

Borough Council of
**King's Lynn &
West Norfolk**



Cabinet

Agenda

Tuesday, 7th February, 2023
at 3.30 pm

in the

Also available to view on Zoom and available for the public to view on [WestNorfolkBC on You Tube](#)



King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200

CABINET AGENDA

DATE: CABINET - TUESDAY, 7TH FEBRUARY, 2023

**VENUE: COUNCIL CHAMBER, TOWN HALL, SATURDAY
MARKET PLACE, KING'S LYNN PE30 5DQ**

TIME: 3.30 pm

As required by Regulations 5 (4) and (5) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 - Items (16 & 17) below will be considered in private.

Should you wish to make any representations in relation to the meeting being held in private for the consideration of the above item, you should contact Democratic Services

1. MINUTES

To approve the Minutes of the Meeting held on 17 January 2023 (previously circulated).

2. APOLOGIES

To receive apologies for absence.

3. URGENT BUSINESS

To consider any business, which by reason of special circumstances, the Chair proposes to accept, under Section 100(b)(4)(b) of the Local Government Act 1972.

4. DECLARATIONS OF INTEREST

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the member should

withdraw from the room whilst the matter is discussed.

These declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on an item or simply observing the meeting from the public seating area.

5. **CHAIR'S CORRESPONDENCE**

To receive any Chair's correspondence.

6. **MEMBERS PRESENT UNDER STANDING ORDER 34**

To note the names of any Councillors who wish to address the meeting under Standing Order 34.

Members wishing to speak pursuant to Standing Order 34 should inform the Chair of their intention to do so and on what items they wish to be heard before a decision on that item is taken.

7. **CALLED IN MATTERS**

To report on any Cabinet Decisions called in.

8. **FORWARD DECISIONS** (Pages 6 - 8)

A copy of the Forward Decisions List is attached

9. **MATTERS REFERRED TO CABINET FROM OTHER BODIES** (Pages 9 - 10)

To receive any comments and recommendations from other Council bodies which meet after the dispatch of this agenda.

10. **WEST NORFOLK INVESTMENT PLAN** (Pages 11 - 43)

11. **THE BUDGET 2022-27** (Pages 44 - 170)

12. **TREASURY MANAGEMENT POLICY UPDATE** (Pages 171 - 204)

13. **CAPITAL STRATEGY** (Pages 205 - 219)

14. **CAPITAL PROGRAMME 2023-24** (Pages 220 - 244)

15. **EXCLUSION OF THE PRESS AND PUBLIC**

The Cabinet is asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the items below on the grounds that they involve the likely disclosure of exempt information as defined by paragraph 3 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

PRIVATE ITEM

Details of any representations received about why the following reports should be considered in public will be reported at the meeting.

16. **EXEMPT APPENDICES FROM CAPITAL PROGRAMME** (Pages 245 - 248)

17. **EXEMPT APPENDICES FROM THE WEST NORFOLK INVESTMENT PLAN**
(Pages 249 - 254)

To: Members of the Cabinet

Councillors R Blunt, S Dark (Chair), A Dickinson, H Humphrey, P Kunes,
A Lawrence, G Middleton (Vice-Chair) and S Sandell

For Further information, please contact:

Sam Winter, Democratic Services Manager 01553 616327
Borough Council of King's Lynn & West Norfolk
King's Court, Chapel Street
King's Lynn PE30 1EX

FORWARD DECISIONS LIST

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
7 February 2023						
	Budget	Key	Council	Finance Asst Director – M Drewery		Public
	Capital Programme	Key	Council	Finance Asst Director – M Drewery		Public
	Treasury Management Policy update	Key	Council	Finance Asst Dir M Drewery		Public
	Capital Strategy	Key	Council	Finance Asst Dir M Drewery		Public
	West Norfolk Investment Plan - Shared Prosperity Fund Update	Non	Cabinet	Business, Culture and Heritage Assistant Director D Hall		Public

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Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
Additional Meeting 8 February 2023						
	Call in of officers decisions	Non	Council	Leader Monitoring officer		Public
	Hunstanton Multi User Hub and Transport Exchange	Key	Cabinet	Development & Regeneration Asst Dir – D Ousby		Public
	Revenues and Benefits Officer Delegations	Non	Council	Leader Asst Dir – M Drewery		Public
	Meetings Arrangements	Non	Council	Leader Chief Executive		Public

	Local Authority Housing Fund	Key	Council	Community Asst Dir – D Hall		Public
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Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
7 March 2023						
	Review of Unreasonable complaints Policy	Non	Council	Leader Monitoring Officer		Public
	Changes to Council Tax Charges for Long Term Empty Properties and Second Homes for 2024/2025	Key	Council	Finance Asst Dir – M Drewery		Public
	LGA Model Code of Conduct	Non	Council	Leader Asst Dir – A Baker		Public
	Notice of Motion 16/22 – Peer Review	Non	Cabinet	Leader Chief Executive		Public
	Southgates Regeneration Area Development Brief and Next Steps	Key	Council	Development and Regeneration Asst Dir – D Hall		Public
	Governance Review Task Group	Non	Cabinet	Leader Chief Executive		Public
	Members Allowances Scheme 2021-25	Non	Council	Finance Chief Executive		Public
	Guildhall CIO Governing Document	Non	Cabinet	Business Culture & Heritage Asst Dir - D Hall		Public
	Levelling up Government response and actions	Key	Council	Business Culture & Heritage Asst Director – D Hall		Public
	Towns Fund Local Assurance Framework	Non	Cabinet	Business Culture & Heritage Asst Director – D Hall		Public

	Freedom of the Borough - amendments	Non	Council	Leader Chief Executive		Public
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Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
18 April 2023	West Winch Collaboration Agreement	Non	Cabinet	Development and Regeneration Exec Dir – G Hall		Public
	Custom and Self Build Site – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director - D Hall		Public
	Asset Management – Land and Property	Key	Cabinet	Property Asst Dir Property and Projects		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
∞	Southend Road Hunstanton	Key	Cabinet	Development and Regeneration Asst Dir – D Ousby		Public

Items to be scheduled

	Notice of Motion 7-21 – Councillor Kemp – Equalities	Non	Council	Leader Asst Dir B Box		Public
	Procurement Strategy	Non	Cabinet	Finance Asst Dir – D Ousby		Public
	Review of Planning Scheme of Delegation (summer 23)	Non	Council	Development and Regeneration Asst Dir – S Ashworth		Public
	Lynnsport One (summer 23)	Key	Council	Regeneration & Development Asst Dir Companies & Housing Delivery – D Ousby		Public

RECOMMENDATIONS TO CABINET 7 FEBRUARY 2023 FROM THE ENVIRONMENT AND COMMUNITY PANEL MEETING ON 3 JANUARY 2023

EC48: **UK SHARED PROSPERITY FUND (UKSPF) AND RURAL ENGLAND PROSPERITY FUND (REPF) UPDATE**

[Click here to view the recording of this item on You Tube.](#)

The Assistant Director explained that this report was a follow on from the Cabinet report of 21st July 2022 and provided an overview of the UK Shared Prosperity Fund and Rural England Prosperity Fund funding allocations and how they would be administered. A copy of the presentation is attached.

Officers firstly presented information on the UK Shared Prosperity Fund and invited questions and comments from the Panel.

Councillor Bubb referred to the Markets Task Group which had made a list of recommendations to enhance the Market offer and it was confirmed that this could be considered.

Councillor Kemp addressed the Panel under Standing Order 34 and stated that she supported the Ferry feasibility study. She commented that active travel, public transport, increasing footfall in the town centre and improvements to coastal footpaths especially in West Lynn should be a priority for this funding.

Councillor de Whalley asked for the Norfolk Greenways Project, projects to reduce air pollution, Kick the Dust project, expansion of the school of nursing and the Carnegie Library to be considered for this funding. The Regeneration Programmes Manager informed Members that at the Regeneration and Development Panel meeting on 10th January would be receiving information on the Norfolk wide Local Cycling and Walking Infrastructure Plan which would cover elements of the Norfolk Greenways Project.

In response to a question from Councillor de Whalley, the Assistant Director explained that it hoped that this was long term funding, but the future was always uncertain. He also reminded the Panel of the Tourism Informal Working Group who were looking at a high-level strategy for West Norfolk.

Councillor Bullen made a plea that the funding was not just King's Lynn focussed and it was vital that Downham Market and the Southern part of the Borough be included. Councillor Bower agreed that it needed to be Borough wide and that Hunstanton also be included.

The Assistant Director explained that an equitable approach would need to be ensured and there would be a role for Councillors to promote the funding within their local communities.

Councillor Kunes, Portfolio Holder for Environment and Climate Change endorsed comments made by Councillor Kemp in that he supported improvement works to the West Lynn Footpath.

Members were reminded that there were two different funds available, one of which was focussed on Rural Prosperity and officers provided information on the Rural England Prosperity Fund.

Officers explained that as this was a specialist field it was anticipated that administration of the scheme would be outsourced to an organisation that had experience in administering

grants. Once funding allocations had been confirmed, then work would be carried out with delivery partners to identify the application process. It was also clarified that the scheme would be complementary to CIL and would not duplicate Parish Partnership Schemes.

Members were provided with information on the Partnership Board and Programme Management Board.

Councillor Parish commented that other industries needed to be considered over and above Tourism and commented that it should not just be about increasing Tourism, but ensuring that it is managed, and the infrastructure is there to support it.

RESOLVED: That the Environment and Community Panel recommends Cabinet approval for the progression of Officer work to expediate spend of the UKSPF funding for 2022/2023 and support for preparatory work to facilitate delivery of both the UKSPF and REPF programmes into 2023/24 as set out in the presentation.

REPORT TO CABINET

Open & Exempt (Apps 1&2)		Would any decisions proposed:			
Any especially affected Wards	Discretionary	Be entirely within Cabinet's powers to decide		YES	
		Need to be recommendations to Council		NO	
		Is it a Key Decision		YES	
Lead Member: Cllr Graham Middleton E-mail: cllr.graham.middleton@west-norfolk.gov.uk		Other Cabinet Members consulted: Cabinet			
		Other Members consulted: E&C Panel			
Lead Officer: Duncan Hall E-mail: Duncan.Hall@west-norfolk.gov.uk Direct Dial: 01553 Lead Officer: Jemma Curtis E-mail: jemma.curtis@west-norfolk.gov.uk Direct Dial: 01553 616716		Other Officers consulted: Management Team, S151 Officer			
Financial Implications Yes	Policy/ Personnel Implications No	Statutory Implications NO	Equal Impact Assessment YES If YES: Pre-screening/ Full Assessment	Risk Management Implications No	Environmental Considerations Yes
If not for publication, the paragraph of Schedule 12A of the 1972 Local Government Act considered to justify that is paragraph 3					

Date of meeting: 7 February 2023

WEST NORFOLK INVESTMENT PLAN (UK SHARED PROSPERITY FUND) AND RURAL ENGLAND PROSPERITY FUNDING – PROGRAMME PRIORITIES

Summary

At its meeting on 21 July 2022, Cabinet approved the 1 August 2022 submission of the West Norfolk Investment Plan to government to secure £1,836,407 allocation for West Norfolk under the Shared Prosperity Fund (SPF). Confirmation of Government approval for this funding was received on 6 December 2022. Following assessment of the West Norfolk Investment Plan the Secretary of State has allocated funding for 2022/23 with indicative allocations for the further two financial years up to and including 2024/25. It is now necessary to agree the proposed spending priorities for the fund in 2022/23 to ensure that this can be expediated and to agree the approach and in principle spending proposed for 2023/24 so that preparatory work can be commenced.

Additionally, in September 2022, an addendum to the West Norfolk Investment Plan was requested by DEFRA to secure an indicative allocation of £1,496,455 Rural England Prosperity Fund (REPF) capital funding to invest across rural West Norfolk over the period April 2023 – March 2025. The indicative amount for West Norfolk is the largest allocation in the county and the deadline for addendum submission was 30 November 2022. This report is to provide Cabinet with the detail of the addendum submitted, the process by which intervention priorities were determined and to agree in principle the proposed programme spend and delivery arrangements for 2023-25 so that preparatory work can be commenced. The decision on REPF is anticipated to be confirmed by DEFRA in January 2023.

