



**Regeneration and Development 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.

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Borough Council of King's Lynn and West Norfolk

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# **The FINANCIAL PLAN 2015/2020**

**As submitted to the  
Cabinet**

**2 February 2016**

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# **The FINANCIAL PLAN 2015/2020**

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## **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<br>Cabinet 12 January<br>2016<br>£ | Revised Budget<br>2015/2016<br>November<br>£ |
|--|---|--|
| 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                                      |
|  |   |  |
| <b>Borough Spend</b>                         | <b>16,746,230</b>                                   | <b>16,606,230</b>                            |
| Contribution to (from) Balances              | 216,460   | 356,460                                      |
| Reimbursement of lump sum<br>Pension Payment | 1,108,000   | 1,108,000                                    |
|  |   |  |
| <b>Borough Requirement</b>                   | <b>18,070,690</b>                                   | <b>18,070,690</b>                            |

- 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<br>(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>          |
| <b>Projected General Fund Balance 31 March 2016</b>                          | <b><u>(5,261,397)</u></b> |

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 %<br>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 %<br>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:

| <b>Band</b> | <b>Value<br/>£</b>  | <b>Weighting of<br/>band</b> |
|-------------|---------------------|------------------------------|
| 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.

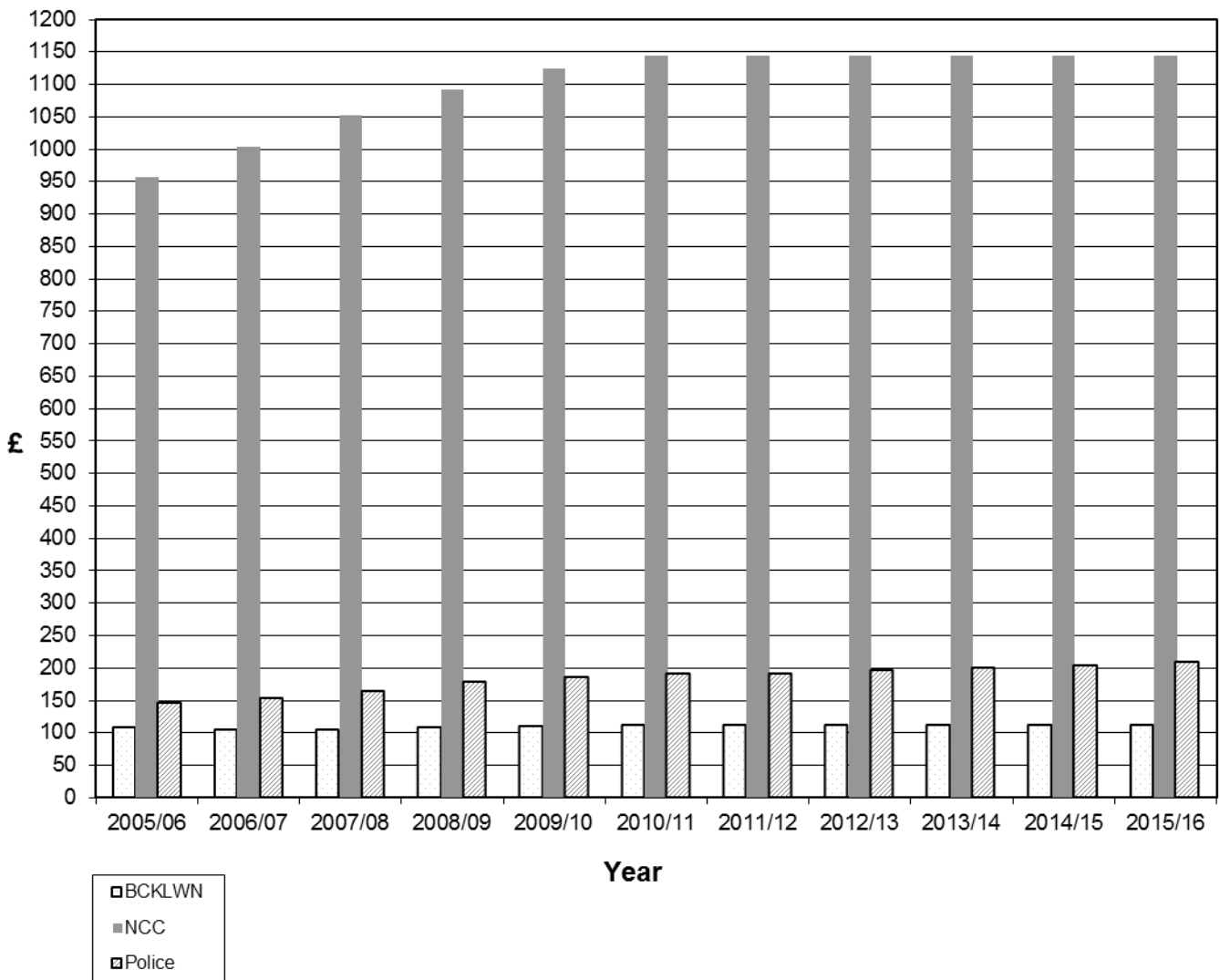
3.5.4 The calculation of the tax base for 2016/2017 takes into account changes resulting from the local council tax support scheme (which reduces the tax base). The full tax base for 2016/2017 is 47,786. Future years show an assumption that the tax base will rise by the equivalent of 350 Band D properties 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**



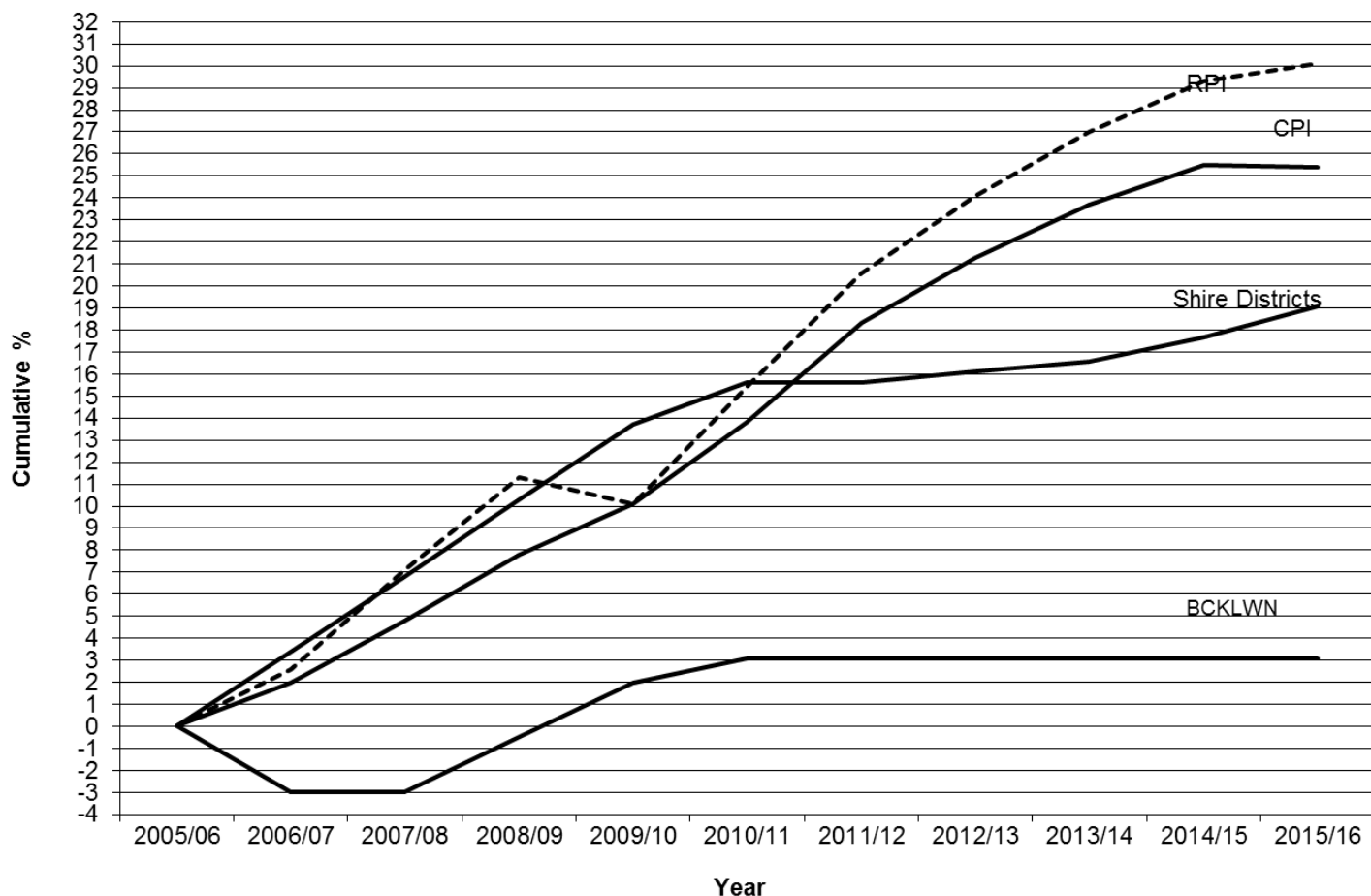
### Council Tax Levels – Band D

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

| <b>Charging Authority</b>                      | <b>2015/2016</b> |
|--|------------------|
|  | <b>£</b>         |
| 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.

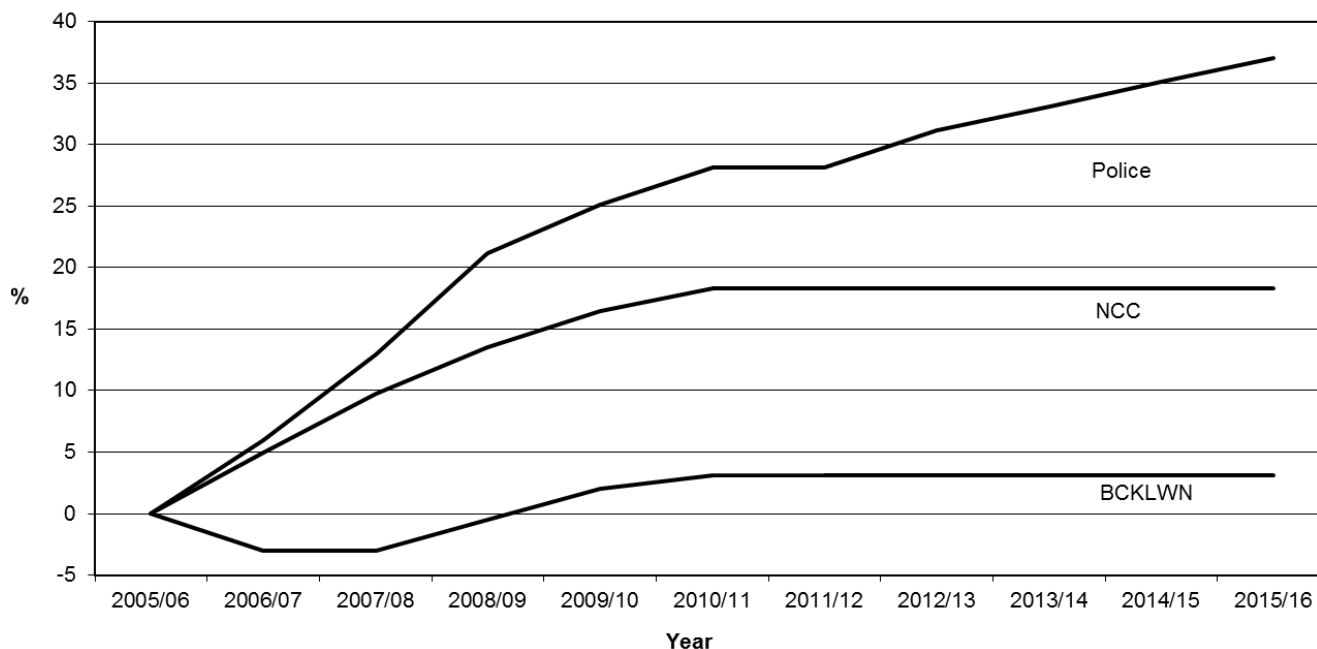
Band D Council Tax and RPI percentage increases 2005 to 2015



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.

