 2016/17 £
Personal Books of Remembrance		
2 lines	60.00	60.90
5 lines	111.60	113.10
8 lines	167.40	169.70
11 lines	218.40	221.40
14 lines	270.00	273.70
5 lines with emblem	182.70	185.20
8 lines with emblem	243.60	247.20
11 lines with emblem	294.60	299.00
14 lines with emblem	350.40	355.60
Personal Books of Remembrance (additional inscription)		
2 lines	45.00	45.70
5 lines	99.00	100.30
8 lines	156.00	158.10
11 lines	208.20	211.10
14 lines	259.80	263.40
5 lines with emblem	171.60	174.00
8 lines with emblem	234.00	237.20
11 lines with emblem	286.20	290.20
14 lines with emblem	343.20	348.00
Memorial tree - per year		
Memorial Conifer	45.00	45.70
Memorial Tree	65.00	66.00
Bronze single plate 6" x 4"	162.60	164.80
Bronze Double inscription plate 6" x 5"	198.00	200.70
Bronze Photo Plate 6" x 4" [one photo]	202.80	205.60
Bronze Photo Plate 6" x 5" [two photos]	289.20	293.20
Memorial shrub - per year		
Aluminium single plate 5" x 3"	35.00	36.00
Aluminium Double inscription plate 5" x 4"	103.80	105.20
Aluminium Double inscription plate 5" x 4"	149.40	151.40
Aluminium Photo single plate 5" x 3"	187.20	189.80
Aluminium Photo Double inscription plate 5" x 4"	232.80	236.00
6" Kerb plate lease per year		
	15.00	15.30
12" Kerb plate lease per year		
	30.00	30.60
Bronze Plate 6" x 3.75"	101.40	102.80
Bronze Plate 12" x 3.75"	208.20	184.90
Bronze Photo Plate 6" x 3.75"	182.40	211.10
Bronze Photo Plate 12" x 3.75" [one photo]	289.20	293.20
Bronze Photo Plate 12" x 3.75" [two photos]	370.20	375.30
Memorial Seat - per year		
	115.00	117.00
Brass single plate 6" x 2"	147.00	149.00
Brass double plate 9" x 2"	167.40	169.70
Refurbish inscription plate	45.60	46.25
Columbarium:		
Lease of vault per year	65.00	66.00
- Purchase of tablet	450.00	
- Up to 70 letters of inscription	173.00	
- Each additional letter	5.00	
- Border on tablet	15.00	
- Design on tablet	170.00	
- Enamel photograph on tablet	299.00	
- Frame to photograph	62.00	
- Cross on tablet	90.00	
Regild letter (each)	3.06	3.10
Please contact Mintlyn Crematorium for a quote for these items		
Environmental surcharge on adult cremation		
	52.00	55.00