Recommendation

Cabinet is recommended to:

1. Approve the projects for allocation of UKSPF funding for 2022/23 and 2023/24 against the agreed interventions contained in the West Norfolk Investment Plan (WNIP) as set out in section 4.
2. Delegate authority to the Assistant Director for Regeneration, Housing & Place to finalise the financial allocations to the identified projects in section 4, in consultation with the Portfolio Holder for Business Culture and Heritage.
3. Approve the priorities for allocation of REPF funding for 2023-25 as set out in section 5.
4. Approve the governance arrangements to support the delivery of UKSPF & REPF as set out in section 8.
5. Approve the third party delivery options for the REPF as set out in section 6, 7 and 8 in this report with delegated authority to the Assistant Director for Regeneration, Housing & Place in consultation with the Portfolio Holder for Business Culture and Heritage to agree any changes.
6. A further report be brought back to cabinet no later than December 2023 to agree the priorities for UKSPF funding in 2024-25.

Reason for Decision

To ensure timely delivery of two complementary government grant funding streams in line with the government guidance, West Norfolk Investment Plan and Corporate Business Plan objectives. The UKSPF will support residents and business to; build pride in place, high quality skills training, supporting pay, employment, productivity growth and increasing life chances. REPF will support investment in micro and small enterprises in rural areas and in the development and promotion of the rural visitor economy, enhancing active travel provision in rural areas, investing in capacity building and infrastructure support for local rural groups and supporting volunteering and social action groups in rural communities.

1. Background

- 1.1 In April 2022, the Government announced the UK Shared Prosperity Prospectus, which is a long-term funding stream to replace the EU structural funds following the UK's exit of the EU. The UKSPF is a funding formula rather than a competitive bidding process. Unlike the EU Structural Funds, local authorities will be the recipient of the area's allocation and be required to manage the fund.
- 1.2 The aim of the fund is to support the government's commitment to levelling up all parts of the UK through the following objectives:
 - Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging.
 - Spread opportunities and improve public services, especially in places where they are weakest.
 - Restore a sense of community, local pride and belonging, especially in those places where they have been lost.
 - Empower local leaders and communities.

- 1.3 These objectives are intended to be achieved through the three SPF Investment Priorities:
- Communities and Place.
 - Supporting Local Business.
 - People and Skills.
- 1.4 To secure the £1,836,407 UKSPF allocation for the period of 2022-25, the Council submitted an Investment Plan to government on 1 August 2022 (appendix 3). Funding is predominantly revenue with a small capital element rising from 10% to 20% of the allocation over the 3 year period. The funding can be used to complement other government funding streams including Towns Fund, Levelling Up Fund and other national employment, skills, and rural funding support.
- 1.5 Subsequently, in September 2022, the submission of an addendum to the Investment Plan was requested by DEFRA to set out the West Norfolk priorities to secure an additional indicative allocation of £1,496,455 from the Rural England Prosperity Funding. This funding is capital only and has been integrated with the UKSPF to align with the government's commitment to streamline the funding landscape. REPF is aligned with the priorities of UKSPF and was launched to help address the extra needs and challenges facing rural areas, above and beyond those prioritised within the UKSPF. REPF succeeds the ERDF LEADER programme.
- 1.6 The REPF provides funding to:
- Support new and existing rural businesses to develop new products and facilities that will be of wider benefit to the local economy. This includes farm businesses looking to diversify income streams.
 - Support new and improved community infrastructure, providing essential community services and assets for local people and businesses to benefit the local economy.

The REPF objectives sit within the UKSPF investment priorities for:

- Communities and Place
- Supporting Local Business

2. West Norfolk Investment Plan (UKSPF)

- 2.1 Metro Dynamics was appointed to support the development of the West Norfolk Investment Plan. Evidence and analysis of the opportunities and challenges were collated and stakeholder engagement was undertaken to guide identification of priority themes for West Norfolk.
- 2.2 The agreed priorities, approved by Cabinet on 21 July 2022, for West Norfolk are:

Leading as a Centre of Excellence for the Visitor Economy

- With a culture-led approach to leverage culture & heritage assets
- Positioning King's Lynn & West Norfolk as Cultural Destination
- Driving innovation & productivity in Tourism & Hospitality

Embedding approaches that are Active, Clean & Green

- With benefits for residents and local businesses
- Protecting/enhancing natural environment
- Domestic efficiency/sustainability
- Transport to get to and from work
- Business transformation and re-training

Strengthening local enterprise and innovation systems

- Sector wide, but with specific focus on sector/workforce/value chain strengths
- Food (agriculture, food processing & manufacturing, food service & retail)
- Manufacturing
- Health

Supporting people to access opportunities

- Creating better quality, higher skilled jobs across sectors
- Supporting people into employment and volunteering opportunities
- Improving skills that employers need

2.3 The UKSPF Intervention Framework set out a 'menu' of interventions that places could select from, based on their alignment with meeting the identified needs of the local area as set out in the WNIP. UKSPF priority interventions were prioritised and outcomes selected based on the local context. Subsequently expenditure profiles and deliverables were indicated alongside the identification of delivery and governance processes structures. The interventions selected were:

UKSPF Investment Priority: COMMUNITIES & PLACE

E1: Improvements to town centres & high streets including better accessibility

E6: Local arts, cultural, heritage & creative activities

E9: Impactful volunteering and/or social action projects

E13: Community measures to reduce the cost of living

E14: Relevant feasibility studies

UKSPF Investment Priority: LOCAL BUSINESS

E17: Development & promotion of visitor economy

E19: Investment in research & development at the local level

E23: Strengthening local entrepreneurial ecosystems

E30: Business support measures to drive employment growth

UKSPF Investment Priority: PEOPLE & SKILLS

E33: Employment support for economically inactive people

E34: Courses including basic, life & career skills

E37: Tailored support for the employed to access courses

E38: Local areas to fund local skills needs

3. REPF Addendum

- 3.1 The announcement of the Rural England Prosperity Fund allocation in West Norfolk on 3 September 2022 provided three months to establish clear local priorities for rural investment before an addendum to the West Norfolk Investment Plan was submitted at the end of November to secure an indicative allocation of £1,496,455 over two years 2023/24-2024/25. The Monitoring Officer advised that the addendum submission did not require Cabinet approval or an officer/member delegated decision.
- 3.2 The REPF allocation is for capital funding only and must be spent on lasting assets such as buildings or equipment. Funding will follow the BCKLWN capitalisation policy by ensuring that all REPF investment contributes to capital projects which in total are equal to or more than £10,000.
- 3.3 REPF spend can be matched to other funding streams, including UKSPF, and can be used to complement revenue projects. Guidance states that 25% of the allocation will be provided in Year 1 and 75% in Year 2. Spend must be targeted towards rural areas only. For Rural Fund purposes, rural areas are:
- towns, villages and hamlets with populations below 10,000 and the wider countryside
 - market or 'hub towns' with populations of up to 30,000 that serve their surrounding rural areas as centres of employment and in providing services.
- 3.4 Evidence and analysis was undertaken to supplement the work undertaken for the WNIP to specifically understand the challenges and opportunities facing the rural areas in West Norfolk. Consultation with rural stakeholders, parishes and businesses was undertaken to prioritise investment approaches by identifying local needs, examining successful projects / programmes where investment would demonstrate additional benefit to rural West Norfolk, and identifying new initiatives. An online survey was conducted from 14-30 October 2022 seeking views from local residents and businesses on the intervention areas which should be targeted by the REPF. The survey responses were collated and considered in detail by the Regeneration Team. Investment priorities were reviewed against the REPF prospectus, [interventions, outcomes and outputs](#) and subsequently presented to an online stakeholder group meeting held on 11 November 2022. Stakeholders were in support of the priorities outlined and added comments on specific areas of need which will help inform funding delivery.
- 3.5 The following REPF intervention priority areas were identified through this process:

Intervention priorities for **rural businesses**:

- **Funding for small scale investment in micro and small enterprises in rural areas** e.g. net zero infrastructure, diversification of farm businesses, creation/ expansion of rural leisure and tourism, investment in food processing equipment, resilience infrastructure to protect businesses against natural hazards.
- **Grants for the development and promotion** of the visitor economy e.g. development of local visitor trails and infrastructure such as information boards and visitor centres, development of local tourist attractions and visitor experiences based on the local offer.

Intervention priorities for **rural communities**:

- **Active travel** enhancements in the local rural area e.g. creation of new footpaths and cycleways/ upgrading of existing footpaths and cycleways, particularly in areas of health need.
- **Capacity building and infrastructure support** for local civil society and community groups e.g. net zero infrastructure, catering kitchens in community hubs, resilience infrastructure to protect against natural hazards.
- **Supporting impactful volunteering and social action** projects e.g. purchase of equipment, premises improvements to enable groups to operate.

4. UKSPF Investment Priorities

- 4.1 UKSPF provides the flexibility for places to invest across a range of activities which represent the right solutions to the locality. The WNIP identified the interventions, outputs and outcomes that we aim to deliver to best meet the priorities identified in 2.2 for the period 2022-25. At that stage there was no requirement to identify specific projects to be delivered under the interventions.
- 4.2 Part of the engagement process for developing the WNIP included a ‘call-out’ to existing providers to determine what has successfully been delivered through European Social Fund (ESF) and Community Renewal Fund (CRF) and to identify potential continuation projects with clear local impact to address existing and emerging areas of local need. These have been evaluated initially against our priorities set out in 2.3 and considered in the funding priorities for 22/23/24. Table 1 (p7) shows allocation of funding for projects within each of the UKSPF intervention areas.
- 4.3 The projects proposed for UKPSF investment in 22/23 and 23/24 are set out in Appendix 1 (EXEMPT) with an indicative funding allocation against each project, subject to procurement process where applicable. The delayed allocation decision means that the original spending period for 2022/23 has now been greatly reduced. The projects identified for 22/23 are those that are considered ready to go in terms of spending and capacity to deliver proposed outputs and outcomes and align with existing projects and priorities already underway. There may be an opportunity to defer some of this spending into 2023/24. The final decision on this would sit with DLUHC and would be dependent on submission of a credible plan setting out how we will utilise underspends in the next year. Further guidance on this is expected from DLUHC early 2023.
- 4.4 UKSPF spend in the second year of the programme represents a continuation of 2022/23 projects with the addition of further project proposals which are currently being developed. Project calls and project development will be expediated towards the end of the 22/23 financial year to facilitate efficient programme delivery. The indicative funding allocations against each project are subject to some level of movement as project plans develop and delegated authority is sought based on in principle allocations and the priority project areas identified.

- 4.5 Investment in the UKSPF People and Skills priority and associated interventions commences in 2024/25. This is reflective of the WNIP funding profile. Project allocations across all investment priority areas for 2024/25 are under development and further Cabinet approval will be sought towards the end of 2023/24 for continuation and commencement of projects into the following year.
- 4.6 Guidance for UKSPF is that funding can be moved between priorities up to the value of 30%. It is anticipated that a similar approach could apply to REPF funding, although confirmation of this is awaited. Where possible, match funding should be identified but it is not essential.

Table 1: Summary of UKSPF Projects for 2022-24

COMMUNITIES AND PLACE Year 1,2 (2022-24)	E1: Improvements to town centres & high streets <ul style="list-style-type: none"> • Rail to river art trail • Town Centre Improvement Projects Call – King’s Lynn / Downham Market / Hunstanton
	E6: Local arts, cultural, heritage & creative activities <ul style="list-style-type: none"> • Seed funding for cultural, heritage & creative programmes • St George’s Guildhall activity programme
	E9: Impactful volunteering and/or social action projects <ul style="list-style-type: none"> • Volunteer recruitment campaign / training programme
	E13: Community measures to reduce the cost of living <ul style="list-style-type: none"> • Community Energy saving measures - Lily (approved under Officer delegated decision) • Community Cycle Club + Hubs (NCC) • Discounted Bike Loans (NCC) • Loan & grants schemes for E -Bikes (NCC)
	E14: Relevant feasibility studies <ul style="list-style-type: none"> • Baxter’s Plain Public Realm • Ferry Access Improvements
LOCAL BUSINESS Year 1,2 (2022-24)	E17: Development & promotion of visitor economy <ul style="list-style-type: none"> • Visitor economy development grants
	E19: Investment in research & development at the local level <ul style="list-style-type: none"> • Go Digital
	E23: Strengthening local entrepreneurial ecosystems <ul style="list-style-type: none"> • Business Start Up & Enterprise Support
	E30: Business support measures to drive employment growth <ul style="list-style-type: none"> • Employer Training Initiatives • New Anglia LEP Growth Hub (continuation of existing service 2023-25 – see section 6.1.2 of report)

Details of the funding allocations, delivery mechanism for each of the above priorities are detailed in Appendix 1 (EXEMPT).