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

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:

|  | <b>2018/2019</b>  | <b>2019/2020</b>  |
|--|-------------------|-------------------|
|  | <b>£</b>          | <b>£</b>          |
| <b>Borough Spend projection for previous year</b>                                | <b>21,113,710</b> | <b>16,990,610</b> |
| Removal of 3 year lump sum payment to Norfolk Pensions Service paid in 2017/2018 | (4,511,000)       | 0                 |
| <b>Restated Borough Spend projection</b>   | <b>16,602,710</b> | <b>16,990,610</b> |
| <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           |
|  |                   |                   |
| <b>New Budget Projection</b>   | <b>16,990,610</b> | <b>17,515,660</b> |



### **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)   | <b>(4,034,880)</b> | <b>(3,434,460)</b> |
| 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   | <b>(4,160,150)</b> | <b>(3,510,150)</b> |

**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.

|           | <b>(Contribution)/Draw<br/>from Balances for<br/>Reimbursement of<br/>Lump Sum Pension<br/>Payment<br/>£</b> | <b>(Contribution)/Draw<br/>from Balances to<br/>balance the budget<br/>£</b> |
|-----------|--|--|
| 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        |
|--|------------------|------------------|------------------|------------------|------------------|
|  | £                | £                | £                | £                | £                |
| <b>Balance b/f</b>                             | 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)      |
|  |                  |                  |                  |                  |                  |
| <b>Balance c/f</b>                             | <b>5,261,397</b> | <b>6,941,987</b> | <b>3,274,717</b> | <b>2,900,877</b> | <b>1,834,437</b> |
| <b>Minimum requirement</b>                     |                  |                  |                  |                  |                  |
| 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           |
| <b>Balance Required</b>                        | <b>937,781</b>   | <b>932,756</b>   | <b>906,068</b>   | <b>865,086</b>   | <b>856,709</b>   |

- 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<br>Revised<br>2015/2016<br>£ | Estimate<br>2016/2017<br>£ | Projection<br>2017/2018<br>£ | Projection<br>2018/2019<br>£ | Projection<br>2019/2020<br>£ |
|---|---------------------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| 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                       |
| <b>Borough Spend</b>                        | <b>16,606,230</b>                     | <b>16,289,610</b>          | <b>21,103,710</b>            | <b>16,990,610</b>            | <b>17,515,660</b>            |
| 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)                  |
| <b>Borough Requirement</b>                  | <b>18,070,690</b>                     | <b>17,970,200</b>          | <b>17,436,440</b>            | <b>16,616,770</b>            | <b>16,449,220</b>            |
| 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)                  |
| <b>Funding Position</b>                     | <b>0</b>                              | <b>0</b>                   | <b>0</b>                     | <b>0</b>                     | <b>0</b>                     |



| <b>Corporate</b>   | <b>Democracy</b>   | <b>Central and Community Services</b>  |
|--|--|--|
| <ul style="list-style-type: none"> <li>• Corporate strategy including freedom of information, data protection, public consultation.</li> <li>• Corporate management</li> <li>• Corporate insurance</li> <li>• Corporate projects</li> <li>• Corporate apprentices</li> <li>• Corporate subscriptions</li> <li>• Corporate equal opportunities</li> </ul> | <ul style="list-style-type: none"> <li>• 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)</li> <li>• Electoral registration and administration of elections</li> <li>• Support for the mayoral and civic life of the borough</li> </ul> | <ul style="list-style-type: none"> <li>• West Norfolk Partnership</li> <li>• Community strategy</li> <li>• Communications (internal and external), media relations</li> <li>• Internal graphics and print service</li> <li>• Performance management and performance indicators</li> <li>• Efficiency</li> <li>• Personnel – recruitment, training, employee relations and equal opportunities</li> <li>• Corporate training</li> <li>• Health, safety and welfare of council employees</li> <li>• Provisions of community information points</li> <li>• Provision of Council information Centres at King’s Lynn, Downham Market and Hunstanton</li> <li>• Grants administration</li> <li>• Neighbourhood nuisance, antisocial behaviour and community safety</li> <li>• Community development</li> <li>• Care and repair</li> <li>• Careline</li> <li>• Community transport</li> <li>• Provision of internal ICT services and support,</li> <li>• Administration of the Council’s website</li> </ul> |

| <b>Chief Executive</b>   | <b>Commercial Services</b>   | <b>Environment and Planning</b>  |
|--|--|--|
| <ul style="list-style-type: none"> <li>• Monitoring Officer and Legal advice to all areas of the Council</li> <li>• Residential caravan sites and travellers' sites</li> <li>• General housing strategy, including allocating housing, homelessness, enabling affordable housing provision, and adaptations</li> <li>• Economic regeneration, encouraging businesses to start up, grow or locate in the borough and monitoring local economy</li> <li>• Regeneration programmes</li> <li>• Tourism marketing and development</li> <li>• Project management</li> <li>• Financial Services and advice, including payments to suppliers, collection of income, insurance, banking and treasury management</li> <li>• Internal audit</li> <li>• Collection of council tax and business rates</li> <li>• Administration of housing benefits scheme and collection of overpayments</li> <li>• Take-up of welfare benefits</li> </ul> | <ul style="list-style-type: none"> <li>• Leisure facilities</li> <li>• Leisure Card scheme</li> <li>• Events</li> <li>• Resort services</li> <li>• Tourist information centres</li> <li>• King's Lynn Town Hall and Gaol House</li> <li>• Museums and heritage</li> <li>• Sports grounds, pavilions and pitches</li> <li>• Children's/teenage play</li> <li>• Public open space, including grounds maintenance</li> <li>• Street cleansing services, including public conveniences</li> <li>• Miscellaneous street scenes matters, including street lightning, abandoned vehicles and street furniture</li> <li>• Waste management - refuse and recycling</li> <li>• Town centre management</li> <li>• Off-street car parks</li> <li>• Markets in King's Lynn and Hunstanton</li> <li>• Community centres</li> <li>• Bus stations in King's Lynn and Hunstanton</li> <li>• Arts and entertainment</li> <li>• CCTV</li> <li>• Burial and cremation service</li> <li>• Office facilities and office Accommodation</li> <li>• Property services – valuation of property, management of Council's industrial estate portfolio, asset management</li> </ul> | <ul style="list-style-type: none"> <li>• Planning applications</li> <li>• Planning enforcement</li> <li>• Planning policy, including Local Development Framework and regional planning</li> <li>• Conservation, listed buildings</li> <li>• Countryside and landscape management – bio-diversity, nature conservation and the protection of landscape features</li> <li>• Building regulations (CNC)</li> <li>• Public safety building control</li> <li>• Food safety</li> <li>• Health and safety at work</li> <li>• Licensing</li> <li>• Emergency planning</li> <li>• Air and land quality</li> <li>• Sewerage provision and drainage control</li> <li>• Health improvement</li> <li>• Local land charges</li> <li>• Flood defence</li> </ul> |

## Corporate

|                              | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|------------------------------|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| 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                    |
| <b>Total for Service</b>     | <b>1,178,110</b>          | <b>1,290,790</b>           | <b>6,081,200</b>             | <b>1,737,800</b>             | <b>1,899,790</b>             |

## Corporate

|  | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Corporate Management Team</b>   |                           |                            |                              |                              |                              |
| 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                     |
| <b>Total Expenditure</b>   | <b>649,640</b>            | <b>659,030</b>             | <b>676,240</b>               | <b>692,600</b>               | <b>710,200</b>               |
| <b>Direct Service Cost</b>   | <b>649,640</b>            | <b>659,030</b>             | <b>676,240</b>               | <b>692,600</b>               | <b>710,200</b>               |
| Inter Service Recharges  | 570                       | 2,520                      | 2,520                        | 2,520                        | 2,520                        |
| <b>Total Service Cost</b>  | <b>650,210</b>            | <b>661,550</b>             | <b>678,760</b>               | <b>695,120</b>               | <b>712,720</b>               |

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

b Changes in recharge methodology

| 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|

### 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         |
| <b>Total Expenditure</b>     | <b>237,190</b> | <b>1,211,130</b> | <b>5,839,940</b> | <b>1,498,740</b> | <b>1,703,560</b> |
| Customer & Client Receipts   | (7,670)        | (9,900)          | (13,200)         | (13,360)         | (13,520)         |
| <b>Total Income</b>          | <b>(7,670)</b> | <b>(9,900)</b>   | <b>(13,200)</b>  | <b>(13,360)</b>  | <b>(13,520)</b>  |
| <b>Direct Service Cost</b>   | <b>229,520</b> | <b>1,201,230</b> | <b>5,826,740</b> | <b>1,485,380</b> | <b>1,690,040</b> |
| 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       |
| <b>Total Service Cost</b>    | <b>527,900</b> | <b>629,240</b>   | <b>5,402,440</b> | <b>1,042,680</b> | <b>1,187,070</b> |

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<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|------------------------------------|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| 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                      |
|                                    | <b>1,413,540</b>          | <b>1,305,510</b>           | <b>1,324,230</b>             | <b>1,342,120</b>             | <b>1,363,210</b>             |

## Democracy

|   | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Borough and Parish Council Elections</b>   |                           |                            |                              |                              |                              |
| 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                      |
| <b>Total Expenditure</b>  | <b>119,100</b>            | <b>14,750</b>              | <b>14,750</b>                | <b>14,750</b>                | <b>14,750</b>                |
| Customer & Client Receipts  | (5,120)                   | (5,120)                    | (5,120)                      | (5,120)                      | (5,120)                      |
| <b>Total Income</b>   | <b>(5,120)</b>            | <b>(5,120)</b>             | <b>(5,120)</b>               | <b>(5,120)</b>               | <b>(5,120)</b>               |
| <b>Direct Service Cost</b>  | <b>113,980</b>            | <b>9,630</b>               | <b>9,630</b>                 | <b>9,630</b>                 | <b>9,630</b>                 |
| 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                        |
| <b>Total Service Cost</b>   | <b>19,430</b>             | <b>33,660</b>              | <b>33,660</b>                | <b>33,660</b>                | <b>33,660</b>                |

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         |
| <b>Total Expenditure</b>   | <b>72,760</b> | <b>75,400</b> | <b>76,770</b> | <b>78,030</b> | <b>79,460</b> |
| <b>Direct Service Cost</b> | <b>72,760</b> | <b>75,400</b> | <b>76,770</b> | <b>78,030</b> | <b>79,460</b> |
| Inter Service Recharges    | 590           | 780           | 780           | 780           | 780           |
| <b>Total Service Cost</b>  | <b>73,350</b> | <b>76,180</b> | <b>77,550</b> | <b>78,810</b> | <b>80,240</b> |

## Democracy

|  | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|

**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 <sup>a</sup> |
| <b>Total Expenditure</b>   | <b>681,850</b> | <b>567,270</b> | <b>572,990</b> | <b>576,780</b> | <b>582,090</b>      |
| <b>Direct Service Cost</b> | <b>681,850</b> | <b>567,270</b> | <b>572,990</b> | <b>576,780</b> | <b>582,090</b>      |
| Inter Service Recharges    | 120            | 3,410          | 3,410          | 3,410          | 3,410               |
| <b>Total Service Cost</b>  | <b>681,970</b> | <b>570,680</b> | <b>576,400</b> | <b>580,190</b> | <b>585,500</b>      |

<sup>a</sup> 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         |
| <b>Total Expenditure</b>   | <b>43,650</b> | <b>45,490</b> | <b>46,410</b> | <b>47,500</b> | <b>48,660</b> |
| <b>Direct Service Cost</b> | <b>43,650</b> | <b>45,490</b> | <b>46,410</b> | <b>47,500</b> | <b>48,660</b> |
| Inter Service Recharges    | 0             | 820           | 820           | 820           | 820           |
| <b>Total Service Cost</b>  | <b>43,650</b> | <b>46,310</b> | <b>47,230</b> | <b>48,320</b> | <b>49,480</b> |



## Democracy

|  | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|

## 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         |
| <b>Total Expenditure</b>   | <b>276,150</b> | <b>267,090</b> | <b>270,030</b> | <b>274,790</b> | <b>280,370</b> |
| Customer & Client Receipts | (2,110)        | (2,120)        | (2,170)        | (2,210)        | (2,260)        |
| <b>Total Income</b>        | <b>(2,110)</b> | <b>(2,120)</b> | <b>(2,170)</b> | <b>(2,210)</b> | <b>(2,260)</b> |
| <b>Direct Service Cost</b> | <b>274,040</b> | <b>264,970</b> | <b>267,860</b> | <b>272,580</b> | <b>278,110</b> |
| Inter Service Recharges    | 20,720         | 22,630         | 22,640         | 22,650         | 22,660         |
| <b>Total Service Cost</b>  | <b>294,760</b> | <b>287,600</b> | <b>290,500</b> | <b>295,230</b> | <b>300,770</b> |

## 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         |
| <b>Total Expenditure</b>   | <b>329,880</b> | <b>288,070</b> | <b>295,870</b> | <b>302,880</b> | <b>310,520</b> |
| <b>Direct Service Cost</b> | <b>329,880</b> | <b>288,070</b> | <b>295,870</b> | <b>302,880</b> | <b>310,520</b> |
| Inter Service Recharges    | 33,900         | 18,560         | 19,040         | 18,820         | 18,990         |
| <b>Total Service Cost</b>  | <b>300,380</b> | <b>291,080</b> | <b>298,890</b> | <b>305,910</b> | <b>313,560</b> |

## Central and Community Services

|  | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| 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                            |
| <b>Total for Service</b>                     | <b>4,030,520</b>          | <b>4,175,720</b>           | <b>3,914,330</b>             | <b>3,963,230</b>             | <b>4,046,340</b>             |

## Central and Community Services

|   | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Care and Repair</b>  |                           |                            |                              |                              |                              |
| 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                        |
| <b>Total Expenditure</b>  | <b>1,225,110</b>          | <b>1,076,370</b>           | <b>1,088,090</b>             | <b>1,105,520</b>             | <b>1,126,470</b>             |
| 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                  |
| <b>Total Income</b>   | <b>(1,683,560)</b>        | <b>(1,640,540)</b>         | <b>(1,640,720)</b>           | <b>(1,641,430)</b>           | <b>(1,642,160)</b>           |
| <b>Direct Service Cost</b>  | <b>(458,450)</b>          | <b>(564,170)</b>           | <b>(552,630)</b>             | <b>(535,910)</b>             | <b>(515,690)</b>             |
| 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)                     |
| <b>Total Service Cost</b>   | <b>1,094,360</b>          | <b>1,284,480</b>           | <b>987,520</b>               | <b>1,004,260</b>             | <b>1,024,500</b>             |

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         |
|                            | <b>97,660</b> | <b>111,540</b> | <b>114,410</b> | <b>116,960</b> | <b>119,820</b> |
| <b>Direct Service Cost</b> | <b>97,660</b> | <b>111,540</b> | <b>114,410</b> | <b>116,960</b> | <b>119,820</b> |
| Inter Service Recharges    | 950           | 770            | 770            | 770            | 770            |
| <b>Total Service Cost</b>  | <b>98,610</b> | <b>112,310</b> | <b>115,180</b> | <b>117,730</b> | <b>120,590</b> |

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

## Central and Community Services

|  | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Community Safety and Nuisance</b>   |                           |                            |                              |                              |                              |
| 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                       |
| <b>Total Expenditure</b>   | <b>589,980</b>            | <b>661,050</b>             | <b>676,390</b>               | <b>690,700</b>               | <b>706,270</b>               |
| <b>Direct Service Cost</b>   | <b>589,980</b>            | <b>661,050</b>             | <b>676,390</b>               | <b>690,700</b>               | <b>706,270</b>               |
| Inter Service Recharges  | 64,320                    | 66,900                     | 68,060                       | 69,440                       | 70,850                       |
| <b>Total Service Cost</b>  | <b>654,300</b>            | <b>727,950</b>             | <b>744,450</b>               | <b>760,140</b>               | <b>777,120</b>               |

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        |
| <b>Total Expenditure</b>   | <b>1,031,840</b> | <b>900,310</b> | <b>885,490</b> | <b>881,620</b> | <b>903,700</b> |
| <b>Direct Service Cost</b> | <b>1,031,840</b> | <b>900,310</b> | <b>885,490</b> | <b>881,620</b> | <b>903,700</b> |
| Inter Service Recharges    | 8,070            | 14,130         | 14,140         | 14,160         | 14,160         |
| <b>Total Service Cost</b>  | <b>1,039,910</b> | <b>914,440</b> | <b>899,630</b> | <b>895,780</b> | <b>917,860</b> |

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<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Improvement, Efficiency &amp; Performance Review</b>   |                           |                            |                              |                              |                              |
| 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                        |
| <b>Total Expenditure</b>  | <b>59,770</b>             | <b>83,910</b>              | <b>86,190</b>                | <b>88,350</b>                | <b>90,680</b>                |
| <b>Direct Service Cost</b>  | <b>59,770</b>             | <b>83,910</b>              | <b>86,190</b>                | <b>88,350</b>                | <b>90,680</b>                |
| <b>Total Service Cost</b>   | <b>59,770</b>             | <b>83,910</b>              | <b>86,190</b>                | <b>88,350</b>                | <b>90,680</b>                |

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         |
| <b>Total Expenditure</b>   | <b>585,180</b> | <b>533,720</b> | <b>536,520</b> | <b>543,360</b> | <b>551,090</b> |
| Customer & Client Receipts | (1,000)        | (4,400)        | (5,750)        | (7,000)        | (7,000)        |
| <b>Total Income</b>        | <b>(1,000)</b> | <b>(4,400)</b> | <b>(5,750)</b> | <b>(7,000)</b> | <b>(7,000)</b> |
| <b>Direct Service Cost</b> | <b>584,180</b> | <b>529,320</b> | <b>530,770</b> | <b>536,360</b> | <b>544,090</b> |
| Inter Service Recharges    | (93,040)       | (99,440)       | (99,740)       | (100,050)      | (100,380)      |
| <b>Total Service Cost</b>  | <b>491,140</b> | <b>429,880</b> | <b>431,030</b> | <b>436,310</b> | <b>443,710</b> |

a Savings from the cost reduction programme.