		ACTUAL CHARGE 2015/16	PROPOSED CHARGE 2016/17
		£	£
SHIP SANITATION CERTIFICATE			
Gross Tonnage:			
Up to 1,000	<i>Set nationally so any price change unknown</i>	76.00	76.00
1,001 - 3,000	<i>Set nationally so any price change unknown</i>	112.00	112.00
3,001 - 10,000	<i>Set nationally so any price change unknown</i>	172.00	172.00
10,001 - 20,000	<i>Set nationally so any price change unknown</i>	228.00	228.00
20,001 - 30,000	<i>Set nationally so any price change unknown</i>	290.00	290.00
Over 30,000	<i>Set nationally so any price change unknown</i>	34.00	34.00
STRAY DOG RECOVERY			
Recovery Charge (including Statutory Charge)		75.00	75.70
Kennelling Fee - per day or part thereof		8.90	9.00
EXPORT CERTIFICATE			
Shellfish / Canned Food / Colouring Matter		63.50	63.50
FOOD			
Surrender Certificate			
Issue of certificate		25.00	35.00
PLUS Officer time on site - per hour or part thereof - minimum 15 minutes		25.00	35.00
PLUS any costs incurred in removal and destruction of goods			
TRAINING COURSES			
Hygiene Course - Level 2 - 1 to 10 participants (per person)		49.50	59.50
Hygiene Course - Level 2 - participant number 11 and over (per person)		40.00	50.00
Health and Safety at Work Course - Level 2 - 1 to 10 participants (per person)		49.50	59.50
Health and Safety at Work Course - Level 2 -participant number 11 and over (per person)		40.00	50.00
SAMPLING			
Food Sample	Minimum charge for taking the sample for the first hour	35.00	47.50
	per hour thereafter minimum 15 minutes	21.50	35.00
Swimming Pool Waters	First sample	47.50	47.50
	Subsequent samples taken on same day	35.00	35.00
	Re samples	47.50	47.50
Environmental sampling	Minimum charge for taking the sample for the first hour	35.00	47.50
	per hour thereafter minimum 15 minutes	21.50	35.00
Cryptosporidium	Minimum charge for taking the sample for the first hour	35.00	47.50
	per hour thereafter minimum 15 minutes	21.50	35.00
Legionella	Minimum charge for taking the sample for the first hour	35.00	47.50
	per hour thereafter minimum 15 minutes	21.50	35.00
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	89.00
Animal Boarding		48.50	77.00
Animal Boarding (Home Boarders)		25.00	39.50
Pet Shops		48.50	75.50
Dangerous Animals (plus appropriate Vet's fees)		60.50	100.00
Sex Establishments (Grant)	<i>£1,247.00 refunded if no hearing required</i>	2,554.00	1,694.50
Sex Establishments (Renewal)	<i>£1,247.00 refunded if no hearing required</i>	-	1,648.50
Sex Establishments (Transfer)	<i>£1,247.00 refunded if no hearing required</i>	-	1,306.00
Sex Establishments (Variation)	<i>£1,247.00 refunded if no hearing required</i>	-	1,349.00
Copy of Sex Establishment licence		-	10.60
Dog Breeding		49.50	81.00
Zoo		65.50	147.00
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 ACT 2003

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

	£
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

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

	ACTUAL CHARGE 2015/16	PROPOSED CHARGE 2016/17
	£	£
COMBINED DRIVER		
New Grant	62.00	74.00
Renewal	54.50	67.00
HACKNEY CARRIAGE (Saloon)		
New Grant	117.50	124.00
Renewal	104.00	109.00
Temporary (insurance cover)	58.75	62.00
HACKNEY CARRIAGE (Wheelchair)		
New Grant	122.50	133.00
Renewal	109.00	115.00
Temporary (insurance cover)	61.25	66.50
PRIVATE HIRE VEHICLE		
New Grant	115.00	118.00
Renewal	101.00	104.00
Temporary (insurance cover)	57.50	59.00
SPECIAL EVENT VEHICLE		
New Grant	120.00	123.00
Renewal	101.00	104.00
Temporary (insurance cover)	60.00	61.50
PRIVATE HIRE OPERATOR (1 vehicle)		
New Grant	95.00	97.00
Renewal	85.00	87.00
PRIVATE HIRE OPERATOR (2-10 vehicles)		
New Grant	120.00	123.00
Renewal	110.00	113.00
PRIVATE HIRE OPERATOR (11-20 vehicles)		
New Grant	135.00	138.00
Renewal	128.00	131.00
PRIVATE HIRE OPERATOR (20+ vehicles)		
New Grant	155.00	159.00
Renewal	148.00	152.00
MISCELLANEOUS FEES		
Licence Plate (non refundable)	13.00	15.00
Griminal-Records-Bureau-application	49.00	-
Disclosure and Barring Service Application	-	55.00
Replacement Vehicle Licence (lost, damaged, change of name/address etc)	6.00	5.50
Replacement Vehicle Window Licence (lost, damaged etc)	2.50	5.00
Replacement Driver's (paper) Licence (lost, damaged, change etc)	5.00	5.50
Replacement Driver's (card) Licence (lost, damaged, change etc)	6.50	5.50
Replacement Operator's Licence	6.00	5.50
Vehicle Transfer	23.00	27.50
Change of Name/Address	10.50	10.50
Knowledge Test	20.00	36.00
Private Hire Door Sticker	17.50	19.00