5. REPF Investment Priorities

5.1 The REPF is a predominantly capital grant scheme, replacing previous European funding programmes which supported rural communities and business enterprise and diversification. Following the analysis and engagement outlined in 3.4 & 3.5 of the report, the following project areas have been identified for priority investment:

Table 2: Summary of REPF Projects for 2023-25

RURAL COMMUNITIES AND PLACE	Active travel enhancements in the local area <ul style="list-style-type: none"> • Top up projects from Norfolk wide Local Cycling and Walking Infrastructure Plan in partnership with Norfolk County Council
	Rural community capital grants (Delivery Partner New Anglia LEP TBC) <ul style="list-style-type: none"> • Investment in capacity building and infrastructure support for local civil society and community groups • Impactful volunteering and social action projects to develop social and human capital in local places
LOCAL RURAL BUSINESS	Rural businesses capital grants (Delivery Partner Norfolk Community Foundation TBC) <ul style="list-style-type: none"> • Small scale investment in micro and small enterprises in rural areas • The development and promotion of the visitor economy

5.2 The criteria of the each of the grant programmes for communities and businesses will be designed to ensure delivery against the government's prescribed outputs and outcomes set out in the guidance including:

Table 3: Summary of REPF Indicative Outputs and Outcomes

Rural Communities Outputs	Rural Communities Outcomes
EV Charging Points Visitors or locals using charging points Community energy projects Improved cycleways or paths Green or blue space created or improved Facilities supported or created Organisations receiving grants Local events or activities supported Projects supported	Increased users of facilities or amenities Increased use of cycleways or paths Improved engagement numbers Volunteering numbers as a result of the support
Rural Businesses Outputs	Rural Businesses Outcomes
Businesses supported Farm businesses supported Farm diversification projects supported Micro businesses supported	Jobs created Jobs safeguarded Number of businesses adopting new to the firm technologies or processes Number of businesses with improved productivity Number of businesses experiencing growth Number of businesses increasing their turnover

The grant programmes will also be designed to ensure they complement other funding programmes.

6. Delivery Arrangements

6.1 UKSPF

6.1.1 Delivery approaches for each project identified for UKSPF funding are shown within the spreadsheet included in Appendix 1. There will be a mixture of project calls, grant provision, direct delivery and commissioning either via a procurement process or through existing SLA's. The 9% Project Management costs allocated within the UKSPF grant provision will enable this process to be administered by a dedicated Borough Council Programme Officer which has been recruited and started in the role in November 2022.

6.1.2 New Anglia Local Enterprise Partnership (NALEP) Growth Hub: the business support service has been operating across Norfolk & Suffolk since 2014 and provides 'one stop shop' for business support, advice and guidance, access, and signposting to grants and finance. The service has supported circa 967 West Norfolk Businesses to date, providing 4,307 hours of support and has historically been funded through European funded programmes. This funding however comes to an end in 2023. NALEP have approached district authorities and Norfolk Leaders to seek support to continue the service through the UKSPF.

6.1.3 The proposal would deliver the Growth Hub service, a small grant scheme and consultant support programme. To ensure the continuation of this valuable service for west Norfolk businesses, it is recommended the Council commits to funding the continuation of the service for West Norfolk for 23/24/25 from UKSPF. The service will deliver against the UKSPF Supporting Local Business interventions:
E19: Investment in research & development at the local level
E23: Strengthening local entrepreneurial ecosystems
E30: Business support measures to drive employment growth

6.2 REPF

6.2.1 The active travel enhancements priority has been discussed with the Lead Programme Manager for active travel at Norfolk County Council to discuss top up projects which will specifically benefit West Norfolk from the Norfolk wide Local Cycling & Walking Infrastructure Plan (LCWIP). Projects have been identified to upgrade key footpaths in tourism areas. This would complement the revenue-based initiative proposed to be funded through UKSPF for bike loan schemes and community cycle hub.

6.2.2 Community & Business Grant Schemes Third Party Delivery Options:

Business Grants. It is proposed that the priorities for small-scale investment in rural micro and small enterprises, and the development and promotion of the visitor economy, will be delivered as a grant programme, which will be overseen by the Borough Council as the accountable body, but delivered by a third party. Discussions have been undertaken with both Norfolk County Council (NCC) and New Anglia Local Enterprise Partnership (NALEP) regarding this, given their capacity and experience in delivering similar programmes for rural businesses and communities. Third party delivery responsibilities will encompass: working with the Borough Council to set grant

criteria, grant advertisement through the website, newsletters and existing networks; a bespoke application form; hand holding for application completion; due diligence procedures; working with the Council to shortlist projects against REPF funding priorities; presenting applications to the REPF Grants Panel (see 8.7); notification of outcomes to grant applicants; monitoring and impact reporting. The proposed scope of services and cost estimates from New Anglia LEP & NCC based on a grant programme value of £896,455 across the two years 2023-25 are in the range of £75,000-100,000 subject to final scope of services to be agreed; funding this is set out in 7.3.

It is recommended that the NALEP Growth Hub are commissioned as the third-party delivery partner for the REPF business grants through a service level agreement on the basis that:

- The grant service would complement the wider business support service to be funded through the UKSPF (as detailed in section 6.1.2 and 6.1.3).
- Experienced team in delivering a wide range of grant support to businesses.
- Aligning the business support (UKSPF) and grant scheme service (REPF) offers better value for money. The costs for due diligence, compliance and promotion will already be funded through UKSPF and will not be an additional cost to the REPF grant scheme and the costs for the Coordinator and Business Advisor plus the Grants Officer will also be an in kind contribution covered by through the UKSPF LEP.

6.2.3 It is proposed that the priorities for capacity building and infrastructure support for local civil society and community groups, and supporting impactful volunteering and social action projects, would be delivered via the implementation of a community grant scheme which would also be overseen by the Borough Council as the accountable body, but delivered by a third party. Discussions with Norfolk Community Foundation are underway to explore this opportunity with them via a Service Level Agreement. Initial cost estimates to provide this service for the period 2023/25 based on a £300,000 grant fund is £30,000 across the two years 2023-2025. Third party delivery would encompass end to end grant delivery responsibilities. The benefits of using the Norfolk Community Foundation (NCF) to provide this service includes:

- The provider is responsible for a range of other community-based grant programmes and funds, including others commissioned by the Borough Council. Using NCF would ensure the programmes are complementary and avoid duplication with other funds.
- NCF as a provider of community grant funding is well established and familiar to existing community organisations and has established networks to promote and encourage grant applications.

6.2.4 An alternative to the grant programmes being delivered by a third party would be for the Borough Council to directly deliver capital projects within the scope of the fund or administer the grant programmes ourselves. Given the resources available and time period available to develop and deliver projects in the two-year timescale of the scheme, this is not considered feasible. Grant programmes would be a more efficient approach and of greater direct benefit to local businesses and community and anticipated to deliver increased outputs and outcomes through leverage of match funding required for projects.

7 Financial Implications - REPF

- 7.1 There is no indicative allocation under REPF for 22/23. REPF spend will commence in 2023/24, dependent on DEFRA approval. The funding guidance states that 25% of funding will be allocated in year 1 of the programme, with the remaining 75% in year 2. Table 2 shows an indicative allocation of REPF projects within each intervention area. The projects for 23/24 and 24/25 are set out in Appendix 2 with an indicative funding allocation against each intervention, subject to procurement process where applicable. The indicative funding allocations within each intervention area are subject to some level of movement as project plans develop and approval is sought based on in principle allocations and the priority project areas identified.
- 7.2 The intention is for all projects to be fully funded by December 2025 to allow some capacity for project spend slippage into the end of the financial year. The prospectus' for UKSPF and REPF are clear that no spending will be approved beyond the end of March 2025 and that any underspend reported following the deadline of 31st March 2025 will be clawed back.
- 7.3 Government confirmed in FAQs issued on 14 November 2022 that programme management costs cannot be covered by the capital allocation and must be met from the programme management allocation in the Shared Prosperity Fund. In our WNIP submission we requested 9% to contribute to the costs of a permanent Programme Officer post which been approved as part of the allocation and has been recruited to. Officers have explored options to support the delivery of REPF. The costs associated with the delivery partners identified in section 6.2.2 & 6.2.3 total £107,463 for the period 2023-25. It has been identified that revenue funding can be committed from excess turnover savings within the internal budget. If the savings made are not sufficient to meet this requirement, then the costs can be met from the Business Rates pool.
- 7.4 There are no further funding implication to update Cabinet on with regards to the UKSPF since the last report on July 2022.

8. Monitoring & Governance Arrangements

- 8.1 Project monitoring processes will be established to provide clear qualitative and quantitative analysis of outcomes and outputs achieved by the delivery of the UKSPF & REPF investment, compared with the targets set out in the WNIP and REPF addendum. Government have yet to set out the monitoring and evaluation reporting requirements, but it is anticipated this will be on an annual basis and will form part of the process to secure the next annual allocation.
- 8.2 The following governance arrangement to oversee the UKSPF delivery is proposed.



- 8.3 As part of the UKSPF application process the Government set out the requirement to bring together a local Partnership Board with a diverse range of local and regional stakeholders, institutions, employer bodies and organisations to develop the plan and achieve the outcomes. A group comprising the representatives that government prescribed were consulted to agree the investment priorities set out in the WNIP. Local authorities are required to continue to ensure local partners continue to support the delivery of the investment plan to provide advice on strategic fit and deliverability. Terms of reference to be prepared and adopted.
- 8.4 The scope of the West Norfolk SPF Partnership Board will be expanded to include oversight and coordination of delivery of the REPF. Membership of the Partnership Board comprises representation from:
- Borough Council of King’s Lynn and West Norfolk
 - Norfolk County Council
 - Members of Parliament
 - Town Councils
 - Business support representatives
 - Businesses
 - Education
 - Health
 - Employment
 - Culture and community
 - Environment and nature
 - Rural Stakeholders (REPF only)
 - Tourism
- 8.5 The Partnership Board will meet annually to review funding delivery and performance against local priorities and will be informed by regular engagement through the Programme Board who will provide the advisory function on the effectiveness of the programme and use their expertise in

programme delivery to inform decision making, ensure alignment with other funding, programmes and service delivery and provide oversight on the impact and evaluation of projects. Monitoring evaluation reports will also be brought to Scrutiny Panels.

- 8.6 The Programme Board will use their expertise in programme delivery to support decision making, ensure alignment with other funding, programmes and service delivery and provide oversight on the impact and evaluation of projects, strategic fit and deliverability. Operational work will be undertaken at officer level and strategic decisions will be guided by the Programme board at six monthly meetings. Liaison with project delivery partners will be undertaken by Borough Council Officers monthly to review progress against planned outcomes, outputs, and spending profiles.
- 8.7 For priorities which will involve third parties delivering projects on our behalf officers will put in place grant agreements, Service Level Agreements or partnership agreements as required.
- 8.8 A REPF Grants Determination Panel will be established to meet bimonthly to determine the awarding of grants. All information for this panel will be provided by the third-party grant bodies and supported by Borough Council Officers and include local professional representatives and the Borough Council portfolio holder for Business, Culture and Heritage. This replicates a similar arrangement which operated under the LEADER Programme through Local Advisory Groups.

9. Risk

Risk	Risk Implications and Mitigation	Level of Risk
SPF allocation not secured in 23/24/25	<p>Risk Delivery of agreed priorities in 22/23 not achieved to secure funding for future years.</p> <p>Consequences/Mitigation Allocation not secured and investment not achieved for West Norfolk</p> <p>Ability to deliver in time frames key criteria of projects for 22/23.</p>	Low
REPF Addendum not approved and allocation not secured for 2023-25	<p>Risk The addendum not approved by government</p> <p>Consequences/Mitigation Allocation not secured and investment not achieved for west Norfolk. Detailed analysis and consultation and engagement completed to inform developed of the Addendum.</p>	Low
Investment Delivery	<p>Risk If successful, the Council will need to commit to spend the allocation in accordance with the spending profile set out by government.</p> <p>Consequences/Mitigation Insufficient resources and support to implement and deliver the WNIP leads to in ability to spend the allocation and the funding is lost.</p> <p>Project programmes resources will need to be built into each project to ensure sufficient resource for delivery. Use of experienced third-party providers expertise and existing networks to deliver grant programmes and specialist support will expediate delivery.</p>	Low
Stakeholder Support	<p>Risk Stakeholders do not support the priorities identified in the WNIP.</p> <p>Consequences/Mitigation WNIP does not reflect the needs of the local area and deliver the required outputs/outcomes or meet the objectives of the SPF due to lack of stakeholder support.</p> <p>Development of the WNIP has considered previous engagement under the King's Lynn Town Investment Plan and has engaged wider stakeholders in the development of the WNIP.</p>	Low

9. Environmental Considerations

- 9.1 The SPF framework & REPF priorities specifically includes interventions which supports the government's clean growth policies.