## Central and Community Services

|   | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Policy and Partnerships</b>  |                           |                            |                              |                              |                              |
| 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                       |
| <b>Total Expenditure</b>  | <b>982,960</b>            | <b>608,290</b>             | <b>571,940</b>               | <b>576,900</b>               | <b>582,260</b>               |
| Grants & Contributions  | (540,840)                 | (441,600)                  | (400,000)                    | 0                            | 0 a                          |
| <b>Total Income</b>   | <b>(540,840)</b>          | <b>(441,600)</b>           | <b>(400,000)</b>             | <b>0</b>                     | <b>0</b>                     |
| <b>Direct Service Cost</b>  | <b>442,120</b>            | <b>166,690</b>             | <b>171,940</b>               | <b>576,900</b>               | <b>582,260</b>               |
| 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                        |
| <b>Total Service Cost</b>   | <b>298,850</b>            | <b>321,550</b>             | <b>326,710</b>               | <b>331,680</b>               | <b>337,050</b>               |

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          |
| <b>Total Expenditure</b>   | <b>317,360</b>  | <b>310,350</b>  | <b>331,160</b>  | <b>335,070</b>  | <b>339,380</b>  |
| Customer & Client Receipts | (50,000)        | (50,000)        | (50,000)        | (50,000)        | (50,000)        |
| <b>Total Income</b>        | <b>(50,000)</b> | <b>(50,000)</b> | <b>(50,000)</b> | <b>(50,000)</b> | <b>(50,000)</b> |
| <b>Direct Service Cost</b> | <b>267,360</b>  | <b>260,350</b>  | <b>281,160</b>  | <b>285,070</b>  | <b>289,380</b>  |
| Depreciation               | 96,550          | 96,550          | 96,550          | 96,550          | 96,550          |
| Inter Service Recharges    | (175,760)       | (135,830)       | (135,880)       | (136,030)       | (136,180)       |
| <b>Total Service Cost</b>  | <b>188,150</b>  | <b>221,070</b>  | <b>241,830</b>  | <b>245,590</b>  | <b>249,750</b>  |

## Central and Community Services

|  | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Safety and Welfare</b>  |                           |                            |                              |                              |                              |
| 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                        |
| <b>Total Expenditure</b>   | <b>96,260</b>             | <b>93,990</b>              | <b>95,690</b>                | <b>97,360</b>                | <b>99,120</b>                |
| Customer & Client Receipts                                       | (2,000)                   | (1,990)                    | (2,000)                      | (2,040)                      | (2,080)                      |
| <b>Total Income</b>  | <b>(2,000)</b>            | <b>(1,990)</b>             | <b>(2,000)</b>               | <b>(2,040)</b>               | <b>(2,080)</b>               |
| <b>Direct Service Cost</b>                                       | <b>94,260</b>             | <b>92,000</b>              | <b>93,690</b>                | <b>95,320</b>                | <b>97,040</b>                |
| Inter Service Recharges  | (11,860)                  | (11,870)                   | (11,900)                     | (11,930)                     | (11,960)                     |
| <b>Total Service Cost</b>  | <b>82,400</b>             | <b>80,130</b>              | <b>81,790</b>                | <b>83,390</b>                | <b>85,080</b>                |

## 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 <sup>a</sup> |
| 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                   |
| <b>Total Expenditure</b>   | <b>1,383,570</b> | <b>1,606,020</b> | <b>1,637,470</b> | <b>1,622,420</b> | <b>1,638,480</b>    |
| <b>Direct Service Cost</b> | <b>1,383,570</b> | <b>1,606,020</b> | <b>1,637,470</b> | <b>1,622,420</b> | <b>1,638,480</b>    |
| 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)         |
| <b>Total Service Cost</b>  | <b>23,030</b>    | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>            |

<sup>a</sup> Reorganisation of Kings Court has resulted in a change in office costs.

## Chief Executive

|                          | <b>2015/2016<br/>Revised<br/>£</b> | <b>2016/2017<br/>Projection<br/>£</b> | <b>2017/2018<br/>Projection<br/>£</b> | <b>2018/2019<br/>Projection<br/>£</b> | <b>2019/2020<br/>Projection<br/>£</b> |
|--------------------------|------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| 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                               |
| <b>Total for Service</b> | <b>5,948,620</b>                   | <b>4,474,930</b>                      | <b>4,328,230</b>                      | <b>4,481,170</b>                      | <b>4,666,580</b>                      |



## Chief Executive

|   | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Corporate Projects Team</b>                                  |                           |                            |                              |                              |                              |
| 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                        |
| <b>Total Expenditure</b>  | <b>107,570</b>            | <b>118,540</b>             | <b>121,340</b>               | <b>123,970</b>               | <b>126,830</b>               |
| <b>Direct Service Cost</b>                                      | <b>107,570</b>            | <b>118,540</b>             | <b>121,340</b>               | <b>123,970</b>               | <b>126,830</b>               |
| Inter Service Recharges   | 0                         | 930                        | 930                          | 930                          | 930                          |
| <b>Total Service Cost</b>                                       | <b>107,570</b>            | <b>119,470</b>             | <b>122,270</b>               | <b>124,900</b>               | <b>127,760</b>               |

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         |
| <b>Total Expenditure</b>   | <b>278,890</b> | <b>274,100</b> | <b>279,080</b> | <b>284,050</b> | <b>289,370</b> |
| <b>Direct Service Cost</b> | <b>278,890</b> | <b>274,100</b> | <b>279,080</b> | <b>284,050</b> | <b>289,370</b> |
| Inter Service Recharges    | 4,880          | 3,300          | 3,320          | 3,310          | 3,320          |
| <b>Total Service Cost</b>  | <b>283,770</b> | <b>277,400</b> | <b>282,400</b> | <b>287,360</b> | <b>292,690</b> |

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

## Chief Executive

|  | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Financial Assistance</b>  |                           |                            |                              |                              |                              |
| 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                    |
| <b>Total Expenditure</b>   | <b>264,650</b>            | <b>224,150</b>             | <b>224,150</b>               | <b>224,150</b>               | <b>224,150</b>               |
| <b>Direct Service Cost</b>   | <b>264,650</b>            | <b>224,150</b>             | <b>224,150</b>               | <b>224,150</b>               | <b>224,150</b>               |
| REFCUS   | 50,000                    | 50,000                     | 50,000                       | 50,000                       | 50,000                       |
| <b>Total Service Cost</b>  | <b>314,650</b>            | <b>274,150</b>             | <b>274,150</b>               | <b>274,150</b>               | <b>274,150</b>               |

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        |
| <b>Total Expenditure</b>   | <b>817,460</b> | <b>847,060</b> | <b>868,070</b> | <b>885,380</b> | <b>905,810</b> |
| Customer & Client Receipts | (500)          | (500)          | (500)          | (500)          | (500)          |
| <b>Total Income</b>        | <b>(500)</b>   | <b>(500)</b>   | <b>(500)</b>   | <b>(500)</b>   | <b>(500)</b>   |
| <b>Direct Service Cost</b> | <b>816,960</b> | <b>846,560</b> | <b>867,570</b> | <b>884,880</b> | <b>905,310</b> |
| 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)      |
| <b>Total Service Cost</b>  | <b>805,310</b> | <b>823,250</b> | <b>843,180</b> | <b>859,380</b> | <b>878,660</b> |

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

## Chief Executive

|   | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Hanse</b>  |                           |                            |                              |                              |                              |
| 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                        |
| <b>Total Expenditure</b>  | <b>88,500</b>             | <b>22,500</b>              | <b>2,500</b>                 | <b>2,500</b>                 | <b>2,500</b>                 |
| <b>Direct Service Cost</b>  | <b>88,500</b>             | <b>22,500</b>              | <b>2,500</b>                 | <b>2,500</b>                 | <b>2,500</b>                 |
| Transfer (From) Reserves  | (86,000)                  | (20,000)                   | 0                            | 0                            | 0                            |
| <b>Total Service Cost</b>   | <b>2,500</b>              | <b>2,500</b>               | <b>2,500</b>                 | <b>2,500</b>                 | <b>2,500</b>                 |

## 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          |
| <b>Total Expenditure</b>   | <b>161,530</b>  | <b>155,900</b>  | <b>119,140</b>  | <b>121,440</b>  | <b>124,270</b>  |
| Grants & Contributions     | (88,000)        | (88,000)        | (88,000)        | (88,000)        | (88,000)        |
| <b>Total Income</b>        | <b>(88,000)</b> | <b>(88,000)</b> | <b>(88,000)</b> | <b>(88,000)</b> | <b>(88,000)</b> |
| <b>Direct Service Cost</b> | <b>73,530</b>   | <b>67,900</b>   | <b>31,140</b>   | <b>33,440</b>   | <b>36,270</b>   |
| Transfer To Reserves       | 0               | 8,630           | 8,620           | 0               | 0               |
| Inter Service Recharges    | 5,080           | 9,060           | 9,150           | 9,250           | 9,360           |
| <b>Total Service Cost</b>  | <b>78,610</b>   | <b>85,590</b>   | <b>48,910</b>   | <b>42,690</b>   | <b>45,630</b>   |

a Savings from the cost reduction programme.

## Chief Executive

|   | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Housing Advances</b>   |                           |                            |                              |                              |                              |
| 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                            |
| <b>Total Expenditure</b>  | <b>1,620</b>              | <b>0</b>                   | <b>0</b>                     | <b>0</b>                     | <b>0</b>                     |
| Customer & Client Receipts  | (1,550)                   | (1,530)                    | (1,560)                      | (1,590)                      | (1,620)                      |
| Interest  | (13,530)                  | (13,290)                   | (13,290)                     | (13,290)                     | (13,290)                     |
| <b>Total Income</b>   | <b>(15,080)</b>           | <b>(14,820)</b>            | <b>(14,850)</b>              | <b>(14,880)</b>              | <b>(14,910)</b>              |
| <b>Direct Service Cost</b>  | <b>(13,460)</b>           | <b>(14,820)</b>            | <b>(14,850)</b>              | <b>(14,880)</b>              | <b>(14,910)</b>              |
| <b>Total Service Cost</b>   | <b>(13,460)</b>           | <b>(14,820)</b>            | <b>(14,850)</b>              | <b>(14,880)</b>              | <b>(14,910)</b>              |

## 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          |
| <b>Total Expenditure</b>   | <b>105,310</b> | <b>101,750</b> | <b>104,460</b> | <b>107,080</b> | <b>109,870</b> |
| <b>Direct Service Cost</b> | <b>105,310</b> | <b>101,750</b> | <b>104,460</b> | <b>107,080</b> | <b>109,870</b> |
| Transfer (From) Reserves   | (32,150)       | 0              | 0              | 0              | 0              |
| Inter Service Recharges    | 0              | 330            | 330            | 330            | 330            |
| <b>Total Service Cost</b>  | <b>73,160</b>  | <b>102,080</b> | <b>104,790</b> | <b>107,410</b> | <b>110,200</b> |

## Chief Executive

|  | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Housing Options</b>   |                           |                            |                              |                              |                              |
| 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                       |
| <b>Total Expenditure</b>   | <b>393,920</b>            | <b>321,640</b>             | <b>311,570</b>               | <b>317,630</b>               | <b>324,330</b>               |
| Customer & Client Receipts   | (1,600)                   | (7,500)                    | (7,500)                      | (7,500)                      | (7,500)                      |
| <b>Total Income</b>  | <b>(1,600)</b>            | <b>(7,500)</b>             | <b>(7,500)</b>               | <b>(7,500)</b>               | <b>(7,500)</b>               |
| <b>Direct Service Cost</b>   | <b>392,320</b>            | <b>314,140</b>             | <b>304,070</b>               | <b>310,130</b>               | <b>316,830</b>               |
| Inter Service Recharges  | 850                       | 1,970                      | 1,970                        | 1,970                        | 1,970                        |
| <b>Total Service Cost</b>  | <b>393,170</b>            | <b>316,110</b>             | <b>306,040</b>               | <b>312,100</b>               | <b>318,800</b>               |

a Changes in Housing Establishment.

b Reduction in temporary accommodation costs and Homeless Prevention Fund.