Internal Drainage Board - Estimated Levies 2016/2020

Line no	Board	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
		Revised	Estimate	Projection	Projection	Projection
(1)	(2)	(4)	(5)	(6)	(7)	(8)
		£	£	£	£	£
1	Churchfield and Plawfield	16,850	17,000	17,320	17,650	17,990
2	Downham and Stow Bardolph	51,220	51,680	52,660	53,660	54,680
3	East of Ouse, Polver and Nar	270,760	273,200	278,390	283,680	289,070
4	Hundred Foot Washes	100	100	100	100	100
5	Hundred of Wisbech	870	880	900	920	940
6	King's Lynn Internal Drainage Board	1,740,520	1,754,440	1,787,770	1,821,740	1,856,350
8	Littleport and Downham	21,190	21,380	21,790	22,200	22,620
9	Manea and Welney	17,540	17,700	18,040	18,380	18,730
10	Middle Level	201,530	203,340	207,200	211,140	215,150
11	Needham and Laddus	15,840	15,980	16,280	16,590	16,910
12	Nordelph	1,010	1,020	1,040	1,060	1,080
13	Norfolk Rivers	17,570	17,730	18,070	18,410	18,760
14	Northwold	240	240	240	240	240
15	Southery and District	191,550	193,270	196,940	200,680	204,490
16	Stoke Ferry	44,590	44,990	45,840	46,710	47,600
17	Stringside	1,580	1,590	1,620	1,650	1,680
18	Upwell	26,750	26,990	27,500	28,020	28,550
	Total Levies	2,619,710	2,641,530	2,691,700	2,742,830	2,794,940

Note

The above estimates are based on an assumed increase of 0.9% for 2016/17 (with the exception of King's Lynn at 0.8%), and 1.9% for 2017/18, 2018/19 and 2019/20.

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.

Special Expenses 2016/2017

Parishes Previously Charged

Parish	Taxbase	Special Expenses Cost £	Less Central Government Support Grant £	Net Special Expenses Charge £	2015/16 Special Expenses Band D Charge £	2016/17 Special Expenses Actual Band D Charge £	2016/17 Proposed Charge £
Downham Market	3,450	60,880	2,959	57,921	14.39	16.79	16.79
East Winch	270	1,300	19	1,281	1.74	4.75	4.75
Feltwell	657	1,020	89	931	2.87	1.42	1.42
Heacham	1,811	3,400	7	3,393	0.07	1.87	1.87
Hilgay	408	3,920	184	3,736	8.87	9.15	9.15
Hockwold	362	370	36	334	2.35	0.92	0.92
Hunstanton	1,879	67,760	1,999	65,761	18.11	35.00	26.38
King's Lynn	9,630	452,260	34,990	417,270	41.45	43.33	43.33
Leziate	262	910	5	905	1.10	3.45	3.45
Methwold	463	620	39	581	2.10	1.26	1.26
Northwold	365	0	0	0	0.60	0.00	0.00
North Wootton	843	7,350	8	7,342	0.77	8.71	8.71
Old Hunstanton	338	1,710	16	1,694	3.33	5.01	5.01
Outwell	592	1,910	92	1,818	1.85	3.07	3.07
Pentney	190	70	6	64	0.60	0.34	0.34
South Creake	269	440	45	395	3.99	1.47	1.47
Southery	374	1,850	105	1,745	4.53	4.67	4.67
Terrington St John	261	800	14	786	1.48	3.02	3.02
Upwell	820	5,000	260	4,740	4.58	5.78	5.78
Wiggenhall St Mary Magdalen	218	860	42	818	3.59	3.76	3.76