10. Policy & Personnel Implications

- 10.1 Local authorities can use a % of the allocation to undertake the necessary fund administration, such as fund assessing, project assessment, contracting, monitoring and evaluation and ongoing stakeholder engagement. Cabinet approved the recruitment of a full time Programme Officer to lead the implementation of the UKSPF for West Norfolk, part funded by the programme management allocation included within the funding allocation. The position has been filled with commencement at the start of November 2022.

- 10.2 The priorities identified in the WNIP, UKSPF project and REPF priorities align with the Council's corporate business plan.

Appendices

Appendix 1: UKSPF King's Lynn & West Norfolk Programme Budget EXEMPT

Appendix 2: REPF West Norfolk Programme Budget EXEMPT

Appendix 3: REPF Addendum

Background Papers

[UK Shared Prosperity Fund Prospectus](#)

[Rural England Prosperity Fund Prospectus](#)

UKSPF West Norfolk Investment Plan Cabinet Report, 21 July 2022

SPF & REPF Stakeholder Engagement slide packs REPF Survey Results, October 2022

West Norfolk Investment Plan, August 2022

WNIP Evidence Pack, July 2022

**Pre-Screening Equality Impact
Assessment**

Borough Council of
**King's Lynn &
West Norfolk**



Name of policy/service/function	Regeneration & Economic Development				
Is this a new or existing policy/service/function?	New				
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations	Delivery of the Shared Prosperity Fund and REPF to support the identified priorities in the West Norfolk Investment Plan. N/a				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age		√		
	Disability	√			
	Gender		√		
	Gender Re-assignment		√		
	Marriage/civil partnership		√		
	Pregnancy & maternity		√		
	Race		√		
	Religion or belief		√		
	Sexual orientation		√		
Other (eg low income)	√				

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

Response ID ANON-695G-SB6V-C

Submitted to Rural England Prosperity Fund - Addendum to UKSPF Investment Plan
Submitted on 2023-01-03 11:58:45

Overview

Rules for applying

Additional information content

Select your area

1 Select area

Select your area:

King's Lynn and West Norfolk

2 Name of person submitting REPF additional information and contact details

Name:

Jemma Curtis

Contact email:

jemma.curtis@west-norfolk.gov.uk

3 Alternative contact name and details

Alternative contact name:

Nicola Cooper

Alternative contact email address:

nicola.cooper@west-norfolk.gov.uk

4 SRO name and contact details

SRO name:

Duncan Hall

SRO email:

duncan.hall@west-norfolk.gov.uk

5 UKSPF Investment Plan reference number

UKSPF reference number:

ANON-QPA8-9PH7-2

Information

Information

Local context

6 You have already submitted your UKSPF investment plan. Here, we would like you to provide any additional information about specific rural challenges, market failures, and opportunities for rural businesses or rural communities in your area that you would like us to consider.

Here, we would like you to provide any additional information about specific rural challenges, market failures, and opportunities for rural businesses or rural communities in your area that you would like us to consider.:

King's Lynn and West Norfolk is the 5th largest rural district in England with 67.4% of people living in rural areas and 31% of these residing in sparse rural areas (Census 2001 ONS). As of 2021, the Borough is the second least densely populated area in the East of England, with an area equivalent to around one football pitch per resident (Census 2021 / ONS). Between 2011 to 2021 here has been an increase (17.9%) in people aged over 65 years, but a decrease (-0.1%) in people aged 15 to 64 years within the locality. (Census 2021 / ONS). Outward migration from rural areas reflects poor access to educational programmes, low wage jobs, high house prices and directly impacts on local economic sustainability and growth. The impact of geographic sparsity and a reducing working age population contributes towards a lower GDP per capita in King's Lynn and West Norfolk than the urban Norwich City Council area and relatively urban Broadland District Council area (Norfolk Rural Economic Strategy 2021 – 2024). The removal of the main economic driver and largest urban area of King's Lynn further reduces the performance of the Borough against key economic metrics and even with it included the area is classified as largely rural (Statistical Digest of Rural England 2022).

In the years preceding the pandemic (2015-19) King's Lynn and West Norfolk experienced strong manufacturing growth with a higher proportion of employment in manufacturing than in the largest urban centres in Norfolk. (Norfolk Rural Economic Strategy 2021 – 2024) but GDP per capita fell by 53.8% from 2019-2021 (ONS Regional gross domestic product (GDP) local authority reference tables 2018-2020). Localised and targeted capital investment will play a key part in turning around this downward trend. Rural West Norfolk also provides the highest number of employment opportunities in agriculture, forestry and fishing across the county of Norfolk (ONS 2018/ Norfolk Insight). These industries are increasingly impacted by macroeconomic factors including high energy costs, changing labour market dynamics and challenges in the export of food products, particularly for products of animal origin, shellfish and fishery products. Rural enterprises additionally experience challenges in recruitment and retention due to poor rural connectivity and limited availability of public transport. Empowering local businesses to invest in emerging technologies such as robotics and Artificial Intelligence, particularly in agriculture and horticulture, embracing low carbon energy production and taking advantage of diversification opportunities will help to contain threats to future business viability.

King's Lynn and West Norfolk experienced a strong birth rate of new businesses for the period 2016-18, 2019 and 2020 compared with other rural districts in Norfolk (ONS Business Demography 2022). The five year survival rate of new enterprises born in King's Lynn and West Norfolk in 2016 was 46%, with comparable early year trends seen in businesses born in subsequent years (ONS Business demography, UK 2022). These figures suggest both a local drive for enterprise start up and a clear need for the continuation and enhancement of localised business support services (through the SPF funding allocation), combined with capital investment and support will help establish a sustainable future of both existing and new enterprises within an environment of fast changing macroeconomics. The district is within a key part of the UK projected to grow and targeted local investment to facilitate enterprise growth through the diversification of offer and the harnessing of inward investment to boost productivity remains a key local focus. This links to the Norfolk Investment Framework priority to support Norfolk's existing and emerging clusters to grow and expand.

The Fens area has strong transport connectivity to Cambridge & Midlands and the King's Lynn to King's Cross rail service provides a strong link between our rural areas and Cambridge/London. The move towards more 'hybrid' working patterns for many since 2020 is very significant in our rural areas, which had high levels of out-commuting, as a result of these links, and some of the longest average commutes in the UK. Opportunities for businesses and their workforce to locate to more rural areas to improve quality of life (at work and home) and have space to expand are further enhanced by this change in working patterns. Market Towns will be encouraged to repurpose vacated premises into, for example, work hubs, which meet the need for changes in the community (Norfolk Rural Economic Strategy 21-24). This transition to new commercial uses encourages advancement in digital connectivity and provides the opportunity to make rural businesses and community facilities more sustainable with an increased working age demographic; this is a development priority for remote West Norfolk rural areas.

The physical connectivity barriers within the district's rural geography have been detailed within the UKSPF West Norfolk Investment Plan (WNIP). Rural residents are particularly impacted by limited public transport network which restricts ability to access education, training and employment in primary centres. Actions to improve accessible and environmentally sustainable travel options are essential to remove barriers to residents being able to access services and facilities in hub towns and other villages. Current bus links within rural areas are limited so that private transport is the current default option. The percentage of people who walk or cycle once a week remains below the national average owing to our rural geography (DfT, 2019/20). The priorities of the REPF align with the Norfolk Local Cycling and Walking Infrastructure Plan, which in turn plays an integral part in the delivery of the overall transport strategy for Norfolk and supports the ambition to make walking and cycling the natural choice for all types of users, in both rural and urban areas. The naturally flat landscape and relatively drier climate of Norfolk compared to the rest of UK, means there is an opportunity to encourage greater use of active travel to reduce transport emissions (the rurality of the district contributes towards the second highest road transport CO2 emissions in Norfolk - 2019 BEIS data), and increase the percentage of physically active adults, which is below the national average and has fallen over the last four years (Office for Health Improvement and Disparities, 2019/20). Further investment in accessible all-weather rural footpaths will provide sustainable transport options, link rural areas, help to attract visitors and improve activity and wellbeing levels as well as supporting complementary projects within the WNIP such as cycle hubs and bike loan schemes. The flat rural landscape is suitable for walkers and cyclists both young and old from novices to experienced trekkers and ramblers. Providing opportunities for cycle hire and secure cycle racks in our villages, more provision of pathway information, boards and clear and connected waymarkers will enable this approach to become embedded and sustainable. This will not just support rural communities but also provide invaluable infrastructure to support a sustainable tourism economy which reduces the impact of increased visitor numbers on the local environment.

The tourism industry represents a high value and important economic sector for West Norfolk but faces challenges since the Covid-19 pandemic; in 2021 it provided 14.6% of all employment compared to 19.5% in 2019 and an economic value equalling £401.8m in 2021 compared to £577.3m pre pandemic. (Economic Impact of Tourism West Norfolk 2019 & 2021). The West Norfolk Destination Management Plan 2016-2020 highlights the diversity of the destination with its distinct geographical areas and visitor experiences. These include the Norfolk Coast Area of Outstanding Natural Beauty, the Estuarine coastline of the Wash (SSSI), the resort of Hunstanton, large areas of rolling Norfolk countryside, The Fens and the market town of Downham Market. To the north and east of King's Lynn the rural areas provide attractive countryside and villages, valued by visitors and with a moderately developed range of attractions and recreational facilities. To the south and to the west of King's Lynn the landscape and the extensive waterway network of the Fens provides a distinctive destination for visitors, particularly for those interested in activities such as bird watching, cycling and fishing. Consumers value and strongly associate the quality of the coastline, the natural environment and wildlife habitats offered as part of the Norfolk rural tourism sector. There is a consensus that tourism recovery will be segmented and gradual. West Norfolk is particularly well positioned to offer and build upon its qualities and capitalise on existing consumer interest but emphasising areas of distinctiveness needs to be addressed to enable it to stand out from alternative destinations. (West Norfolk Destination Management Plan 2016-2020).

West Norfolk's rural tourism industry's long-term growth depends upon the ability to establish year-round, adaptable and environmentally responsible tourism opportunities. However, consumer research has suggested that potential visitors are unsure of the range of attractions and things to do in Norfolk, so there is a priority through REPF to ensure this uncertainty is addressed for rural West Norfolk by developing and building upon local branding opportunities and harnessing the opportunities presented by sustainable local enterprises within rural areas. The affordability of the offer must be an important consideration to encourage new, repeat and future visitors year-round. REPF priorities to diversify the local offer to include active holidays, taking advantage of the predominantly flat and relatively dry environment, to invest in active travel and supporting the growth in ecologically sympathetic developments, clearly aligns with local priority policies. Rural villages are as much of an asset to local economic growth currently as our famed Norfolk coast has been in the past. A more open and detailed celebration of our rich rural history via investment in promotional infrastructure and recognising

the opportunity to use the future connection of King's Lynn to the Norfolk Coast Path to highlight our villages closer to the coast and the Area of Outstanding Natural Beauty (AONB), will help to open this economic sector further. Furthermore, investing in closing known gaps in infrastructure provision is essential to future proof recruitment and retention opportunities in the tourism and hospitality sector including improving local public transport links to facilitate access and remove barriers to employment for residents, particularly during unsociable hours.

Many rural community facilities within the borough have experienced deterioration due to limited historical investment and varied local community capacity to access and take advantage of funding opportunities such as lottery and European funding. Capital investment into rural facilities and services is essential to add value to the local offer, provide ownership of these facilities for local communities and to open possibilities for further growth in social capital opportunities. The provision of Community Infrastructure Levy (CIL) payments since 2017 have enabled the Borough Council to successfully provide capital investment to start to address these issues across the Borough by contributing towards community facility repairs and upgrades but the fund is annually over subscribed demonstrating a clear need for an accessible community grant scheme to level out the quality of provision and clean infrastructure across the Borough. Energy costs remain high and threaten viability of community facilities such as village halls, community centres and floodlit outdoor community facilities. Investment in maintainable net zero energy solutions to support local provision such as community energy projects and the creation and storage of renewable power will reduce recurrent energy costs thereby creating of a network of more resilient community facilities.