## Chief Executive

|  | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Housing Standards</b>   |                           |                            |                              |                              |                              |
| 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                       |
| <b>Total Expenditure</b>   | <b>427,890</b>            | <b>426,730</b>             | <b>437,650</b>               | <b>447,890</b>               | <b>458,980</b>               |
| Customer & Client Receipts   | (49,190)                  | (470)                      | (6,610)                      | (6,750)                      | (6,880) b                    |
| <b>Total Income</b>  | <b>(49,190)</b>           | <b>(470)</b>               | <b>(6,610)</b>               | <b>(6,750)</b>               | <b>(6,880)</b>               |
| <b>Direct Service Cost</b>   | <b>378,700</b>            | <b>426,260</b>             | <b>431,040</b>               | <b>441,140</b>               | <b>452,100</b>               |
| Depreciation   | 6,390                     | 6,390                      | 6,390                        | 6,390                        | 6,390                        |
| Inter Service Recharges  | 3,090                     | (920)                      | (1,000)                      | (1,090)                      | (1,200)                      |
| <b>Total Service Cost</b>  | <b>388,180</b>            | <b>431,730</b>             | <b>436,430</b>               | <b>446,440</b>               | <b>457,290</b>               |

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<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Internal Audit &amp; Fraud</b>                           |                           |                            |                              |                              |                              |
| 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                     |
| <b>Total Expenditure</b>                                    | <b>201,840</b>            | <b>183,160</b>             | <b>187,890</b>               | <b>192,350</b>               | <b>197,190</b>               |
| Customer & Client Receipts                                  | 0                         | (1,750)                    | (1,750)                      | (1,750)                      | (1,750)                      |
| <b>Total Income</b>   | <b>0</b>                  | <b>(1,750)</b>             | <b>(1,750)</b>               | <b>(1,750)</b>               | <b>(1,750)</b>               |
| <b>Direct Service Cost</b>                                  | <b>201,840</b>            | <b>181,410</b>             | <b>186,140</b>               | <b>190,600</b>               | <b>195,440</b>               |
| Inter Service Recharges                                     | 130                       | (1,130)                    | (1,170)                      | (1,210)                      | (1,250)                      |
| <b>Total Service Cost</b>                                   | <b>203,380</b>            | <b>181,730</b>             | <b>186,460</b>               | <b>190,920</b>               | <b>195,760</b>               |

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          |
| <b>Total Expenditure</b>   | <b>314,540</b>  | <b>304,970</b> | <b>307,440</b>  | <b>309,390</b>  | <b>311,770</b>  |
| Customer & Client Receipts | (10,020)        | (9,900)        | (10,100)        | (10,300)        | (10,510)        |
| <b>Total Income</b>        | <b>(10,020)</b> | <b>(9,900)</b> | <b>(10,100)</b> | <b>(10,300)</b> | <b>(10,510)</b> |
| <b>Direct Service Cost</b> | <b>304,520</b>  | <b>295,070</b> | <b>297,340</b>  | <b>299,090</b>  | <b>301,260</b>  |
| Inter Service Recharges    | 1,940           | 590            | 590             | 590             | 590             |
| <b>Total Service Cost</b>  | <b>306,460</b>  | <b>295,660</b> | <b>297,930</b>  | <b>299,680</b>  | <b>301,850</b>  |

a Cost reduction programme.

## Chief Executive

|  | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Regeneration Projects</b>   |                           |                            |                              |                              |                              |
| 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                        |
| <b>Total Expenditure</b>   | <b>167,900</b>            | <b>181,910</b>             | <b>150,430</b>               | <b>153,500</b>               | <b>156,810</b>               |
| Customer & Client Receipts   | (61,700)                  | (61,350)                   | (61,640)                     | (62,830)                     | (64,040)                     |
| <b>Total Income</b>  | <b>(61,700)</b>           | <b>(61,350)</b>            | <b>(61,640)</b>              | <b>(62,830)</b>              | <b>(64,040)</b>              |
| <b>Direct Service Cost</b>   | <b>106,200</b>            | <b>120,560</b>             | <b>88,790</b>                | <b>90,670</b>                | <b>92,770</b>                |
| 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                      |
| <b>Total Service Cost</b>  | <b>1,893,130</b>          | <b>492,870</b>             | <b>266,510</b>               | <b>268,390</b>               | <b>270,500</b>               |

a Additional grant money in 2015/2016.



## Chief Executive

|  | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Revenues and Benefits</b>   |                           |                            |                              |                              |                              |
| 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                      |
| <b>Total Expenditure</b>   | <b>43,350,320</b>         | <b>43,927,290</b>          | <b>44,657,940</b>            | <b>44,675,570</b>            | <b>44,723,810</b>            |
| 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                  |
| <b>Total Income</b>  | <b>(42,415,790)</b>       | <b>(43,066,420)</b>        | <b>(43,669,390)</b>          | <b>(43,579,910)</b>          | <b>(43,504,230)</b>          |
| <b>Direct Service Cost</b>   | <b>934,530</b>            | <b>860,870</b>             | <b>988,550</b>               | <b>1,095,660</b>             | <b>1,219,580</b>             |
| Transfer From Reserves   | (55,600)                  | 0                          | 0                            | 0                            | 0 d                          |
| Inter Service Recharges  | 24,440                    | 23,930                     | 23,950                       | 23,960                       | 23,980                       |
| <b>Total Service Cost</b>  | <b>903,370</b>            | <b>884,800</b>             | <b>1,012,500</b>             | <b>1,119,620</b>             | <b>1,243,560</b>             |

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<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Tourism</b>   |                           |                            |                              |                              |                              |
| 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                        |
| <b>Total Expenditure</b>   | <b>243,280</b>            | <b>243,070</b>             | <b>191,180</b>               | <b>193,520</b>               | <b>196,020</b>               |
| Customer & Client Receipts   | (43,780)                  | (43,530)                   | (35,040)                     | (35,880)                     | (36,750) a                   |
| <b>Total Income</b>  | <b>(43,780)</b>           | <b>(43,530)</b>            | <b>(35,040)</b>              | <b>(35,880)</b>              | <b>(36,750)</b>              |
| <b>Direct Service Cost</b>   | <b>199,500</b>            | <b>199,540</b>             | <b>156,140</b>               | <b>157,640</b>               | <b>159,270</b>               |
| Inter Service Recharges  | 3,960                     | 2,870                      | 2,870                        | 2,870                        | 2,870                        |
| <b>Total Service Cost</b>  | <b>203,460</b>            | <b>202,410</b>             | <b>159,010</b>               | <b>160,510</b>               | <b>162,140</b>               |

a Cost reduction programme.

## Commercial Services

|                                    | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|------------------------------------|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| 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                      |
| <b>Total for Service</b>           | <b>4,589,550</b>          | <b>4,494,860</b>           | <b>4,197,580</b>             | <b>4,136,210</b>             | <b>4,134,780</b>             |

## Commercial Services

|   | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>CCTV</b>   |                           |                            |                              |                              |                              |
| 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                       |
| <b>Total Expenditure</b>  | <b>587,350</b>            | <b>558,990</b>             | <b>562,910</b>               | <b>564,880</b>               | <b>574,100</b>               |
| Customer & Client Receipts  | (289,640)                 | (205,250)                  | (211,530)                    | (217,590)                    | (223,820) b                  |
| <b>Total Income</b>   | <b>(289,640)</b>          | <b>(205,250)</b>           | <b>(211,530)</b>             | <b>(217,590)</b>             | <b>(223,820)</b>             |
| <b>Direct Service Cost</b>  | <b>297,710</b>            | <b>353,740</b>             | <b>351,380</b>               | <b>347,290</b>               | <b>350,280</b>               |
| 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)                    |
| <b>Total Service Cost</b>   | <b>(120,220)</b>          | <b>(96,600)</b>            | <b>(107,190)</b>             | <b>(121,010)</b>             | <b>(127,990)</b>             |

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<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Community Centres</b>   |                           |                            |                              |                              |                              |
| 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                       |
| <b>Total Expenditure</b>   | <b>98,410</b>             | <b>73,550</b>              | <b>74,640</b>                | <b>75,580</b>                | <b>76,840</b>                |
| Customer & Client Receipts   | (107,850)                 | (92,600)                   | (93,550)                     | (94,530)                     | (95,530)                     |
| <b>Total Income</b>  | <b>(107,850)</b>          | <b>(92,600)</b>            | <b>(93,550)</b>              | <b>(94,530)</b>              | <b>(95,530)</b>              |
| <b>Direct Service Cost</b>   | <b>(9,440)</b>            | <b>(19,050)</b>            | <b>(18,910)</b>              | <b>(18,950)</b>              | <b>(18,690)</b>              |
| Depreciation   | 8,450                     | 8,450                      | 8,450                        | 8,450                        | 8,450                        |
| Inter Service Recharges  | 8,010                     | 26,200                     | 26,890                       | 27,600                       | 28,350                       |
| <b>Total Service Cost</b>  | <b>7,020</b>              | <b>15,600</b>              | <b>16,430</b>                | <b>17,100</b>                | <b>18,110</b>                |

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          |
| <b>Total Expenditure</b>   | <b>730,210</b>   | <b>695,540</b>   | <b>708,310</b>   | <b>722,720</b>   | <b>738,260</b>   |
| Customer & Client Receipts | (138,120)        | (155,050)        | (155,240)        | (155,520)        | (155,810)        |
| <b>Total Income</b>        | <b>(138,120)</b> | <b>(155,050)</b> | <b>(155,240)</b> | <b>(155,520)</b> | <b>(155,810)</b> |
| <b>Direct Service Cost</b> | <b>592,090</b>   | <b>540,490</b>   | <b>553,070</b>   | <b>567,200</b>   | <b>582,450</b>   |
| 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)        |
| <b>Total Service Cost</b>  | <b>(95,450)</b>  | <b>(70,690)</b>  | <b>(73,070)</b>  | <b>(73,050)</b>  | <b>(73,880)</b>  |

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

## Commercial Services

|  | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|

### 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            |
| <b>Total Expenditure</b>   | <b>1,001,730</b>   | <b>1,000,090</b>   | <b>1,008,180</b>   | <b>1,022,760</b>   | <b>1,038,750</b>   |
| Customer & Client Receipts | (1,873,030)        | (1,947,260)        | (2,031,070)        | (2,096,740)        | (2,138,860)        |
| <b>Total Income</b>        | <b>(1,873,030)</b> | <b>(1,947,260)</b> | <b>(2,031,070)</b> | <b>(2,096,740)</b> | <b>(2,138,860)</b> |
| <b>Direct Service Cost</b> | <b>(871,300)</b>   | <b>(947,170)</b>   | <b>(1,022,890)</b> | <b>(1,073,980)</b> | <b>(1,100,110)</b> |
| 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            |
| <b>Total Service Cost</b>  | <b>(485,590)</b>   | <b>(551,780)</b>   | <b>(618,160)</b>   | <b>(660,230)</b>   | <b>(677,640)</b>   |

### 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          |
| <b>Total Expenditure</b>   | <b>83,630</b>  | <b>76,460</b>  | <b>77,400</b>  | <b>78,540</b>  | <b>79,810</b>  |
| <b>Direct Service Cost</b> | <b>83,630</b>  | <b>76,460</b>  | <b>77,400</b>  | <b>78,540</b>  | <b>79,810</b>  |
| Depreciation               | 98,180         | 98,180         | 98,180         | 98,180         | 98,180         |
| Inter Service Recharges    | (183,070)      | (178,100)      | (179,070)      | (180,270)      | (181,570)      |
| <b>Total Service Cost</b>  | <b>(1,260)</b> | <b>(3,460)</b> | <b>(3,490)</b> | <b>(3,550)</b> | <b>(3,580)</b> |

## Commercial Services

|  | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Events &amp; Cultural Activities</b>  |                           |                            |                              |                              |                              |
| 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                        |
| <b>Total Expenditure</b>   | <b>8,200</b>              | <b>8,200</b>               | <b>8,200</b>                 | <b>8,200</b>                 | <b>8,200</b>                 |
| <b>Direct Service Cost</b>   | <b>8,200</b>              | <b>8,200</b>               | <b>8,200</b>                 | <b>8,200</b>                 | <b>8,200</b>                 |
| Depreciation   | 1,320                     | 1,320                      | 1,320                        | 1,320                        | 1,320                        |
| <b>Total Service Cost</b>  | <b>9,520</b>              | <b>9,520</b>               | <b>9,520</b>                 | <b>9,520</b>                 | <b>9,520</b>                 |

## 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           |
| <b>Total Expenditure</b>   | <b>27,240</b>   | <b>9,510</b>    | <b>9,710</b>    | <b>9,920</b>    | <b>10,140</b>   |
| Customer & Client Receipts | (71,550)        | (60,410)        | (61,130)        | (61,880)        | (62,650) b      |
| <b>Total Income</b>        | <b>(71,550)</b> | <b>(60,410)</b> | <b>(61,130)</b> | <b>(61,880)</b> | <b>(62,650)</b> |
| <b>Direct Service Cost</b> | <b>(44,310)</b> | <b>(50,900)</b> | <b>(51,420)</b> | <b>(51,960)</b> | <b>(52,510)</b> |
| Inter Service Recharges    | 3,050           | 4,560           | 4,830           | 4,900           | 5,050           |
| <b>Total Service Cost</b>  | <b>(41,260)</b> | <b>(46,340)</b> | <b>(46,590)</b> | <b>(47,060)</b> | <b>(47,460)</b> |

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<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>General Properties</b>   |                           |                            |                              |                              |                              |
| 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.<br>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 <sup>a</sup>           |
| <b>Total Expenditure</b>  | <b>129,510</b>            | <b>87,890</b>              | <b>87,750</b>                | <b>87,800</b>                | <b>87,860</b>                |
| Customer & Client Receipts  | (148,480)                 | (146,040)                  | (146,070)                    | (146,340)                    | (146,360)                    |
| <b>Total Income</b>   | <b>(148,480)</b>          | <b>(146,040)</b>           | <b>(146,070)</b>             | <b>(146,340)</b>             | <b>(146,360)</b>             |
| <b>Direct Service Cost</b>  | <b>(18,970)</b>           | <b>(58,150)</b>            | <b>(58,320)</b>              | <b>(58,540)</b>              | <b>(58,500)</b>              |
| Depreciation  | 20,660                    | 20,660                     | 20,660                       | 20,660                       | 20,660                       |
| Transfer From Reserves  | (58,440)                  | (10,600)                   | (10,600)                     | (10,600)                     | (10,600) <sup>a</sup>        |
| Inter Service Recharges   | 22,880                    | 24,770                     | 25,100                       | 25,340                       | 25,560                       |
| <b>Total Service Cost</b>   | <b>(33,870)</b>           | <b>(23,320)</b>            | <b>(23,160)</b>              | <b>(23,140)</b>              | <b>(22,880)</b>              |