Parishes Not Previously Charged

Barton Bendish	86	20	1	19	0.00	0.22	0.22
Bircham	224	150	0	150	0.00	0.67	0.67
Brancaster	714	270	4	266	0.00	0.37	0.37
Burnham Market	568	1,730	77	1,653	0.00	2.91	2.91
Burnham Thorpe	80	170	10	160	0.00	2.00	2.00
Castle Acre	324	20	2	18	0.00	0.06	0.06
Clenchwarton	610	990	94	896	0.00	1.47	1.47
Denver	294	1,170	55	1,115	0.00	3.79	3.79
Dersingham	1,703	1,070	82	988	0.00	0.58	0.58
Docking	450	610	43	567	0.00	1.26	1.26
East Rudham	213	40	3	37	0.00	0.17	0.17
Emneth	817	680	63	617	0.00	0.75	0.75
Fincham	183	420	27	393	0.00	2.15	2.15
Gayton	457	250	26	224	0.00	0.49	0.49
Great Massingham	329	80	6	74	0.00	0.22	0.22
Grimston	656	930	52	878	0.00	1.34	1.34
Hillington	122	50	3	47	0.00	0.39	0.39
Marham	769	830	18	812	0.00	1.06	1.06
Marshland St James	353	650	55	595	0.00	1.69	1.69
Middleton	539	10	0	10	0.00	0.02	0.02
Nordelph	122	0	0	0	0.00	0.00	0.00
North Creake	179	170	9	161	0.00	0.90	0.90
Roydon	127	120	5	115	0.00	0.90	0.90
Runcton Holme	216	80	6	74	0.00	0.34	0.34
Shouldham	223	10	0	10	0.00	0.04	0.04
Snettisham	1,012	390	34	356	0.00	0.35	0.35
South Wootton	1,615	5,190	125	5,065	0.00	3.14	3.14
Stoke Ferry	354	470	47	423	0.00	1.20	1.20
Syderstone	197	140	9	131	0.00	0.67	0.67
Terrington St Clement	1,181	1,710	175	1,535	0.00	1.30	1.30
Thornham	362	40	1	39	0.00	0.11	0.11
Tilney All Saints	179	150	13	137	0.00	0.76	0.76
Tilney St Lawrence	429	930	119	811	0.00	1.89	1.89
Walpole	528	880	87	793	0.00	1.50	1.50
Walpole Highway	204	230	30	200	0.00	0.98	0.98
Walpole Cross Keys	137	0	0	0	0.00	0.00	0.00
Walsoken	471	250	24	226	0.00	0.48	0.48
Watlington	777	2,580	189	2,391	0.00	3.08	3.08
West Acre	70	50	4	46	0.00	0.66	0.66
West Dereham	152	0	0	0	0.00	0.00	0.00
West Walton	531	290	14	276	0.00	0.52	0.52
West Winch	915	2,590	102	2,488	0.00	2.72	2.72
Wiggenhall St Germans	431	800	55	745	0.00	1.73	1.73
Wimbotsham	232	490	31	459	0.00	1.98	1.98
Wretton	130	0	109	0	0.00	0.00	0.00

Borough Council of Kings Lynn and West Norfolk

Policy on Earmarked Reserves and General Fund Working Balance

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 on-cost 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

Levels and Movements on Reserves

For each earmarked there will be set 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 Assistant Director (S151) 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 September 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 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

Earmarked Reserves Purpose	Minimum Balance £	Maximum Balance £
<p>Holding Accounts</p> <p>The Holding Accounts reserves consist 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)	£1.5m (May be subject to amounts of Trust Funds placed with the Council)
<p>Planning Reserve</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>Grants Reserves</p> <p>These reserves hold unspent funds received as grants from external bodies for specific schemes/projects.</p>	0	£1m
<p>Collection Fund Adjustments</p> <p>This reserve holds the year end balances of any accounting adjustments necessary for the Council's Business Rates safety Net and Levy payments.</p>	0	£5m
<p>Project reserves</p> <p>These reserves are set up to hold funds earmarked for specific projects that will be delivered in future years.</p>	0	£1m
<p>Other</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