Climate change is a long-term risk impacting on all development priorities in the locality. Based on 2019 BEIS data, the geographic area of King's Lynn and West Norfolk has the highest per capita CO₂ emissions in Norfolk and the geographic Borough contributes 33.1% to Norfolk CO₂ emissions. This is impacted by the specific characteristics of the district, including high LULUCF (Land use, land-use change, and forestry) emissions due to the historically drained fenlands and the significant local industrial sector (King's Lynn and West Norfolk District CO₂ Emissions Report 2018 to 2019). Extreme weather events increase risks to arable land productivity and safety and large areas of the district are designated as flood zone 3a with areas of 3b flood plains (Borough Council of King's Lynn & West Norfolk Level 2 Strategic Flood Risk Assessment: Flood Zones Map 2019). Investment in rural communities and businesses must demonstrate a clear link to the Norfolk Investment Framework priority to protect Norfolk's economic and natural assets from climate change. This would include supporting rural businesses and farms in the export of food for the UK and reducing reliance on imports. Rural areas experience distinct difficulties connected with net zero transition, for example: little to no connection to the gas grid; relatively high levels of fuel poverty; difficulties in EV infrastructure and solar PV deployment due to sparsity and the capacity and connections of the local grid; a high proportion of properties built prior to 1964 making retrofit activities and low-carbon heating a challenging activity; and susceptibility of older properties to planning obstacles (Net Zero East, Community Energy Kickstarter, Summary Sep22). REPF investment will enable projects with clear ambition to find solutions to overcome these difficulties and which contribute towards meeting carbon reduction targets. Investment will support the development of resilient infrastructure to protect communities and businesses from flooding, to enable businesses to adapt to change, to implement solution focused infrastructure and diversify the product offer to help mitigate climate challenges.

Interventions – rural business

7 Please choose the interventions you wish to use under the rural business investment priority (2023 - 2024). Select as many options as you wish from the menu.

Capital grant funding for small scale investment in micro and small enterprises in rural areas, Capital grant funding for developing and promoting the visitor economy

8 Please choose the interventions you wish to use under the rural business investment priority (2024 - 2025). Select as many options as you wish from the menu.

Capital grant funding for small scale investment in micro and small enterprises in rural areas, Capital grant funding for developing and promoting the visitor economy

9 Please explain how the interventions selected will address local rural business challenges, market failures, and opportunities (max 300 words)

Please explain how the interventions selected will address local rural business challenges, market failures, and opportunities (max 300 words):

Rural businesses face several challenges including need to adapt to changing macroeconomics, environmental pressures, increased energy costs, the effect of inflation and the impact of Brexit resulting in changes to rural policy, altered costs to overseas trading, skills shortages and reduced workforce availability. Investment will align with the business support objectives outlined in the WNIP. Specifically providing capital support for small rural enterprises will facilitate projects to deliver innovation in the form of technological investment, implementing net zero infrastructure, new business growth and the diversification of the existing offer. Whilst the nature of specific projects is not known in detail prior to REPF confirmation, the overarching intention is to fund forward thinking projects which enable rural enterprises to seize development opportunities whilst benefiting the local environment and wider rural community.

The rural tourism industry faces specific challenges resulting from infrastructure gaps, local environmental pressures, fragmented rural branding, rising energy costs and inflation impacting on both running costs and visitor spend. Capital investment to strengthen the existing offer by celebrating rural attributes, connecting tourism with nature and wildlife, encouraging active tourism and promoting sustainable local produce will take advantage of opportunities presented by the trend in high visitor numbers pre and post pandemic. Intervention delivery will be undertaken in alignment with environmental priorities, considerate conservation of the high-quality natural environment and biodiversity, incorporating and encouraging clean travel, building green infrastructure and contributing to the future of local economies. Investment to create a resilient year-round visitor offer which mitigates seasonal pressures and provides stable employment opportunities will make living and working in rural West Norfolk more attractive.

10 Please rank the interventions selected in order of expected value added.

Please rank the interventions selected in order of expected value added:

1= Highest Expected Value Added

1. Small scale investment in micro and small enterprises in rural areas

Businesses investment will be targeted to support businesses to become more sustainable, to invest in infrastructure that will reduce and / or offset carbon emissions and to invest in opportunities for growth and diversification which will positively benefit the wider rural economy. Investment will be prioritised on projects which clearly provide a wide environmental benefit for the rural area, for example resilient infrastructure to help mitigate the impact of environmental extremes.

2. Grants for the development and promotion of the visitor economy

Investment will be targeted towards projects which contribute towards the sustainability of the rural tourism industry, are environmentally responsible, strengthen and add value to the existing tourism offer and enhance the visitor experience to provide a more resilient tourism industry with reduced peak season pressures. Initiatives which benefit the rural community through infrastructure and service improvements and that seek to minimise the environmental impact and support carbon reduction of the visitor economy will be prioritised.

Interventions – rural communities

11 Please choose the interventions you wish to use under the rural communities investment priority (2023-2024). Select as many options as you wish from the menu.

Capital grant funding for investment in capacity building and infrastructure support for local civil society and community groups, Capital grant funding for active travel enhancements in the local area, Capital grant funding for impactful volunteering and social action projects to develop social and human capital in local places

12 Please choose the interventions you wish to use under the rural communities investment priority (2024-2025). Select as many options as you wish from the menu.

Capital grant funding for investment in capacity building and infrastructure support for local civil society and community groups, Capital grant funding for active travel enhancements in the local area, Capital grant funding for impactful volunteering and social action projects to develop social and human capital in local places

13 Please explain how the interventions selected will address local rural communities challenges, market failures, and opportunities (max 300 words)

Please explain how the interventions selected will address local rural communities challenges, market failures, and opportunities (max 300 words):

The landscape of rural West Norfolk makes it very suitable for active travel enhancements to support a reduction in west Norfolk's carbon emissions. This priority has been explored with Norfolk County Council to identify priority projects which will specifically benefit rural West Norfolk economy from the Norfolk wide Local Cycling & Walking Infrastructure Plan. Projects will upgrade key footpaths in rural areas including the provision of pathway information, boards and waymarkers to provide inclusive access and improve physical connectivity within and between geographical areas. Priorities will be for the creation of sustainable initiatives which will reduce the environmental impact of travel, enhance the user's wellbeing and reduce the physical connectivity barriers of the district's rural geography.

Funding for impactful volunteering and social action projects / capacity building and infrastructure support for local groups will be delivered as an overarching community grant scheme. The intention in selecting these investment priorities is to empower communities to build upon the local offer and benefit from well serviced facilities which meet specific local need now and into the future. 64% of neighbourhoods in the district have longer than average journey times to key services, compared to 17% of neighbourhoods nationally (National Audit Office, 2020). Projects will be sought which address the challenges of this rural isolation, particularly for the ageing population, to support social cohesion and encourage local pride. Additionally, prioritisation will be given to initiatives which improve the viability and resilience of community facilities and local infrastructure offer, for example by reducing recurrent energy costs for community buildings, establishing community energy projects, increasing green infrastructure and investing in supporting local groups and event delivery.

14 Please rank the interventions selected in order of expected value added.

Please rank the interventions selected in order of expected value added:

1= Highest expected value added

1. Funding for active travel enhancements in the local area

Investment in active travel enhancements to improve the connectivity of the rural area will support the wider climate change targets to reduce carbon emissions by providing alternatives to vehicle-based journeys, given the constraints of rural highway infrastructure. Support will be targeted to encourage modal shift and offer more carbon neutral opportunities for travel within and between rural areas and key destinations. Projects which can demonstrate the reduction of vehicular movements and carbon emissions, working towards the UK commitment to cut greenhouse gas emissions to net zero by 2050, improve health and wellbeing and contribute to the commitments of 'A Green Future: Our 25 Year Plan to Improve the Environment' (DEFRA), will be prioritised.

2. Funding for investment in capacity building and infrastructure support for local civil society and community groups.

Investment in capacity building and infrastructure support will benefit projects which reduce carbon emissions, clearly work towards net zero targets, create resilient infrastructure and establish local green infrastructure projects in line with the 25 Year Environment Plan. Projects which incorporate this approach into the upgrade / creation of community facilities that benefit the rural community and the wider environment and increase opportunities for local groups to operate and further invest back into the area will be prioritised.

3. Funding for impactful volunteering and social action projects to develop social and human capital in local places

Funding in this intervention will provide social benefits to rural communities providing additionality through improvements to health and wellbeing, reductions in social isolation. Improving local pride and a sense of place will support the wider health and wellbeing for rural communities along with approaches that improve connectivity between areas, improve ease of access to services and facilities. These will also support a reduction in rural crime through increased social integration and opportunities to engage residents in volunteering activities or employment.

Interventions outcomes

15 Please select what outcomes the interventions selected in the rural business investment priority are expected to achieve

Jobs created, Jobs safeguarded, Number of businesses adopting new to the firm technologies or processes, Number of businesses with improved productivity, Number of businesses experiencing growth, Number of businesses increasing their turnover

16 Please select what outcomes the interventions selected in the rural communities investment priority are expected to achieve

Increased users of facilities or amenities, Increased use of cycleways or paths, Improved engagement numbers, Volunteering numbers as a result of support

Delivery

17 Please set out the indicative spend profile of your REPF allocation, additional to that of your UKSPF investment plan. Please detail the indicative budgets at investment priority level and at intervention level, for the 2 years of the fund, including if REPF money will be used to complement UKSPF funded projects. (300 words max)

Please set out the indicative spend profile of your REPF investment plan, additional to that of your UKSPF investment plan. Please detail the indicative budgets at investment priority level and if known, at intervention level, for the 2 years of the fund (300 words max):

Total indicative allocation: £1,496,455
2023-24: 25% allocation £374,113.75
2024-25: 75% allocation £1,122,341.25

INVESTMENT PRIORITY: SUPPORTING RURAL BUSINESS
Total £896,455.00 (59.91% of total indicative allocation)
2023-24 (25%) £224,113.75
2024-25 (75%) 672,341.25

INTERVENTION: Capital grants for small scale investment in micro and small enterprises in rural areas
2023-24 £124,113.75
2024-25 £372,341.25
Total £496,455

INTERVENTION: Capital grants for the development and promotion of the visitor economy
2023-24 £100,000
2024-25 £300,000
Total £400,000

INVESTMENT PRIORITY: SUPPORTING RURAL COMMUNITIES
Total £600,000 (40.1% of total indicative allocation)
2023-24 (25%) £150,000
2024-25 (75%) £450,000

INTERVENTION: Funding for Active Travel Enhancements
2023-24 £75,000
2024-25 £225,000
Total £300,000

INTERVENTION: Capital grants for investment in capacity building & infrastructure support for local civil society and community groups
2023-24 £37,500
2024-25 £112,500
Total £150,000

INTERVENTION: Capital grants for impactful volunteering and social action projects to develop social and human capital in local places

2023-24 £37,500
2024-25 £112,500
Total £150,000

The Borough Council of King's Lynn and West Norfolk has considered the distribution of funding between investment priorities based on known local need and demand.

Business grants for small scale investment and development and promotion of the visitor economy will specifically complement the predominantly revenue-based interventions and support identified in the UKSPF WNIP;

- community measures to reduce the cost of living;
- development & promotion of the visitor economy;
- strengthening local entrepreneurial ecosystems; and
- business support measures to drive employment growth.

The indicative allocation for active travel has been determined following prioritisation of the Norfolk Local Cycling & Walking Infrastructure Plan with Norfolk County Council and identification of projects with specific benefit to rural West Norfolk to complement wider active schemes that will be delivered through the UKSPF WNIP and Norfolk County Council active travel programmes.

18 Please set out how you intend to select projects to support, detailing including how you will ensure they deliver value for money, including additionality. Please also set out how you will determine that projects cannot be funded by private finance. (500 words max)

Please set out how you intend to select projects to support and ensure they will deliver value for money (500 words max):.

The interventions for small-scale investment in micro and small enterprises, and the development and promotion of the visitor economy, will be delivered as a Business Grant Programme, which will be overseen by the Borough Council as the accountable body but delivered by a third party. The Council is currently exploring options regarding the most impactful and effective method of delivery. It is proposed that interventions for investment in capacity building and infrastructure support for local groups, and funding impactful volunteering and social action projects, would be delivered as a Community Grant Scheme which would also be overseen by the Borough Council as the accountable body, but delivered by a third party. Discussions with strategic partners who provide existing specialised support for communities are underway to explore this opportunity.