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 <sup>a</sup> |
| <b>Total Expenditure</b>   | <b>203,810</b>  | <b>184,660</b>  | <b>187,620</b>  | <b>183,410</b>  | <b>185,350</b>       |
| Customer & Client Receipts | (73,740)        | (73,810)        | (74,070)        | (74,330)        | (74,610)             |
| <b>Total Income</b>        | <b>(73,740)</b> | <b>(73,810)</b> | <b>(74,070)</b> | <b>(74,330)</b> | <b>(74,610)</b>      |
| <b>Direct Service Cost</b> | <b>130,070</b>  | <b>110,850</b>  | <b>113,550</b>  | <b>109,080</b>  | <b>110,740</b>       |
| Depreciation               | 74,210          | 74,210          | 74,210          | 74,210          | 74,210               |
| Inter Service Recharges    | 9,000           | 11,320          | 11,360          | 11,400          | 11,430               |
| <b>Total Service Cost</b>  | <b>213,280</b>  | <b>196,380</b>  | <b>199,120</b>  | <b>194,690</b>  | <b>196,380</b>       |

a Reduced administration fee



## Commercial Services

|   | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£       | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£  | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------------|------------------------------|-------------------------------|------------------------------|
| <b>Industrial Units</b>   |                           |                                  |                              |                               |                              |
| 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                        |
| <b>Total Expenditure</b>  | <b>173,210</b>            | <b>179,920</b>                   | <b>181,890</b>               | <b>184,120</b>                | <b>186,630</b>               |
| Customer & Client Receipts  | (1,385,700)               | (1,397,770)                      | (1,421,500)                  | (1,441,900)                   | (1,443,610)                  |
| <b>Total Income</b>   | <b>(1,385,700)</b>        | <b>(1,397,770)</b>               | <b>(1,421,500)</b>           | <b>(1,441,900)</b>            | <b>(1,443,610)</b>           |
| <b>Direct Service Cost</b>  | <b>(1,212,490)</b>        | <b>(1,217,850)</b>               | <b>(1,239,610)</b>           | <b>(1,257,780)</b>            | <b>(1,256,980)</b>           |
| 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                       |
| <b>Total Service Cost</b>   | <b>(1,159,130)</b>        | <b>(1,171,380)</b>               | <b>(1,192,880)</b>           | <b>(1,210,860)</b>            | <b>(1,209,870)</b>           |

## 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           |
| <b>Total Expenditure</b>   | <b>87,460</b>   | <b>93,300</b>   | <b>95,110</b>   | <b>96,820</b>   | <b>98,740</b>   |
| Customer & Client Receipts | (13,600)        | (13,650)        | (13,740)        | (13,820)        | (13,900)        |
| <b>Total Income</b>        | <b>(13,600)</b> | <b>(13,650)</b> | <b>(13,740)</b> | <b>(13,820)</b> | <b>(13,900)</b> |
| <b>Direct Service Cost</b> | <b>73,860</b>   | <b>79,650</b>   | <b>81,370</b>   | <b>83,000</b>   | <b>84,840</b>   |
| 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           |
| <b>Total Service Cost</b>  | <b>79,190</b>   | <b>91,210</b>   | <b>93,010</b>   | <b>94,730</b>   | <b>96,660</b>   |

## Commercial Services

|  | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|

### 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           |
| <b>Total Expenditure</b>   | <b>843,680</b>   | <b>755,460</b>   | <b>775,750</b>   | <b>804,230</b>   | <b>762,770</b>   |
| 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)         |
| <b>Total Income</b>        | <b>(111,590)</b> | <b>(98,520)</b>  | <b>(100,540)</b> | <b>(102,680)</b> | <b>(105,050)</b> |
| <b>Direct Service Cost</b> | <b>732,090</b>   | <b>656,940</b>   | <b>675,210</b>   | <b>701,550</b>   | <b>657,720</b>   |
| 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          |
| <b>Total Service Cost</b>  | <b>2,597,520</b> | <b>2,490,720</b> | <b>2,516,030</b> | <b>2,546,190</b> | <b>2,504,590</b> |

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        |
| <b>Total Expenditure</b>   | <b>34,560</b> | <b>33,560</b> | <b>33,560</b> | <b>33,560</b> | <b>33,560</b> |
| <b>Direct Service Cost</b> | <b>34,560</b> | <b>33,560</b> | <b>33,560</b> | <b>33,560</b> | <b>33,560</b> |
| Depreciation               | 2,200         | 2,200         | 2,200         | 2,200         | 2,200         |
| Inter Service Recharges    | 0             | 1,030         | 1,030         | 1,030         | 1,030         |
| <b>Total Service Cost</b>  | <b>36,760</b> | <b>36,790</b> | <b>36,790</b> | <b>36,790</b> | <b>36,790</b> |

## Commercial Services

|   | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Parking Operations</b>   |                           |                            |                              |                              |                              |
| 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                       |
| <b>Total Expenditure</b>  | <b>1,995,940</b>          | <b>2,031,340</b>           | <b>2,057,180</b>             | <b>2,086,600</b>             | <b>2,119,050</b>             |
| Customer & Client Receipts  | (4,958,510)               | (5,242,120)                | (5,256,370)                  | (5,270,870)                  | (5,285,690) b                |
| <b>Total Income</b>   | <b>(4,958,510)</b>        | <b>(5,242,120)</b>         | <b>(5,256,370)</b>           | <b>(5,270,870)</b>           | <b>(5,285,690)</b>           |
| <b>Direct Service Cost</b>  | <b>(2,962,570)</b>        | <b>(3,210,780)</b>         | <b>(3,199,190)</b>           | <b>(3,184,270)</b>           | <b>(3,166,640)</b>           |
| 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                      |
| <b>Total Service Cost</b>   | <b>(2,348,990)</b>        | <b>(2,523,300)</b>         | <b>(2,608,090)</b>           | <b>(2,586,730)</b>           | <b>(2,564,240)</b>           |

a Additional NNDR charges

b Increase in Car Parking fees from April 2016

c Departmental support costs now charged directly

## Commercial Services

|  | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Parks, Sports Grounds &amp; Open Spaces</b>   |                           |                            |                              |                              |                              |
| 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                        |
| <b>Total Expenditure</b>   | <b>2,049,390</b>          | <b>1,771,240</b>           | <b>1,797,120</b>             | <b>1,832,340</b>             | <b>1,863,750</b>             |
| Customer & Client Receipts   | (677,790)                 | (675,910)                  | (687,110)                    | (698,230)                    | (708,270)                    |
| <b>Total Income</b>  | <b>(677,790)</b>          | <b>(675,910)</b>           | <b>(687,110)</b>             | <b>(698,230)</b>             | <b>(708,270)</b>             |
| <b>Direct Service Cost</b>   | <b>1,371,600</b>          | <b>1,095,330</b>           | <b>1,110,010</b>             | <b>1,134,110</b>             | <b>1,155,480</b>             |
| 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                  |
| <b>Total Service Cost</b>  | <b>1,126,100</b>          | <b>1,143,990</b>           | <b>1,151,630</b>             | <b>1,169,870</b>             | <b>1,184,610</b>             |

a Reallocation of Grounds Maintenance recharges

b Walks annual transfer to reserves taken out.

c Vehicle replacement postponed

## Commercial Services

|  | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Play Areas</b>  |                           |                            |                              |                              |                              |
| 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                       |
| <b>Total Expenditure</b>   | <b>30,060</b>             | <b>42,030</b>              | <b>42,670</b>                | <b>43,250</b>                | <b>43,870</b>                |
| Customer & Client Receipts   | (41,640)                  | (41,840)                   | (42,680)                     | (43,530)                     | (44,400)                     |
| <b>Total Income</b>  | <b>(41,640)</b>           | <b>(41,840)</b>            | <b>(42,680)</b>              | <b>(43,530)</b>              | <b>(44,400)</b>              |
| <b>Direct Service Cost</b>   | <b>(11,580)</b>           | <b>190</b>                 | <b>(10)</b>                  | <b>(280)</b>                 | <b>(530)</b>                 |
| 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                       |
| <b>Total Service Cost</b>  | <b>53,630</b>             | <b>64,410</b>              | <b>64,450</b>                | <b>64,640</b>                | <b>64,800</b>                |

## 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 <sup>a</sup> |
| 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              |
| <b>Total Expenditure</b>   | <b>548,540</b> | <b>525,560</b> | <b>510,550</b> | <b>522,270</b> | <b>535,140</b>      |
| Customer & Client Receipts | (8,000)        | (6,500)        | (6,500)        | (6,500)        | (6,500)             |
| <b>Total Income</b>        | <b>(8,000)</b> | <b>(6,500)</b> | <b>(6,500)</b> | <b>(6,500)</b> | <b>(6,500)</b>      |
| <b>Direct Service Cost</b> | <b>540,540</b> | <b>519,060</b> | <b>504,050</b> | <b>515,770</b> | <b>528,640</b>      |
| Inter Service Recharges    | 4,090          | 3,220          | 3,220          | 3,220          | 3,220               |
| <b>Total Service Cost</b>  | <b>544,630</b> | <b>522,280</b> | <b>507,270</b> | <b>518,990</b> | <b>531,860</b>      |

<sup>a</sup> a Reorganisation of Kings Court has resulted in a change in office costs.

## Commercial Services

|   | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Public Cleansing &amp; Street Sweeping</b>   |                           |                            |                              |                              |                              |
| 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 <sup>a</sup>         |
| 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                       |
| <b>Total Expenditure</b>  | <b>2,013,100</b>          | <b>2,044,730</b>           | <b>2,105,150</b>             | <b>2,125,800</b>             | <b>2,163,910</b>             |
| Customer & Client Receipts  | (93,150)                  | (80,230)                   | (81,460)                     | (82,700)                     | (83,970)                     |
| <b>Total Income</b>   | <b>(93,150)</b>           | <b>(80,230)</b>            | <b>(81,460)</b>              | <b>(82,700)</b>              | <b>(83,970)</b>              |
| <b>Direct Service Cost</b>  | <b>1,919,950</b>          | <b>1,964,500</b>           | <b>2,023,690</b>             | <b>2,043,100</b>             | <b>2,079,940</b>             |
| 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)                    |
| <b>Total Service Cost</b>   | <b>1,454,160</b>          | <b>1,451,410</b>           | <b>1,493,770</b>             | <b>1,507,450</b>             | <b>1,534,040</b>             |

a Scheduled replacement of vehicles.

## Public Clocks

### Maintenance of Public Clocks

|                            |              |              |              |              |              |
|----------------------------|--------------|--------------|--------------|--------------|--------------|
| Premises                   | 3,450        | 3,620        | 3,800        | 4,000        | 4,210        |
| <b>Total Expenditure</b>   | <b>3,450</b> | <b>3,620</b> | <b>3,800</b> | <b>4,000</b> | <b>4,210</b> |
| <b>Direct Service Cost</b> | <b>3,450</b> | <b>3,620</b> | <b>3,800</b> | <b>4,000</b> | <b>4,210</b> |
| <b>Total Service Cost</b>  | <b>3,450</b> | <b>3,620</b> | <b>3,800</b> | <b>4,000</b> | <b>4,210</b> |

## Commercial Services

|   | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Public Conveniences</b>  |                           |                            |                              |                              |                              |
| 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                        |
| <b>Total Expenditure</b>  | <b>129,960</b>            | <b>126,860</b>             | <b>127,820</b>               | <b>129,070</b>               | <b>130,570</b>               |
| Customer & Client Receipts  | (3,360)                   | (2,720)                    | (2,720)                      | (2,720)                      | (2,720)                      |
| <b>Total Income</b>   | <b>(3,360)</b>            | <b>(2,720)</b>             | <b>(2,720)</b>               | <b>(2,720)</b>               | <b>(2,720)</b>               |
| <b>Direct Service Cost</b>  | <b>126,600</b>            | <b>124,140</b>             | <b>125,100</b>               | <b>126,350</b>               | <b>127,850</b>               |
| Depreciation  | 61,220                    | 61,220                     | 61,220                       | 61,220                       | 61,220                       |
| Inter Service Recharges   | 242,090                   | 249,150                    | 257,710                      | 259,710                      | 264,130                      |
| <b>Total Service Cost</b>   | <b>429,910</b>            | <b>434,510</b>             | <b>444,030</b>               | <b>447,280</b>               | <b>453,200</b>               |

## 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            |
| <b>Total Expenditure</b>   | <b>4,989,460</b>   | <b>5,060,450</b>   | <b>5,040,260</b>   | <b>5,033,390</b>   | <b>5,033,290</b>   |
| 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      |
| <b>Total Income</b>        | <b>(3,318,620)</b> | <b>(3,233,110)</b> | <b>(3,358,390)</b> | <b>(3,394,310)</b> | <b>(3,431,010)</b> |
| <b>Direct Service Cost</b> | <b>1,670,840</b>   | <b>1,827,340</b>   | <b>1,681,870</b>   | <b>1,639,080</b>   | <b>1,602,280</b>   |
| Depreciation               | 163,270            | 163,270            | 163,270            | 163,270            | 163,270            |
| Inter Service Recharges    | (40,330)           | (40,800)           | (40,790)           | (40,780)           | (40,760)           |
| <b>Total Service Cost</b>  | <b>1,793,780</b>   | <b>1,949,810</b>   | <b>1,804,350</b>   | <b>1,761,570</b>   | <b>1,724,790</b>   |