End to end grant delivery programmes will be established and overseen by a Grant Panel Board, consisting of senior officers, members and key partners, which will meet at pre-determined intervals to consider and allocate grant awards. Grant application processes will ensure the eligibility of each application, the strategic fit with our REPF priorities and requirements of the funding and that the projects selected add clear value and deliver against the REPF outputs and outcomes within the priorities of the rural funding. Robust due diligence procedures will be established to assess the economic viability of the entity and the proposed activity. Historic bank / financial statements will be sought prior to award to clarify availability of resources and determine justification for investment of public sector funding. Discrepancies impacting on the request for funding will be discussed with applicants and further checks will be made prior to payment where appropriate. Recommendations to grant panels will be mindful of this process and possible availability of alternative funding options will be highlighted prior to grant award decisions.

The active travel priorities have been agreed with the Lead Programme Manager for active travel at Norfolk County Council to discuss priority projects which will specifically benefit rural West Norfolk from the Norfolk wide Local Cycling & Walking Infrastructure Plan (LCWIP) and would not be otherwise funded within the time period of REPF or through alternative funding streams. Projects have been identified to add value to the connectivity of rural areas, to support the tourism economy, and improve access to services and employment, particularly in areas of identified health need. The County Council will be the delivery partner for this intervention and the Borough Council will be the accountable body. A regular project monitoring schedule will be established with appropriate officer involvement throughout the lifetime of the project.

Project monitoring processes will be established to provide clear qualitative and quantitative analysis of outcomes and outputs with the involvement of key partners. The grant programme processes will align with the Programme Board for West Norfolk UKSPF who will use their expertise in programme delivery to support decision making, ensure alignment with other funding, programmes and service delivery and provide oversight on the impact and evaluation of projects.

Delivery

19 Have you identified opportunities to work with other places on specific interventions and/or projects for the rural business interventions?

Yes

Delivery

20 Intervention(s) you intend to collaborate on

Which interventions do you intend to collaborate on?:

Small scale investment in micro and small enterprises in rural areas

The development and promotion of the visitor economy

We will collaborate with the New Anglia Local Enterprise Partnership and with local businesses in the development of proposals which meet the intervention objectives. Interventions will be aligned with the recommendations and priorities of the Norfolk Climate Change Partnership and the Norfolk Tourism Best Practice Group to ensure a joined-up approach to addressing interrelated issues.

21 Place(s) you intend to collaborate with.

Which places do you intend to collaborate with:

N/A

Delivery

22 Have you identified opportunities to work with other places on specific interventions and/or projects for the rural communities interventions?

Yes

Delivery

23 Intervention(s) you intend to collaborate on

Which interventions do you intend to collaborate on:

Active travel enhancements in the local rural area
Capacity building and infrastructure support for local civil society and community groups
Supporting impactful volunteering and social action projects

In the delivery of active travel enhancements, the Borough Council will work closely with Norfolk County Council to achieve West Norfolk focused projects from the Norfolk wide Local Cycling and Walking Infrastructure Plan, the Norfolk Bus Service Improvement Programme and the Norfolk Rural Economic Strategy. This will ensure continued collaboration to meet the wider county aims.

In the delivery of Community Grants the Borough Council will liaise with Parish Councils and community groups to identify priority projects and work closely with the Norfolk Community Foundation to ensure that projects add value and complement other investment programmes.

24 Place(s) you intend to collaborate with.

Which places do you intend to collaborate with:

Investment will be targeted within the strategic objectives of the Norfolk wide Local Cycling and Walking Infrastructure Plan and the Norfolk Rural Economic Strategy which will ensure continued collaboration to meet the wider county aims and ambitions.

Approach to engagement with rural partners

25 Further to your UKSPF Investment Plan engagement, have you engaged or consulted with rural stakeholders, or expanded your UKSPF local partnership group, to inform the information you have submitted above? If yes, please give details. You should also use this section to tell us about planned future engagement with rural stakeholders.

Describe the engagement you have undertaken with your Rural Advisory Group and any other local rural stakeholders to inform your investment plan and what support you have from them (500 words max):

Local analysis and engagement has been undertaken to inform the development of the addendum, supplementing the previous engagement and analysis undertaken for the UKSPF WNIP. An online survey was conducted from 14th-30th October 2022 seeking views specifically from residents, parishes, community groups and businesses in the rural areas of West Norfolk on the priority outcomes which should be targeted by the REPF. 284 people responded to the survey, 218 responses were from residents/community organisations and 66 were from businesses. A clear area for action highlighted amongst the community respondents was the need for the provision of better services, facilities and infrastructure in small communities. This was supported by prioritised outcomes to improve 'active travel' opportunities (footpaths and cycleways), funding to improve local facilities to support community activities, funding to set up community projects where people can learn new skills; and community energy projects. Business respondents identified three clear areas needing support in the rural borough; helping businesses to increase turnover, protecting existing jobs and helping businesses to create jobs. Grants and or support were identified as important to address the following: help businesses to innovate or implement new technology or processes; to diversify; to be more sustainable; to be more productive; to develop the visitor economy; and to improve the local transport infrastructure.

The survey responses were collated and considered in detail by the Regeneration Team and compared against key data metrics. Investment priorities were reviewed against the REPF prospectus, interventions, outcomes and outputs and subsequently presented to the SPF WNIP Stakeholder group, with an expanded representation of organisations who represent or are involved in the delivery of services and programmes in rural areas. Stakeholders were in support of the priorities identified and added comments on specific areas of need which will help inform funding delivery.

Future engagement to develop a pipeline of projects which could be funded through the grant programmes will continue into early 2023 with business and community workshops to support the development of projects to meet the West Norfolk priorities for REPF.

The scope of Programme Board established for the UKSPF WNIP will be expanded to include oversight and coordination of delivery of the REPF, informed by regular engagement through the wider Stakeholder Group who will provide the advisory function to advise on the effectiveness of the programme.

26 Are there aspects of your plans to use your REPF allocation that are not supported by rural stakeholders and the rural community?

No

Approach to engagement with rural partners

28 Are there MPs who are not supportive of your investment plan?

No

Confirmation of approval

30 Chief executive

Chief executive name:
Lorraine Gore

31 Elected leader

Elected leader name:
Cllr Stuart Dark

32 Section 151 officer

Section 151 officer name:
Michelle Drewery

Confirmation

33 Email address

Email address to receive PDF:
nicola.cooper@west-norfolk.gov.uk

The FINANCIAL PLAN 2022/2027

**As submitted to the
Cabinet**

7 February 2023

**Michelle Drewery
Assistant Director Resources (S151 Officer)**

The FINANCIAL PLAN 2022/2027

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The FINANCIAL PLAN - 2022/2027

1 Executive Summary

- 1.1 As part of the council tax setting process the Council updates its Medium-Term Financial Plan (MTFP) to take account of any changes in financial settlements, inflation on service costs and revised priorities of the administration.
- 1.2 In February 2022 the Council set out a Financial Plan for 2021/2026. The Plan reflected the continued significant financial challenges faced by the Council.
- 1.3 In a statement made on 12 December 2022 by the Secretary of State for Levelling-up, Housing and Communities (DLUHC) the intention to publish a two year settlement was made. However, this came with the confirmation that the Review of Relative Needs and Resources and a reset to Business Rates growth will not be implemented in the next two years. This review has been expected for consultation and implementation from 2020/2021. The Spending Review 2022 sees a two-year settlement for 2023/2024, allowing the Department for Levelling-Up, Housing and Communities to program its review of funding reforms. The aim of these reforms is to move councils to be more self-financing and reduce reliance on central government grants and also to ensure that funding allocations are based on an up-to-date assessment of needs and resources. Along with the phasing out of Revenue Support Grant (RSG), Rural Services Delivery Grant (RSDG) and changes to the distribution of New Homes Bonus, there were also plans for a full reset of the business rates system and an announcement on the outcome of the review into relative needs and resources.
- 1.4 In its Policy Statement published on 12 December the government encourages "local authorities to consider how they can use their reserves to maintain services in the face of immediate inflationary pressures, taking account, of course, of the need to maintain appropriate levels of reserves to support councils' financial sustainability and future investment". In preparing this Financial Plan, the Council has reviewed and is considering where it might release reserves to close the funding gap. These actions are referred to within the report but still leaves a significant reliance on reserves for the first three years of the plan and a £5.26m funding gap in 2026/2027.
- 1.5 Whilst the impact of the pandemic has less of an impact on the 2022-2027 MTFP, budgets do reflect changes in access to services and running costs that may link to new practices and behaviours that arose from that event. Inflation and continued short-term funding settlements significantly impact on this Financial Plan. Inflation is impacting on the forecast cost of utilities, vehicle running costs and other supplies and services that the Council accesses to provide its services, meaning that any savings or income generating options are quickly outweighed by increased costs or require difficult decisions that could add to the impact from cost of living increases to the Councils services users.

- 1.6 Business Rates Revaluation and Retention Scheme– the introduction of a new 75% retained NNDR scheme had previously been anticipated to be introduced as part of funding changes. However, the implications for the future of the scheme remains in doubt as a result of Government's announced delay to its review into relative needs and resources, i.e. Fair Funding Review. It is possible that one feature of any future funding changes will be a reset of NNDR growth so that authorities will receive a new baseline funding level with growth and rates retention removed. A revaluation for Business Rates has been undertaken by the Government's Valuation Office and is being implemented from 1 April 2023.
- 1.7 Business Rates Retention from Growth is currently projected to be £940,580 in 2023/2024 only. However there can be no guarantee that business growth will materialise as developers/businesses will respond to changing market conditions, and there is the added uncertainty of inflation. Whilst the assumptions have been made using the most up to date information available there is a significant level of risk, because of these external factors which are outside of our control. Any delay or deviation from the anticipated growth will result in income levels falling below those currently forecast.
- 1.8 The current business rates retention scheme allows the authority to retain 100% of rates in respect of renewable energy. This is currently projected to be £3,054,750 of income each year. This is another area of considerable risk if the council loses this income as part of the Government reforms to local authority funding.
- 1.9 The Norfolk authorities have opted to continue with the Business Rates Pool arrangement for 2023/2024. A Memorandum of Understanding sets out how growth retained by the pool is allocated across Norfolk Authorities. Administrative costs are deducted then 1/3 is allocated to NCC, 1/3 is split equally across district councils (1/7th per district council) and the remaining 1/3 is split as 1/3 to NCC and 2/3 split across district councils based on growth achieved.
- 1.10 Spending Review 2022 – the draft Local Government Settlement was announced on 19 December 2022. This is the fifth consecutive year for Local Government and included the following:-
- Revenue Support Grant (RSG).
 - Rural Services Delivery Grant (RSDG).
 - Funding Guarantee Grant replaces Lower Tier Services Grant
 - Services Grant.
 - One year payment of New Homes Bonus
 - The Business Rates Multiplier frozen for 2023/2024.
- 1.11 The Council can present a funded budget for three years of the medium-term financial plan (see Appendix 1). However, the General Fund Balance will be

depleted to the minimum reserve level in 2025/2026 and the budget is reliant on earmarked reserves being released to the value of £2,887,680 (see paragraph 1.15) and there remains an estimated budget gap of £5,260,580, in 2026/2027 year four of the Plan, which will need to be addressed. **Alongside this, there is also significant uncertainty from 2023/2024 onwards.** This is due to a combination of financial impact of inflation on the local business and individuals and on service provision costs and the decision by Government to add further delay to the implementation of the reforms to the business rates retention scheme and the Fair Funding Review. The council is placed in a difficult position in being unable to determine with any certainty the future funding position beyond 2024/2025, which is a considerable downside risk.

- 1.12 The Council approved the 2021/2026 Financial Plan at its meeting 9 February 2022. The Financial Plan 2022/2027 has been developed to replace this and revises many of the assumptions that were made in the 2021/2026 plan. Appendix 3 details the changes and movements in budget from that previous plan.
- 1.13 The Government's focus is on Councils' 'core spending power' inclusive of locally generated resources. Core Spending Power for local government in England has increased by 9.2%, for this Council that increase is 4.6%. The core spending power analysis tables published by the Government for each Council assumes that Shire District Councils will introduce the maximum amount of either 3% or £5 per annum per Band D dwelling Council Tax increase now permitted under the Council Tax Referendum Principles.
- 1.14 The Council has previously adopted plans for seeking efficiencies, alternative services models and income generating activities. Efforts to secure the cost reduction/income generating targets identified as part of the budget setting since 2020/2021 have slowed due to the focus for the Council to respond to the pandemic and the impact on businesses that support the Councils capital programme and services. Opportunities for reducing costs, generating income streams and increasing returns from investment continue to be evaluated and progressed where appropriate.
- 1.15 The MTFP includes payment of the pension lump sum at a discounted cost to reflect an early payment option. This approach saves the Council £351k compared to the annual payment of the lump sum. Taking into account the lost opportunity for return on investment of the funds this still achieves a saving of over £100k for the first three years of the MTFP.
- 1.16 The Council has conducted a deep review of its earmarked reserves and in the past year has identified £3m that could be repurposed for invest to save projects or support the General Fund Reserve. A deep review of the earmarked reserves will be undertaken to identify the £2.89m required to support the MTFP. Some Capital Projects are in part funded with contributions from reserves and therefore will require further consideration where this is the case.

- 1.17 The costs for Council services have been updated. Inflation throughout 2022 and forecast into 2023/2024 has impacted the Council's employee costs, vehicle running costs and other supplies and services that the Council accesses to provide its services.
- 1.18 The Government's Office for Budgetary Responsibility predicts a sharp drop from inflation of 9.1% in 2022 to 0.6% in 2024. Inflation is affecting not only the Councils running costs but also individuals and business in the Borough. A cautious approach continues to be taken in projecting funding in future years.
- 1.19 Fees and charges have been reviewed as part of the estimates process and the general principle has previously been to increase charges in line with CPI projections. However, given the impact of inflation on the cost of living for users of Council Services, the Council has in general proposed to keep fees at 2022/2023 levels, with the exception of services where the charges are determined by central government, for example Planning and Development Control. The Council is only increasing fees in services where there are both inflationary pressures and an ability to benchmark fees to align with other suppliers.
- 1.20 The Council has a planned approach for 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. Whilst the Plan will achieve the minimum level of Earmarked Reserves and General Fund Working Balance in 2024/2025 and 2025/2026, there remains a budget gap to address in 2026/2027.
- 1.21 The figures shown in the Financial Plan for 2022/2027 include a £4.50 per annum per Band D dwelling increase in council tax for each year of the plan. The overall £5 increase permitted under the Council Tax Referendum Principles includes the £4.50 per annum per Band D dwelling increase in council tax to cover the Borough expenditure and an increase of £0.50 per annum to cover the expenditure for special expenses.
- 1.22 The Financial Plan 2022/2027 (see Appendix 1) does show that the Council can present a funded budget for three years through the use of General Fund and Earmarked Reserves, **but there is a budget gap in excess of £5m to address in 2026/2027**. 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.
- 1.23 **There remains significant uncertainty and risk from 2025/2026**. As well as the impact from the inflation on the council's finances, the council still awaits confirmation of the outcome of the Funding and Business Rates reforms proposed by Government. This is not likely until 2025/2026 at the earliest to follow the next planned General Election. There is concern that the re-set of the Business Rates baseline may mean that the Council does not retain all the growth currently

included in the Financial Plan. The Funding Review will determine the starting point for resource allocations under any new Business Rates Retention scheme. This Council will continue to make strong representations for fair and transparent funding arrangements for local government, which take account of the particular pressures of rural authorities, and in the case of West Norfolk, the funding arrangements to address the flood and drainage responsibilities met through the internal drainage boards. The impact of these could mean the general fund depletes earlier than 2026/2027.

1.24 A summary of the recommendations in the report is shown below:

Recommendation 1

It is recommended that Council note the revision to the Forecast for 2022/2023 as set out in the report.

Recommendation 2

Council is recommended to approve the Policy on Earmarked Reserves and General Fund Balance and the maximum balances set for the reserves as noted in the report and at Appendix 7.

Recommendation 3

It is recommended that Council :

- 1) Approves the budget requirement of £22,287,700 for 2023/2024 and notes the projections for 2023/2024, 2024/2025 and 2025/2026.**
- 2) Approves that the pension lump sum payments are paid in advance for three years at a value of £5.430m.**
- 3) Approves the level of Special Expenses for the Town/Parish Councils as detailed in the report.**
- 4) Approves the Fees and Charges 2024/2025 detailed in Appendix 4.**
- 5) Approves a Band D council tax of £143.87 for 2023/2024.**

Recommendation 4

It is recommended that Council approves a minimum requirement of the General Fund balance for 2023/24 of £1,114,390.

Recommendation 5

Pursuant to Section 25 of the Local Government Act, Council is asked to have due regard to this statement at Section 9 of this report when considering and approving the budget and the level of council tax for 2023/2024.

The REVENUE BUDGET 2022/2023

2 The Revenue Budget 2022/2023

- 2.1 The budget for 2022/2023 was presented to Cabinet on 9th February 2022 and approved by Council on 23rd February 2022 in accordance with the process for approving the financial plan 2021-2026.
- 2.2 Budget monitoring has been undertaken and revisions made to forecast taking account of variations to date as reported in section 2 of this report. This has resulted in an adverse movement in the reserves of £958,430, which is now forecast to be a drawdown from reserves of £337,230 compared to that set in the original contribution to reserves of £526,990.

	Original Budget 2022/2023 £	Forecast 31 October 2022 £	Variance £
Borough Spend	21,028,070	21,892,290	864,220
Financing	(21,555,060)	(21,555,060)	0
Contributions to/(from) General Fund Balance	526,990	(337,230)	(864,220)

- 2.3 The following table compares the period to 31 October 2022 to the original budget for 2022/2023. Any variances are reported to Members in monitoring reports throughout the year.

Forecast Outturn position	Budget Agreed by Council 23 February 2022 £	Budgetary Control Monitoring Report October 2022/2023 £	Report Variance (Budget to October 2022) £
Service	£	£	£
Central Services	3,186,180	3,205,570	19,390
Health Wellbeing and Public Protection	401,030	384,300	(16,730)
Programme and Project Delivery	234,530	216,980	(17,550)
Legal	486,440	462,630	(23,810)
Environment and Planning	1,630,900	1,501,180	(129,720)
Operations and Commercial	1,174,410	1,441,750	267,330
Property and Projects	(1,441,660)	(1,324,370)	117,290
Regeneration Housing & Place	867,590	906,030	38,440
Resources	7,982,060	8,059,220	77,160
Chief Executive	101,300	101,300	0
Leisure and Community Facilities	1,075,400	1,607,820	532,420

Forecast Outturn position	Budget Agreed by Council 23 February 2022	Budgetary Control Monitoring Report October 2022/2023	Report Variance (Budget to October 2022)
Financing Adjustment	2,320,670	2,320,670	0
Internal Drainage Boards	3,009,220	3,009,220	0
Borough Spend	21,028,070	21,892,290	864,220
Contributions to/(from) General Fund Balance	526,990	(337,230)	(864,220)
Borough Requirement	21,555,060	21,555,060	0

2.4 Any further variances between the revised budget and actual outturn for 2022/2023 will be shown in Monitoring Reports for the remainder of the financial year and in the Final Accounts Outturn Report for 2022/2023.

2.5 The net impact of the projected outturn 2022/2023, as detailed above, on the overall level of General Fund balance is as follows:

Projected Movements in General Fund Balances	2022/2023 £
Balance brought forward 1st April 2022	8,983,760
Estimated contribution to/(from) Balances (Monitoring - September)	(337,230)
Projected General Fund Balance 31st March 2023	8,646,530

2.6 The Council is holding the General Fund balance at this level to provide the Council a degree of protection in the current volatile environment. The Council intends to use the balance in delivering its Financial Plan over the next four years resulting in reducing it down to the minimum reserve level of 5% of budget.

Recommendation 1

It is recommended that Council note the revision to the forecast for 2022/2023 as set out in the report.

The Financial Plan 2022/2027

3 The Medium-Term Financial Plan 2022/2027 - Funding

3.1 Revenue Support Grant (RSG) and Rural Services Delivery Grant (RSDG)

3.1.1 It was announced in the provisional local government finance settlement on the 19 December 2022 that there would be a two-year settlement for 2023/2024 and 2024/2025, with both RSG and RSDG being paid for two years. This will enable Government to review local government funding mechanisms in the interim period. It was also announced that a 1% increase would be applied to Government Department budgets for following years. Therefore, the Medium Term Financial Plan (MTFP) assumes a continuation of Revenue Support Grant or similar throughout the plan with a 1 % increase from 2024/2025. The Government in its provisional statement has for 2023/2024 increased RSG by inflation (CPI of 10.1%). The Government has frozen RSDG for 2023/2024 and 2024/2025 at £485,960. The plan assumes RSDG or an equivalent will be continued to the end of the MTFP.

3.1.2 The RSG and RSDG funding that BCKLWN will receive is set out in the table below. From 2023/2024 the RSG (£713,000) will be combined with:-

- The Family Annexe Council Tax Discount grant (£75,100); and
- Local Council Tax Support Administration Subsidy grant (£164,000).

Receipt of Funding	RSG £	RSDG £
2022/2023	(647,530)	(485,690)
2023/2024	(952,100)	(485,690)
2024/2025	(961,620)	(485,690)
2025/2026	(971,240)	(485,690)
2026/2027	(980,950)	(485,690)

3.2 Other Government Funding

3.2.1 In addition to RSG and RSDG, Government also announced the following funding to support local authorities in 2023/2024 with an indication that these will continue in to 2024/2025 also. The indicative allocations are set out below and included in the Financial Plan for 2023/2024:

Funding	£
Funding Guarantee Grant	(680,710)
Service Grant	(213,310)
Council Tax Support Fund	(250,000)
Other Government Grants	(1,144,020)
New Homes Bonus	(14,560)
Total	(1,158,580)

*Lower Tier Services Grant has been repurposed into new Funding Guarantee Grant

3.2.2 It should be noted that the Services Grant has been decreased for 2023/24 as there will no longer be an increase in National Insurance Contributions, therefore the government will not be compensating local government for these contributions.

3.3 Addressing the Funding Gap in 2025/2026

3.3.1 Currently, the Financial Plan is reliant upon drawing sums from the general fund reserve balance. The use of reserves is clearly a temporary measure which cannot be sustained. The Council continues to work towards bringing spending in line with income in advance of 2025/2026 when the general fund balance is estimated to be at the minimum required level of 5% of the budget.

3.3.2 In the Policy Statement published on 12 December the government notes the increase in some local authority reserves over the two years of the pandemic. It encourages "local authorities to consider how they can use their reserves to maintain services in the face of immediate inflationary pressures, taking account, of course, of the need to maintain appropriate levels of reserves to support councils' financial sustainability and future investment". The Council holds earmarked reserves in order to provide cover of known risks and enable response to immediate events and emergencies. In light of the above advice the Council has reviewed and is considering where it might release reserves to identify actions, referred to in para 3.1.3, which contribute to reducing the funding gap. However, it should be noted that reserves can only be spent once and that using reserves is not a solution to the long-term financial pressures that councils face.

3.3.3 The preparation of the proposed MTFP has included a number of robust analytical reviews resulting in the following activities and assumptions in order to reduce the level of reliance on General Fund reserves.

- A significant area of pressure on future budgets is the cost of gas and electricity. The Council in 2022/2023 has mitigated the impact of rising utility costs through investment in alternative technologies such as air and ground source heat pumps and solar panels. The Council purchases its utilities through a government purchasing consortium which enables the benefits of larger purchasing power and purchasing future supplies at lower costs. Despite this the cost per unit of gas and electricity used is expected to increase significantly from 1 April 2023. The government for the period 1 October 2022 to 31 March 2023 has capped unit cost increases, which also applies to the Councils sites. The Financial Plan assumes a continuation of this protection in a similar form in 2023/2024 along with holding usage at current consumption levels allowing for the impact of the new reduced emission technologies. Further data is provided in section 4.1 of this report.
- A review of budgeted contributions to and from reserves. This has resulted in a reduction in contributions from Revenue to Reserves of £300k. These

contributions are usually budgeted to provide funding of future risks and funding for uncertain demands on services and activities.

- The Council keep under frequent review its reserves that are earmarked for specific obligations and risk. As this review continues, options to fund Capital spend from borrowing are being considered and if proven to improve cost-effective reliance on reserves, will then release more reserves for reducing the funding gap.
- The Council, as with any organisation of its size, can derive savings during the period that an employee role is vacant. Throughout the past year a reasonable number of vacant posts has been identified as a regularity on average. Changes to the employment market add to the Council's recruitment difficulties causing posts to be vacant for longer periods. This contributes towards a savings target from employee turnover and after allowing for costs incurred to cover for and recruit to a vacancy, this is forecast to achieve the target of £550,000 in 2022/23. This plan proposes that the target is set £1m for one year only in 2023/2024 and reduced back to £550,000 thereafter. Allowing continued monitoring of the Council's staff turnover and recruitment timescales.
- The Council has received its provisional actuarial valuation report which assesses the levels of contribution that the Council needs to make in order to effectively fund the future pension demand and investment. The report advises that for the first 3 years of the plan, the current level of contribution remains appropriate which is below the amounts originally budgeted by £803,000 over the 3 years. The Council can make a further saving by paying these lump sums in advance rather than annually affording the Council a saving of £351k, but being offset slightly by the opportunity cost of not having that money invested. See section 4.1 for more detail.