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<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Resort</b>   |                           |                            |                              |                              |                              |
| 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                       |
| <b>Total Expenditure</b>  | <b>371,220</b>            | <b>373,890</b>             | <b>377,090</b>               | <b>380,090</b>               | <b>383,350</b>               |
| Customer & Client Receipts  | (396,100)                 | (409,260)                  | (410,800)                    | (412,340)                    | (413,900)                    |
| <b>Total Income</b>   | <b>(396,100)</b>          | <b>(409,260)</b>           | <b>(410,800)</b>             | <b>(412,340)</b>             | <b>(413,900)</b>             |
| <b>Direct Service Cost</b>  | <b>(24,880)</b>           | <b>(35,370)</b>            | <b>(33,710)</b>              | <b>(32,250)</b>              | <b>(30,550)</b>              |
| Depreciation  | 9,260                     | 9,260                      | 9,260                        | 9,260                        | 9,260                        |
| Inter Service Recharges   | 131,600                   | 123,700                    | 126,840                      | 129,400                      | 132,100                      |
| <b>Total Service Cost</b>   | <b>115,980</b>            | <b>97,590</b>              | <b>102,390</b>               | <b>106,410</b>               | <b>110,810</b>               |

## 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                |
| <b>Total Expenditure</b>   | <b>53,150</b>    | <b>43,800</b>    | <b>44,780</b>    | <b>45,800</b>    | <b>46,890</b>    |
| Customer & Client Receipts | (439,200)        | (394,890)        | (398,620)        | (401,400)        | (401,500)        |
| <b>Total Income</b>        | <b>(439,200)</b> | <b>(394,890)</b> | <b>(398,620)</b> | <b>(401,400)</b> | <b>(401,500)</b> |
| <b>Direct Service Cost</b> | <b>(386,050)</b> | <b>(351,090)</b> | <b>(353,840)</b> | <b>(355,600)</b> | <b>(354,610)</b> |
| Depreciation               | 36,820           | 36,820           | 36,820           | 36,820           | 36,820           |
| Inter Service Recharges    | 73,860           | 77,900           | 79,120           | 80,570           | 82,050           |
| <b>Total Service Cost</b>  | <b>(275,370)</b> | <b>(236,370)</b> | <b>(237,900)</b> | <b>(238,210)</b> | <b>(235,740)</b> |



## Commercial Services

|  | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Town Centre Manager</b>   |                           |                            |                              |                              |                              |
| 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                        |
| <b>Total Expenditure</b>   | <b>96,380</b>             | <b>83,890</b>              | <b>85,240</b>                | <b>86,530</b>                | <b>87,920</b>                |
| Customer & Client Receipts   | (5,000)                   | (8,000)                    | (9,000)                      | (10,000)                     | (10,000)                     |
| <b>Total Income</b>  | <b>(5,000)</b>            | <b>(8,000)</b>             | <b>(9,000)</b>               | <b>(10,000)</b>              | <b>(10,000)</b>              |
| <b>Direct Service Cost</b>   | <b>91,380</b>             | <b>75,890</b>              | <b>76,240</b>                | <b>76,530</b>                | <b>77,920</b>                |
| Inter Service Recharges  | 340                       | 4,590                      | 4,710                        | 4,830                        | 4,960                        |
| <b>Total Service Cost</b>  | <b>91,720</b>             | <b>80,480</b>              | <b>80,950</b>                | <b>81,360</b>                | <b>82,880</b>                |

## 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 <sup>a</sup> |
| <b>Total Expenditure</b>   | <b>150,000</b> | <b>150,000</b> | <b>100,000</b> | <b>50,000</b> | <b>50,000</b>       |
| <b>Direct Service Cost</b> | <b>150,000</b> | <b>150,000</b> | <b>100,000</b> | <b>50,000</b> | <b>50,000</b>       |
| <b>Total Service Cost</b>  | <b>150,000</b> | <b>150,000</b> | <b>100,000</b> | <b>50,000</b> | <b>50,000</b>       |

a Cost reduction programme

## Commercial Services

|   | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Town Hall and Stories of Lynn</b>  |                           |                            |                              |                              |                              |
| The Town Hall is used for civic functions and is also available for private hire.<br>The Gaol House is part of the Town Hall complex and will be reopened as 'Stories of Lynn' from 2016/2017<br>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                       |
| <b>Total Expenditure</b>  | <b>265,240</b>            | <b>312,970</b>             | <b>310,270</b>               | <b>315,530</b>               | <b>321,260</b>               |
| Customer & Client Receipts  | (95,230)                  | (102,630)                  | (102,990)                    | (103,360)                    | (103,740)                    |
| <b>Total Income</b>   | <b>(95,230)</b>           | <b>(102,630)</b>           | <b>(102,990)</b>             | <b>(103,360)</b>             | <b>(103,740)</b>             |
| <b>Direct Service Cost</b>  | <b>170,010</b>            | <b>210,340</b>             | <b>207,280</b>               | <b>212,170</b>               | <b>217,520</b>               |
| 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                       |
| <b>Total Service Cost</b>   | <b>444,040</b>            | <b>487,620</b>             | <b>484,570</b>               | <b>489,460</b>               | <b>494,810</b>               |

a Increase due to the Stories of Lynn project contribution

## Environment and Planning

|                                    | 2015/2016<br>Revised | 2016/2017<br>Estimate | 2017/2018<br>Projection | 2018/2019<br>Projection | 2019/2020<br>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                  |
| <b>Total for Service</b>           | <b>2,043,280</b>     | <b>1,939,440</b>      | <b>1,996,170</b>        | <b>2,069,510</b>        | <b>2,122,320</b>        |

## Environment and Planning Services

|   | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Building Control</b>   |                           |                            |                              |                              |                              |
| 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                       |
| <b>Total Expenditure</b>  | <b>69,190</b>             | <b>69,190</b>              | <b>69,190</b>                | <b>69,190</b>                | <b>69,190</b>                |
| <b>Direct Service Cost</b>  | <b>69,190</b>             | <b>69,190</b>              | <b>69,190</b>                | <b>69,190</b>                | <b>69,190</b>                |
| Inter Service Recharges   | (7,760)                   | (7,760)                    | (7,760)                      | (7,760)                      | (7,760)                      |
| <b>Total Service Cost</b>   | <b>61,430</b>             | <b>61,430</b>              | <b>61,430</b>                | <b>61,430</b>                | <b>61,430</b>                |

## 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        |
| <b>Total Expenditure</b>   | <b>91,100</b> | <b>89,890</b> | <b>91,530</b> | <b>93,210</b> | <b>94,940</b> |
| <b>Direct Service Cost</b> | <b>91,100</b> | <b>89,890</b> | <b>91,530</b> | <b>93,210</b> | <b>94,940</b> |
| <b>Total Service Cost</b>  | <b>91,100</b> | <b>89,890</b> | <b>91,530</b> | <b>93,210</b> | <b>94,940</b> |

## Environment and Planning Services

|                            | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|----------------------------|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Corporate Scanning</b>  |                           |                            |                              |                              |                              |
| 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                       |
| <b>Total Expenditure</b>   | <b>253,550</b>            | <b>232,280</b>             | <b>238,420</b>               | <b>243,710</b>               | <b>249,750</b>               |
| <b>Direct Service Cost</b> | <b>253,550</b>            | <b>232,280</b>             | <b>238,420</b>               | <b>243,710</b>               | <b>249,750</b>               |
| <b>Total Service Cost</b>  | <b>253,550</b>            | <b>232,280</b>             | <b>238,420</b>               | <b>243,710</b>               | <b>249,750</b>               |

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            |
| <b>Total Expenditure</b>   | <b>1,350,660</b>   | <b>1,304,720</b>   | <b>1,335,850</b>   | <b>1,362,110</b>   | <b>1,392,320</b>   |
| Customer & Client Receipts | (1,283,600)        | (1,142,910)        | (1,147,980)        | (1,168,550)        | (1,189,510) c      |
| <b>Total Income</b>        | <b>(1,283,600)</b> | <b>(1,142,910)</b> | <b>(1,147,980)</b> | <b>(1,168,550)</b> | <b>(1,189,510)</b> |
| <b>Direct Service Cost</b> | <b>67,060</b>      | <b>161,810</b>     | <b>187,870</b>     | <b>193,560</b>     | <b>202,810</b>     |
| Transfer To Reserves       | 72,500             | 0                  | 0                  | 0                  | 0 d                |
| Inter Service Recharges    | 33,980             | 30,900             | 30,920             | 30,910             | 30,920             |
| <b>Total Service Cost</b>  | <b>173,540</b>     | <b>192,710</b>     | <b>218,790</b>     | <b>224,470</b>     | <b>233,730</b>     |

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<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Emergency Planning &amp; Flood Defence</b>   |                           |                            |                              |                              |                              |
| 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                       |
| <b>Total Expenditure</b>  | <b>199,690</b>            | <b>180,010</b>             | <b>182,450</b>               | <b>184,420</b>               | <b>186,800</b>               |
| <b>Direct Service Cost</b>  | <b>199,690</b>            | <b>180,010</b>             | <b>182,450</b>               | <b>184,420</b>               | <b>186,800</b>               |
| Inter Service Recharges   | 1,260                     | 1,840                      | 1,850                        | 1,850                        | 1,860                        |
| <b>Total Service Cost</b>   | <b>200,950</b>            | <b>181,850</b>             | <b>184,300</b>               | <b>186,270</b>               | <b>188,660</b>               |

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        |
| <b>Total Expenditure</b>   | <b>521,690</b>  | <b>474,650</b>  | <b>485,990</b>  | <b>530,620</b>  | <b>542,760</b>  |
| Customer & Client Receipts | (42,000)        | (43,970)        | (44,830)        | (45,680)        | (46,570)        |
| <b>Total Income</b>        | <b>(42,000)</b> | <b>(43,970)</b> | <b>(44,830)</b> | <b>(45,680)</b> | <b>(46,570)</b> |
| <b>Direct Service Cost</b> | <b>479,690</b>  | <b>430,680</b>  | <b>441,160</b>  | <b>484,940</b>  | <b>496,190</b>  |
| Inter Service Recharges    | 1,660           | 8,260           | 8,260           | 8,260           | 8,260           |
| <b>Total Service Cost</b>  | <b>481,350</b>  | <b>438,940</b>  | <b>449,420</b>  | <b>493,200</b>  | <b>504,450</b>  |

a Change in recharge methodology

b Savings made regarding professional fees and promotional activities

## Environment and Planning Services

|  | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|--|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Licensing</b>   |                           |                            |                              |                              |                              |
| 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                     |
| <b>Total Expenditure</b>   | <b>238,600</b>            | <b>237,330</b>             | <b>243,220</b>               | <b>248,660</b>               | <b>254,620</b>               |
| Customer & Client Receipts   | (212,690)                 | (212,090)                  | (217,550)                    | (222,670)                    | (222,670)                    |
| <b>Total Income</b>  | <b>(228,690)</b>          | <b>(212,090)</b>           | <b>(217,550)</b>             | <b>(222,670)</b>             | <b>(222,670)</b>             |
| <b>Direct Service Cost</b>   | <b>9,910</b>              | <b>25,240</b>              | <b>25,670</b>                | <b>25,990</b>                | <b>31,950</b>                |
| Transfer To Reserves   | 5,000                     | 0                          | 0                            | 0                            | 0                            |
| Inter Service Recharges  | 0                         | 3,740                      | 3,740                        | 3,740                        | 3,740                        |
| <b>Total Service Cost</b>  | <b>14,910</b>             | <b>28,980</b>              | <b>29,410</b>                | <b>29,730</b>                | <b>35,690</b>                |

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            |
| <b>Total Expenditure</b>      | <b>194,560</b>   | <b>144,230</b>   | <b>145,990</b>   | <b>147,580</b>   | <b>149,350</b>   |
| Customer & Client Receipts    | (161,080)        | (164,050)        | (167,330)        | (170,670)        | (174,090)        |
| <b>Total Income</b>           | <b>(161,080)</b> | <b>(164,050)</b> | <b>(167,330)</b> | <b>(170,670)</b> | <b>(174,090)</b> |
| <b>Direct Service Cost</b>    | <b>33,480</b>    | <b>(19,820)</b>  | <b>(21,340)</b>  | <b>(23,090)</b>  | <b>(24,740)</b>  |
| 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            |
| <b>Total Service Cost</b>     | <b>2,890</b>     | <b>(5,330)</b>   | <b>(6,850)</b>   | <b>(8,600)</b>   | <b>(10,250)</b>  |

a Compensation paid in 2015/16

b Transfer from reserves to part fund compensation claim

## Environment and Planning Services

|   | 2015/2016<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Planning Policy</b>  |                           |                            |                              |                              |                              |
| 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                     |
| <b>Total Expenditure</b>  | <b>449,760</b>            | <b>346,660</b>             | <b>354,620</b>               | <b>361,720</b>               | <b>369,640</b>               |
| <b>Direct Service Cost</b>  | <b>449,760</b>            | <b>346,660</b>             | <b>354,620</b>               | <b>361,720</b>               | <b>369,640</b>               |
| 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                       |
| <b>Total Service Cost</b>   | <b>420,830</b>            | <b>318,330</b>             | <b>326,300</b>               | <b>333,410</b>               | <b>341,340</b>               |

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        |
| <b>Total Expenditure</b>   | <b>1,186,660</b> | <b>353,750</b>  | <b>355,430</b>  | <b>363,340</b>  | <b>371,760</b>  |
| Customer & Client Receipts | (35,070)         | (35,390)        | (36,090)        | (36,820)        | (37,550)        |
| <b>Total Income</b>        | <b>(35,070)</b>  | <b>(35,390)</b> | <b>(36,090)</b> | <b>(36,820)</b> | <b>(37,550)</b> |
| <b>Direct Service Cost</b> | <b>1,151,590</b> | <b>318,360</b>  | <b>319,340</b>  | <b>326,520</b>  | <b>334,210</b>  |
| 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         |
| <b>Total Service Cost</b>  | <b>269,980</b>   | <b>317,210</b>  | <b>318,190</b>  | <b>325,370</b>  | <b>333,060</b>  |

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<br>Revised<br>£ | 2016/2017<br>Estimate<br>£ | 2017/2018<br>Projection<br>£ | 2018/2019<br>Projection<br>£ | 2019/2020<br>Projection<br>£ |
|---|---------------------------|----------------------------|------------------------------|------------------------------|------------------------------|
| <b>Street Naming &amp; Numbering</b>  |                           |                            |                              |                              |                              |
| 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                        |
| <b>Total Expenditure</b>  | <b>67,430</b>             | <b>78,050</b>              | <b>80,070</b>                | <b>82,040</b>                | <b>84,140</b>                |
| <b>Direct Service Cost</b>  | <b>67,430</b>             | <b>78,050</b>              | <b>80,070</b>                | <b>82,040</b>                | <b>84,140</b>                |
| Inter Service Recharges   | 5,320                     | 5,100                      | 5,160                        | 5,270                        | 5,380                        |
| <b>Total Service Cost</b>   | <b>72,750</b>             | <b>83,150</b>              | <b>85,230</b>                | <b>87,310</b>                | <b>89,520</b>                |

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         |
|---|-------------------|-------------------|
|   | £                 | £                 |
| <b>Budget Projection (Cabinet 12 January 2016)</b>                            | <b>17,970,950</b> | <b>20,113,600</b> |
|   |                   |                   |
| <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            |
|   |                   |                   |
| <b>New Budget Projection</b>  | <b>16,289,610</b> | <b>21,103,710</b> |

## Fees and Charges 2016/2017

## Arts and Entertainment

|   | ACTUAL<br>CHARGE<br>2015/16<br>£ | PROPOSED<br>CHARGE<br>2016/17<br>£ |
|---|----------------------------------|------------------------------------|
| <b>GUILDHALL- 01553 765565</b>  |                                  |                                    |
| Posting Tickets   | 1.00                             | 1.00                               |
| <b>Hirings</b>  |                                  |                                    |
| Access from 14:00 hrs – clearance by 24:00 hrs  |                                  |                                    |
| <b>Commercial</b>   |                                  |                                    |
| 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   |                                  |                                    |
| <b>Local Arts Organisations</b>   |                                  |                                    |
| 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   |                                  |                                    |
| <b>The above hire charges include Box Office facilities, Front of House Staff and 2 technicians and all available in house equipment.</b> |                                  |                                    |
| <b>For hire charges relating to events and exhibition spaces please call (01553) 779095</b>   |                                  |                                    |

## Tourism

|   | ACTUAL<br>CHARGE<br>2015/16<br>£ | PROPOSED<br>CHARGE<br>2016/17<br>£ |
|---|----------------------------------|------------------------------------|
| <b>STORIES OF LYNN - 01553 774297</b>                                     |                                  |                                    |
| 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                               |
| <b>South Gate/Red Mount Chapel combined ticket - Adult</b>                | FREE                             | FREE                               |
| <b>South Gate/Red Mount Chapel combined ticket - Accompanied children</b> | FREE                             | FREE                               |

## Hall and Room Hire

|  | ACTUAL<br>CHARGE<br>2015/16<br>£ | PROPOSED<br>CHARGE<br>2016/17<br>£ |
|--|----------------------------------|------------------------------------|
| <b>TOWN HALL, KING'S LYNN - 01553 775839</b>                     |                                  |                                    |
| <b>Stone Hall/Assembly Room Suite</b>                            |                                  |                                    |
| <b>Charge per hour</b>   |                                  |                                    |
| 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                            |
| <b>Card Room (Meetings, Whist Drives etc.)</b>                   |                                  |                                    |
| 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                             |
| <b>Heritage Room - Charge per hour</b>                           | 36.54                            | 37.05                              |
| <b>Miles Room - Charge per hour</b>                              | 36.54                            | 37.05                              |
| <b>Additional set-up time per hour (subject to availability)</b> | 36.54                            | 37.05                              |
| <b>Use of Kitchen (per booking)</b>                              | 49.92                            | 50.65                              |
| <b>Corkage charge per bottle</b>                                 | 6.72                             | 3.00                               |
| <b>Hire of Public Address System</b>                             | 79.20                            | 80.30                              |
| <b>Additional charge after midnight</b>                          | 152.28                           | 154.45                             |

50% surcharge for bank holiday bookings

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

|                                  |        |        |
|----------------------------------|--------|--------|
| <b>Committee Suite</b>           |        |        |
| Charge per Hour                  | 40.60  | 40.60  |
| Charge per Day                   | 241.60 | 241.60 |
| <b>Meeting Rooms 1,2 &amp; 3</b> |        |        |
| Charge per Hour                  | 33.25  | 33.25  |

## Community Centres

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

## Sport and Recreation

|  |  | ACTUAL<br>CHARGE<br>2015/16<br>£ | PROPOSED<br>CHARGE<br>2016/17<br>£ |
|--|--|----------------------------------|------------------------------------|
| <b>Grass Sports Pitches</b>  | <b>Downham Market 01366 386868</b>                       |                                  |                                    |
|  | <b>Hunstanton 01485 534227</b>                           |                                  |                                    |
|  | <b>Kings Lynn 01553 818001</b>                           |                                  |                                    |
| General Lettings Per Match with changing facilities  |  | 54.65                            | 55.20                              |
| <b>SEASONAL AMENITIES - HUNSTANTON</b>   |  |                                  |                                    |
| <b>Bowling Green</b>   |  |                                  |                                    |
| Per Session - 2 hours approx.  |  | 5.40                             | 5.50                               |
| Per Session - 2 hours approx. concession   | Deleted as linked to Leisurecard                         | -                                | -                                  |
| <b>Crazy Golf</b>  |  |                                  |                                    |
| 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                         | -                                | -                                  |
| <b>Tennis - Grass Courts Per Person Per Session (2 hours)</b>  |  |                                  |                                    |
| Adults   |  | 4.60                             | 4.70                               |
| Juniors  |  | 2.40                             | 2.50                               |
| Doubles  |  | 3.35                             | 3.40                               |
| <b>Pitch and Putt</b>  |  |                                  |                                    |
| 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                         | -                                | -                                  |
| <b>Putting Green</b>   |  |                                  |                                    |
| 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                         | -                                | -                                  |
| <b>Beach Hut Site (annual increase as per lease)</b>   |  |                                  |                                    |
| 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                             |
| <b>Recreation Ground</b>   |  |                                  |                                    |
| Caravan Rallies - per van per day  |  | 6.45                             | 6.60                               |
| Tennis Tournament  |  | 2,364.00                         | 2,397.10                           |
| <b>Chalets</b>   |  |                                  |                                    |
| Daily Hire   |  | 18.60                            | 18.90                              |
| Weekly Hire  |  | 86.20                            | 87.50                              |
| Seasonal Hire  |  | 605.75                           | 614.50                             |
| <b>Resort Services - Permit for Launch of Personal Watercraft/Power Boats</b>  |  |                                  |                                    |
| 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                              |
| * Member of Heacham Boat Owners or Hunstanton Ski Club Only  |  |                                  |                                    |
| 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                              |
| <b>Coal Shed Gallery (per day)</b>   | <b>CHARGE SUSPENDED AS FACILITY CURRENTLY LEASED OUT</b> |                                  |                                    |

|   | <b>ACTUAL<br/>CHARGE<br/>2015/16</b> | <b>PROPOSED<br/>CHARGE<br/>2016/17</b> |
|---|--------------------------------------|--|
|   | <b>£</b>                             | <b>£</b>                               |
| <b><u>Commercial Waste</u></b>                                      |                                      |  |
| <b>Hire Charge &amp; Waste Transfer Note (Annual Fee)</b>           |                                      |  |
| 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                                  |
| <b>Fee per Emptying</b>   |                                      |  |
| 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                                   |
| <b><u>Schools Waste</u></b>   |                                      |  |
| <b>Hire Charge &amp; Waste Transfer Note (Annual Fee)</b>           |                                      |  |
| 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                                  |
| <b>Fee per Emptying</b>   |                                      |  |
| 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                                   |
| <b><u>Domestic Property used as Self Catering Accommodation</u></b> |                                      |  |
| <b>Hire Charge &amp; Waste Transfer Note (Annual Fee)</b>           |                                      |  |
| 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                                  |
| <b>Fee per Emptying</b>   |                                      |  |
| 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                                   |
| <b><u>Commercial Recycling</u></b>                                  |                                      |  |
| <b>Waste Transfer Note (Annual Fee)</b>                             |                                      |  |
| 1100 litre  | 31.50                                | 31.78                                  |
| 660 litre   | 31.50                                | 31.78                                  |
| 360 litre   | 31.50                                | 31.78                                  |
| 240 litre   | 31.50                                | 31.78                                  |
| <b>Fee per Emptying</b>   |                                      |  |
| 1100 litre  | 5.50                                 | 5.50                                   |
| 660 litre   | 4.30                                 | 4.30                                   |
| 360 litre   | 3.25                                 | 3.25                                   |
| 240 litre   | 2.65                                 | 2.65                                   |
| <b><u>Schools Recycling</u></b>                                     |                                      |  |
| <b>Waste Transfer Note (Annual Fee)</b>                             |                                      |  |
| 1100 litre  | 31.50                                | 31.78                                  |
| 660 litre   | 31.50                                | 31.78                                  |
| 360 litre   | 31.50                                | 31.78                                  |
| 240 litre   | 31.50                                | 31.78                                  |
| <b>Fee per Emptying</b>   |                                      |  |
| 1100 litre  | 5.50                                 | 5.50                                   |
| 660 litre   | 4.30                                 | 4.30                                   |
| 360 litre   | 3.25                                 | 3.25                                   |
| 240 litre   | 2.65                                 | 2.65                                   |
| <b>Contract Bin Delivery</b>  |                                      |  |
|   | 27.00                                | 27.24                                  |
| <b>Additional Waste Transfer Note</b>                               |                                      |  |
|   | 31.50                                | 31.78                                  |
| <b>Trade Waste Plastic Sacks</b>                                    |                                      |  |
| 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<br>CHARGE<br>2015/16 | PROPOSED<br>CHARGE<br>2016/17 |
|--|-----------------------------|-------------------------------|
|  | £                           | £                             |
| <b>Bulk Waste Collections (01553 776676)</b>   |                             |                               |
| First three items  | 28.00                       | 28.00                         |
| Per additional item thereafter   | 9.50                        | 9.50                          |
| <b>Side Waste - Purchase of Tag</b>  | 1.50                        | 1.50                          |
| <b>Replacement of Lost Wheelie Bin (01553 776676)</b>  |                             |                               |
| Delivered  | 38.00                       | 38.00                         |
| Collected  | 27.00                       | 27.00                         |
| <b>Replacement of Stolen Wheelie Bin (if crime number is supplied)</b>   |                             |                               |
| Delivered  | 19.00                       | 19.00                         |
| Collected  | 13.70                       | 13.70                         |
| <b>Contact telephone number for following services (01553 782060)</b>  |                             |                               |
| <b>Garden Waste</b>  |                             |                               |
| 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 <b>not</b> paying for their Garden Waste service by direct debit) |                             |                               |
| <b>Collection Hazardous Household Waste</b>  | FREE                        | FREE                          |
| <b>Empty of Parish Litter Bin</b>  | 95.00                       | 95.87                         |
| <b>Empty of Parish Dog Waste Bin (per emptying)</b>  | 1.55                        | 1.56                          |

## Markets/Hanging Baskets and Allotments - 01553 616200

|   |                 | ACTUAL<br>CHARGE<br>2015/16<br>£ | PROPOSED<br>CHARGE<br>2016/17<br>£ |
|---|-----------------|----------------------------------|------------------------------------|
| <b>MARKETS</b>  |                 |                                  |                                    |
| <b>King's Lynn (Tuesday and Friday)</b>   |                 |                                  |                                    |
| <b>Hunstanton (Wednesday)</b>   |                 |                                  |                                    |
| Per metre frontage  | Regular Traders | 4.75                             | 4.85                               |
|   | Casual Traders  | 7.15                             | 7.25                               |
| Annual agreement - 50% discount (January to March only)   |                 |                                  |                                    |
| <b>Kings Lynn (Saturday)</b>  |                 |                                  |                                    |
| Per metre frontage  | Regular Traders | 3.70                             | 3.75                               |
|   | Casual Traders  | 5.55                             | 5.65                               |
| Annual agreement - 50% discount (January to March only)   |                 |                                  |                                    |
| <b>Hunstanton (Sunday)</b>  |                 |                                  |                                    |
| Per metre frontage  | Regular Traders | 8.40                             | 8.55                               |
|   | Casual Traders  | 12.60                            | 12.80                              |
| Annual agreement - 50% discount (January to March only)   |                 |                                  |                                    |
| <b>Market Parking</b>   |                 |                                  |                                    |
| 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                              |
| <b>Discount Scheme</b>  |                 |                                  |                                    |
| 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. |                 |                                  |                                    |
| <b>HANGING BASKETS</b> (supply, delivery and removal)   |                 |                                  |                                    |
|   |                 | 59.00                            | 59.54                              |
| <b>ALLOTMENTS</b> - Kings Lynn  |                 |                                  |                                    |
| Per square metre per annum  |                 | 0.07                             | 0.07                               |
| <b>Public Conveniences</b>  |                 |                                  |                                    |
| Radar key for disabled toilets  |                 | 4.00                             | 4.00                               |

## Careline - 01553 760671

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

|  |  | £     | £     |
|--|--|-------|-------|
| <b>Access to Data</b>  |  |       |       |
| 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<br>CHARGE<br>2015/16<br>£ | PROPOSED<br>CHARGE<br>2016/17<br>£ |
|---|----------------------------------|------------------------------------|
| <b>REGISTER OF ELECTORS</b>   |                                  |                                    |
| <b>Statutory Fees</b>   |                                  |                                    |
| <b>Printed Form</b>   |                                  |                                    |
| Flat Rate   | 10.00                            | 10.00                              |
| Plus per 1000 names or part thereof   | 5.00                             | 5.00                               |
| <b>Data Form</b>  |                                  |                                    |
| Flat Rate   | 20.00                            | 20.00                              |
| Plus per 1000 names or part thereof   | 1.50                             | 1.50                               |
| <b>Overseas Electors Lists (Statutory Fee)</b>  |                                  |                                    |
| <b>Printed Form</b>   |                                  |                                    |
| Flat Rate   | 10.00                            | 10.00                              |
| Plus per 1000 names or part thereof   | 5.00                             | 5.00                               |
| <b>Data Form</b>  |                                  |                                    |
| Flat Rate   | 20.00                            | 20.00                              |
| Plus per 1000 names or part thereof   | 1.50                             | 1.50                               |
| <b>Monthly Additions (Statutory Fee)</b>  |                                  |                                    |
| <b>Printed Form</b>   |                                  |                                    |
| Flat Rate   | 10.00                            | 10.00                              |
| Plus per 1000 names or part thereof   | 5.00                             | 5.00                               |
| <b>Data Form</b>  |                                  |                                    |
| Flat Rate   | 20.00                            | 20.00                              |
| Plus per 1000 names or part thereof   | 1.50                             | 1.50                               |
| <b>Printed Form (Marked Copy)</b>   |                                  |                                    |
| Flat Rate   | 10.00                            | 10.00                              |
| Plus per 1000 names or part thereof   | 2.00                             | 2.00                               |
| <b>Data Form (Marked copy)</b>  |                                  |                                    |
| Flat Rate   | 10.00                            | 10.00                              |
| Plus per 1000 names or part thereof   | 1.00                             | 1.00                               |
| <b>GENERAL ADMINISTRATION</b>   |                                  |                                    |
| 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                               |
| <b>Supply of Miscellaneous Information</b>  |                                  |                                    |
| Administration Fee  | 10.00                            | 10.00                              |
| Plus cost per sheet   | 0.10                             | 0.10                               |
| <b>Returns and Declarations as to Election Expenses (Statutory Fee)</b>                                   |                                  |                                    |
| Price of a copy of any return, declaration or accompanying document<br>(price for each side of each page) | 0.20                             | 0.20                               |
| <b>Inspection of a Request for Election</b>   | 0.10                             | 0.10                               |
| <b>SUPPLY OF MINUTES AND AGENDA</b>   |                                  |                                    |
| <b>Supply of Council Minutes</b> (Per annum)  | 72.50                            | 72.50                              |
| <b>Supply of Development Control or Cabinet Agenda</b>  |                                  |                                    |
| Per annum   | 103.50                           | 103.50                             |
| Per agenda  | 9.30                             | 9.30                               |
| Other Agendas   | 5.20                             | 5.20                               |
| A4 Photocopies  | 0.10                             | 0.10                               |
| <b>General Administration</b>   |                                  |                                    |
| Supply of miscellaneous information   |                                  |                                    |
| Cost per A4 sheet (photocopy)   | 0.10                             | 0.10                               |
| <b>Data Protection Act Fee</b>  | 10.00                            | 10.00                              |

|   | <b>ACTUAL<br/>CHARGE<br/>2015/16<br/>£</b> | <b>PROPOSED<br/>CHARGE<br/>2016/17<br/>£</b> |
|---|--|--|
| <b>PLANNING ADMINISTRATIVE FEES</b>   |  |  |
| Photocopies   |  |  |
| S106 Planning Agreement   |  |  |
| Per sheet   | 0.10                                       | 0.10   |
| Copy Planning / Building Control Approval Notice & Completion Certificate<br>(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<br>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  |
| <b>LEGAL AND LOCAL LAND CHARGES</b>   |  |  |
| Local Search fee (submitted by post/DX) (from 1st February 2016 part of this fee will be subject to<br>VAT)                                 | 52.00                                      | 58.40  |
| Local Search fee (submitted by NLIS) (from 1st February 2016 part of this fee will be subject to<br>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<br>CHARGE<br>2015/16<br>£ | PROPOSED<br>CHARGE<br>2016/17<br>£ |
|---|----------------------------------|------------------------------------|
| <b>CAR PARKS AND PSV PARKING</b>  |                                  |                                    |
| <b>Hunstanton - 01485 535150</b>  |                                  |                                    |
| <b>Charges apply Monday to Sunday, plus Bank Holidays except Christmas Day</b>  |                                  |                                    |
| <b>Central Car Park</b>   |                                  |                                    |
| <b>Inclusive between 8am and 6pm</b>  |                                  |                                    |
| 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                               |
| <b>Valentine Road Car Park</b>  |                                  |                                    |
| 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                               |
| <b>North Promenade</b>  |                                  |                                    |
| <b>1st September to 30th June including Bank Holidays except Christmas Day</b>  |                                  |                                    |
| <b>Inclusive 8am - 6pm</b>  |                                  |                                    |
| 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                               |
| <b>1st July to 31st August including Bank Holidays</b>  |                                  |                                    |
| <b>Inclusive 8am - 6pm</b>  |                                  |                                    |
| 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                               |
| <b>Coach Parking</b>  |                                  |                                    |
| <b>1st September to 30th June including Bank Holidays</b>   |                                  |                                    |
| Up to 2 hours   | 3.20                             | 3.50                               |
| All day   | 6.40                             | 6.50                               |
| <b>1st July to 31st August including Bank Holidays</b>  |                                  |                                    |
| Up to 2 hours   | 3.20                             | 3.50                               |
| All day   | 7.00                             | 7.00                               |
| <b>The Green, Hunstanton - Motorcycles</b>  |                                  |                                    |
|   | 1.00                             | 1.00                               |
| <b>Pay and Display Hunstanton (Excluding Central, Valentine Road and North Promenade Car Parks) 1st September to 30th June including Bank Holidays except Christmas Day</b> |                                  |                                    |
| <b>Inclusive between 8am and 6pm</b>  |                                  |                                    |
| 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                               |
| <b>Pay and Display Hunstanton (Excluding Central, Valentine Road and North Promenade Car Parks) 1st July to 31st September including Bank Holidays except Christmas Day</b> |                                  |                                    |
| <b>Inclusive between 8am and 6pm</b>  |                                  |                                    |
| 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                               |
| <b>Season Tickets</b>   |                                  |                                    |
| 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<br>2015/16<br>£ | PROPOSED CHARGE<br>2016/17<br>£ |
|-------------------------------------|-------------------------------|---------------------------------|
| 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<br>35.00 | 25.00 to<br>35.00 |
|  | 50.00 to<br>60.00 | 50.00 to<br>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

| <b>CREMATORIUM</b>  | <b>ACTUAL<br/>CHARGE<br/>2015/16</b> | <b>PROPOSED<br/>CHARGE<br/>2016/17</b> |
|---|--------------------------------------|--|
|   | <b>£</b>                             | <b>£</b>                               |
| <b>Kings Lynn - 01553 630533</b>  |                                      |  |
| 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                                  |
| <b>Miscellaneous Charges:</b>   |                                      |  |
| 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>  | <del>46.80</del>                     | -                                      |
| Pentney Urn   | 46.80                                | 47.50                                  |
| Bawsey Urn <i>No longer available</i>   | <del>75.00</del>                     | -                                      |
| 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>   | <del>88.40</del>                     | -                                      |
| Amner Vase <i>No longer available</i>   | <del>88.40</del>                     | -                                      |
| Gayton Casket <i>No longer available</i>  | <del>52.20</del>                     | -                                      |
| Winch Casket (Plain)  | 52.20                                | 52.90                                  |
| Runcton Casket <i>No longer available</i>   | <del>72.80</del>                     | -                                      |
| 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                                  |
| <b>Book of Remembrance:</b>   |                                      |  |
| 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                               | 232.80                                 |
| 14 lines with emblem  | 334.80                               | 339.40                                 |
| <b>Remembrance Cards:</b>   |                                      |  |
| 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**

|  | <b>ACTUAL<br/>CHARGE<br/>2015/16<br/>£</b> | <b>PROPOSED<br/>CHARGE<br/>2016/17<br/>£</b> |
|--|--|--|
| <b>Personal Books of Remembrance</b>                           |  |  |
| 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                                       |
| <b>Personal Books of Remembrance (additional inscription)</b>  |  |  |
| 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                                       |
| <b>Memorial tree - per year</b>                                |  |  |
| 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                                       |
| <b>Memorial shrub - per year</b>                               |  |  |
| 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                                       |
| <b>6" Kerb plate lease per year</b>                            |  |  |
|  | 15.00                                      | 15.30  |
| <b>12" Kerb plate lease per year</b>                           |  |  |
|  | 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                                       |
| <b>Memorial Seat - per year</b>                                |  |  |
|  | 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  |
| <b>Columbarium:</b>  |  |  |
| 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 |  |  |
| <b>Environmental surcharge on adult cremation</b>              | 52.00                                      | 55.00  |

|   |   | ACTUAL<br>CHARGE<br>2015/16 | PROPOSED<br>CHARGE<br>2016/17 |
|---|---|-----------------------------|-------------------------------|
|   |   | £                           | £                             |
| <b>SHIP SANITATION CERTIFICATE</b>  |   |                             |                               |
| 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                         |
| <b>STRAY DOG RECOVERY</b>   |   |                             |                               |
| Recovery Charge ( including Statutory Charge)   |   | 75.00                       | 75.70                         |
| Kennelling Fee - per day or part thereof  |   | 8.90                        | 9.00                          |
| <b>EXPORT CERTIFICATE</b>   |   |                             |                               |
| Shellfish / Canned Food / Colouring Matter  |   | 63.50                       | 63.50                         |
| <b>FOOD</b>   |   |                             |                               |
| <b>Surrender Certificate</b>  |   |                             |                               |
| Issue of certificate  |   | 25.00                       | 35.00                         |
| <b>PLUS</b> Officer time on site - per hour or part thereof - minimum 15 minutes        |   | 25.00                       | 35.00                         |
| <b>PLUS</b> any costs incurred in removal and destruction of goods                      |   |                             |                               |
| <b>TRAINING COURSES</b>   |   |                             |                               |
| 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                         |
| <b>SAMPLING</b>   |   |                             |                               |
| 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                         |
| <b>STREET TRADING – KING'S LYNN</b>   |   |                             |                               |
| Daily Consent Fee   |   | 12.75                       | 12.75                         |
| Licence for Tables and Chairs on Highway – Original                                     |   | 380.00                      | 380.00                        |
| Renewal   |   | 128.50                      | 128.50                        |
| <b>Commercial Environmental Enquiry Fee (per hour)</b>                                  |   | 30.00                       | 30.00                         |
| <b>MISCELLANEOUS LICENCE FEES</b>   |   |                             |                               |
| 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<br>CHARGE<br>2015/16 | PROPOSED<br>CHARGE<br>2016/17 |
|---|-----------------------------|-------------------------------|
|   | £                           | £                             |
| <b>COMBINED DRIVER</b>  |                             |                               |
| New Grant   | 62.00                       | 74.00                         |
| Renewal   | 54.50                       | 67.00                         |
| <b>HACKNEY CARRIAGE (Saloon)</b>  |                             |                               |
| New Grant   | 117.50                      | 124.00                        |
| Renewal   | 104.00                      | 109.00                        |
| Temporary (insurance cover)   | 58.75                       | 62.00                         |
| <b>HACKNEY CARRIAGE (Wheelchair)</b>                                    |                             |                               |
| New Grant   | 122.50                      | 133.00                        |
| Renewal   | 109.00                      | 115.00                        |
| Temporary (insurance cover)   | 61.25                       | 66.50                         |
| <b>PRIVATE HIRE VEHICLE</b>   |                             |                               |
| New Grant   | 115.00                      | 118.00                        |
| Renewal   | 101.00                      | 104.00                        |
| Temporary (insurance cover)   | 57.50                       | 59.00                         |
| <b>SPECIAL EVENT VEHICLE</b>  |                             |                               |
| New Grant   | 120.00                      | 123.00                        |
| Renewal   | 101.00                      | 104.00                        |
| Temporary (insurance cover)   | 60.00                       | 61.50                         |
| <b>PRIVATE HIRE OPERATOR (1 vehicle)</b>                                |                             |                               |
| New Grant   | 95.00                       | 97.00                         |
| Renewal   | 85.00                       | 87.00                         |
| <b>PRIVATE HIRE OPERATOR (2-10 vehicles)</b>                            |                             |                               |
| New Grant   | 120.00                      | 123.00                        |
| Renewal   | 110.00                      | 113.00                        |
| <b>PRIVATE HIRE OPERATOR (11-20 vehicles)</b>                           |                             |                               |
| New Grant   | 135.00                      | 138.00                        |
| Renewal   | 128.00                      | 131.00                        |
| <b>PRIVATE HIRE OPERATOR (20+ vehicles)</b>                             |                             |                               |
| New Grant   | 155.00                      | 159.00                        |
| Renewal   | 148.00                      | 152.00                        |
| <b>MISCELLANEOUS FEES</b>   |                             |                               |
| 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<br>Revised | 2016/2017<br>Estimate | 2017/2018<br>Projection | 2018/2019<br>Projection | 2019/2020<br>Projection |
|---------|-------------------------------------|----------------------|-----------------------|-------------------------|-------------------------|-------------------------|
| (1)     | (2)                                 | (4)<br>£             | (5)<br>£              | (6)<br>£                | (7)<br>£                | (8)<br>£                |
| 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                  |
|         | <b>Total Levies</b>                 | <b>2,619,710</b>     | <b>2,641,530</b>      | <b>2,691,700</b>        | <b>2,742,830</b>        | <b>2,794,940</b>        |

**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<br>£ | Less Central Government Support Grant<br>£ | Net Special Expenses Charge<br>£ | 2015/16 Special Expenses Band D Charge<br>£ | 2016/17 Special Expenses Actual Band D Charge<br>£ | 2016/17 Proposed Charge<br>£ |
|-----------------------------|---------|----------------------------|--|----------------------------------|---|--|------------------------------|
| 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<br>£ | Maximum Balance<br>£ |
|--|----------------------|----------------------|
| <p><b>Amenity Areas</b></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><b>Capital Programme Resources</b></p> <p>This reserve consists of past and annual revenue contributions (RCCO). It will be used to finance capital programmes.</p>   | 0                    | £10m                 |
| <p><b>West Norfolk Partnership</b></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><b>Insurance Reserve</b></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><b>Restructuring Reserve</b></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><b>Renewals and Repairs Reserves</b></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<br>(May be subject to amounts of Trust Funds placed with the Council) | £1.5m<br>(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   |