3.3.4 The Council has previously adopted plans for seeking efficiencies, alternative services models and income generating activities. Efforts to secure the cost reduction/income generating targets identified as part of the budget setting since 2020/2021 have slowed due to the focus for the Council to respond to the pandemic and the impact on businesses that support the Councils capital programme and services. In developing this Financial Plan, opportunities have been identified and will be developed for consideration before forming a part of budgeted savings in 2023/2024 budget monitoring reports. The budget gap may be even higher depending on the impact of the upcoming funding reforms which would accelerate drawdown from reserve balances to the current estimates within the Plan.

3.3.5 The Council has previously conducted a deep review of its earmarked reserves and capital programme. A programmed review of reserves is required to release funds totalling £2,887,680. An additional £587,060 forecast in the 2022/2023 budget monitoring report has been included in the General Reserves Balance in Appendix A. This is a forecast and may change in the 2022/2023 outturn. Reserves include amounts set aside for investment in proposals to help to meet the savings target or support the General Fund Reserve. Furthermore, a review

of capital programme is underway to consider rephrasing of projects and funding streams against expected delivery timescales, taking into account resource and capacity levels in the authority.

- 3.3.6 Opportunities for reducing costs, generating income streams and increasing returns from investment continue to be evaluated and progressed where appropriate. There are already a number of identified projects going through development and appraisal which if approved will generate further revenue income streams to the council. There will be a further review of earmarked reserves during the year as well as a review of the pricing structures and services that feed into the fees and charges schedule. This will reflect changes in the market as well as ensuring appropriate levels of cost recovery where appropriate.
- 3.3.7 Workshops are planned in the coming months which will capture new investment opportunities and initiatives to take forward to generate new income streams to the council. It is expected that repurposed reserve funding will be used as an investment fund to support these initiatives. However, should there be a lack of initiatives coming through, then there is the option to retain this funding to help fund the gap in 2026/2027. The outcome of these workshops will be reported through the various relevant Panels/Committees to ensure actions can be addressed swiftly.

3.4 Retained Business Rates

- 3.4.1 The baseline business rates funding allocation, announced on 19 December 2022 is below the amount that was anticipated in the current plan. The baseline business rates will usually increase annually in line with the increase in the business rates multiplier. However, Government have confirmed that they are applying a freeze on the business rates multiplier for 2023/2024. Instead, the council will receive compensation in lieu of this and is awaiting confirmation of the amount. It is therefore assumed that by taking this into account the allocation will be in line with expectations in the current plan.
- 3.4.2 Rateable Values (RVs) are reviewed and updated by the Valuation Office usually every five years, the last RVs came into effect in April 2017. The revaluation redistributes the rates burden and is nationally cost neutral. A transitional relief scheme is usually applied which spreads the cost (or benefit) of large increases and decreases in business rates bills at a revaluation.
- 3.4.3 Legislation was previously introduced to bring forward the business rates revaluation to 2021/2022 and then every three years thereafter with the three-year revaluation system enabling a fairer reflection of rental values. However, in order to reduce uncertainty to businesses affected by the impacts of the pandemic, Government announced in May 2020 that the revaluation would be delayed until April 2023. Three yearly revaluations are planned from 2026.
- 3.4.4 The Government confirmed the continuation of a number of reliefs into 2023/2024:

- A discount for all eligible retail, hospitality and leisure businesses, regardless of their rateable value, increased from 50% in 2022/2023 to 75% in 2023/2024, subject to a cash cap of £110,000 per ratepayer,
- Phased increases for higher bills caused by rises in Rateable Values at the 2023 revaluation
- The scheme to limit increases in bills where businesses have lost certain reliefs due to the 2023 revaluation, and
- The continuation of the £1,500 annual discount for office space occupied by local newspapers to 31 March 2025.

3.4.5 In addition the scheme to phase in decreases in bills due to a revaluation has been abolished, and businesses whose rateable values go down will immediately pay their lower bill.

3.4.6 A pooling arrangement has been agreed for the 2023/2024 financial year. The financial benefit to Norfolk as a whole (from the current 50% Business Rates Retention Scheme) is estimated at £7.2m representing the additional growth that will be retained locally and shared between the District Councils and County Council.

3.4.7 The Government was due to move to a 75% Business Rates Retention Scheme from 2021/2022. The council has previously participated and benefitted from a pilot scheme with the other Norfolk authorities. The implementation of a new scheme had already been delayed due to government having to prioritise implementation of Brexit and responding to the pandemic. The implications for the future of the scheme remains in doubt as a result of Government's confirmed delay to its review into relative needs and resources, i.e. Fair Funding Review.

3.4.8 The baseline funding for 2023/2024 is the amount that was published on 19 December 2022 as part of the Provisional Local Government Finance Settlement for 2023/2024. The future 3 years of the medium-term financial plan 2022–2027 are calculated on the baseline business rates figure for 2022/2023 with no uplift (see Appendix 1).

3.4.9 Business rate assumptions included in the Financial Plan 2022/2027 is detailed in Appendix 1.

3.4.10 The review into relative needs and resources by Government as part of the previously announced Fair Funding Review is expected to redistribute business rates. It can be anticipated that there will be winners and losers as a result of the funding review. It is not known how the impact of the inflation and support for services responding to increasing demand from the rapid increase in cost of living will be reflected in any future consultations to funding reforms.

3.4.11 In preparing the Financial Plan 2022/2027 there are no assumptions for any new growth in business rates from 2022/2023 onwards. However, there can be no guarantee that any business growth will materialise as developers/businesses will

respond to changing market conditions, and there is the added uncertainty of inflation. Whilst the assumptions have been made using the most up to date information available there is a significant level of risk, because of these external factors which are outside of our control. Any delay or deviation from anticipated growth will result in levels falling below current forecast.

3.4.12 The current business rates retention scheme allows the authority to retain 100% of rates in respect of renewable energy. This is currently projected to be £3,054,750 of income each year. This is another area of considerable risk if the council loses this income as part of the Government reforms to local authority funding.

3.4.13 Collection Fund Surplus/Deficit – Retained Business Rates

The Council's Business Rates income for the year is based on an estimate made in January of the preceding financial year. The actual income is then calculated at the end of the financial year. The difference between the estimated income and the actual income produces a surplus (if the estimate was too low) or deficit (if the estimate was too high) on the Collection Fund. Movements in the business rates base, such as new and deleted properties, successful appeals and refunds all affect the estimate and the final outturn position.

The surplus or deficit on the Collection Fund is distributed amongst the major preceptors and a proportion will come back to the Council. There is currently no surplus included in the Financial Plan for business rates. This will be reviewed each year as more information becomes available on business rates funding. Any differences between the Collection Fund and the budget are managed through the Collection Fund Reserve.

3.5 New Homes Bonus

3.5.1 The government announced, as part of the Provisional Finance Settlement for 2023/2024, the method for calculating the NHB will not change from 2022/23 and new payments will not attract legacy payments. The threshold over which the bonus is paid remains at 0.4 per cent. The level of new build properties at band D equivalent does not meet the threshold, therefore the Council does not receive the bonus payment.

3.5.2 The Government says that they will set out the future position of New Homes Bonus ahead of the 2024/25 local government finance settlement. In setting the Financial Plan 2022-2027 it has been assumed that there will be no funding allocations beyond 2023/24.

3.5.3 The allocation to the Council for 2023/2023 is £14,560, which is a premium payment for the level of affordable units constructed in the area.

3.6 Collection Fund Surplus – Council Tax

- 3.6.1 In setting council tax each year there is an assumption made on the level of collection that will be achieved. In addition, new properties come into the tax base during the year and increase the tax base above that used in the Financial Plan. The additional council tax income achieved during the year is then distributed in the following year as a surplus on the Collection Fund. BCKLWN up to 2019/2020 had been holding and distributing high Collection Fund surpluses and had a particular impact on Norfolk County Council. As a result of this it was agreed with the County Council that the tax base would be calculated on 100% collection rate from 2019/2020.
- 3.6.2 This approach should result in a distribution in-year of Collection Fund income and a minimal level of surpluses being held in the Collection Fund. Where the Collection Fund falls into a deficit position, this will be recovered from the precepting authorities in the following year and the collection rate assumptions for future budget setting will be reviewed.
- 3.6.3 The borough council's share of the Collection Fund surplus/deficit for 2022/2023 shows small surplus of approximately £25,000. The estimate in the MTFP is for no surplus or deficit as detailed below.

Council Tax surplus	£
2022/2023	(25,000)
2023/2024	0
2024/2025	0
2025/2026	0
2026/2027	0

- 3.6.4 It is anticipated that any surplus contained in the Collection Fund and available for distribution will be reduced in future as the growth in the tax base continues to more accurately reflect the tax base estimate and the period of uncertainty caused by coronavirus comes to an end.

3.7 Council Tax

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

Band	Value £	Weighting of band
A	Up to £40,000	6/9ths
B	£40,001 – £52,000	7/9ths
C	£52,001 – £68,000	8/9ths

D	£68,001 – £88,000	9/9ths
E	£88,001 – £120,000	11/9ths
F	£120,001 – £160,000	13/9ths
G	£160,001 – £320,000	15/9ths
H	Over £320,000	18/9ths

3.7.2 Although promised by past Governments there has not yet been a revaluation of the property bands. Council tax banding remains set at 1991 prices.

Council Tax Base

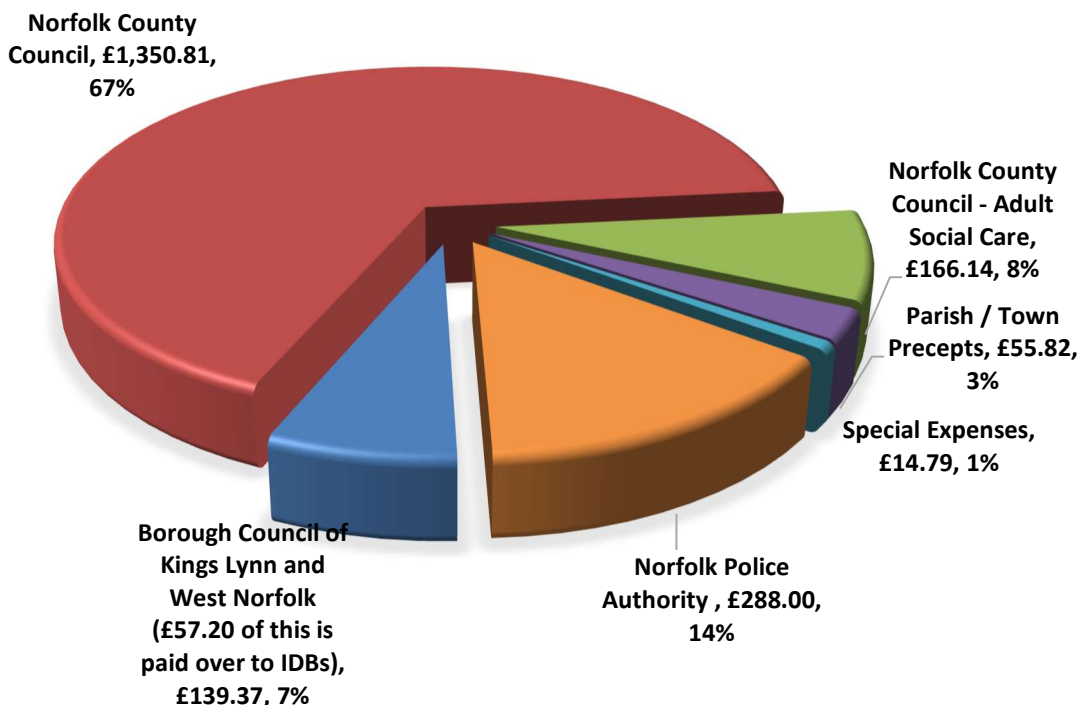
3.7.3 The Council Tax base is the estimated full-year equivalent number of liable dwellings in the Borough, expressed as an equivalent number of Band D dwellings with 2 or more liable adults. The calculation of the tax base is important in determining the overall level of Council Tax. The Council has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

3.7.4 The full tax base for 2022/2023 is 52,611. For 2023/2024 the tax base is assumed to be 52,984, an increase of 374 Band D equivalent properties (based on the actual figures) and then for the subsequent years the assumption is that the tax base will rise by the equivalent of 300 Band D properties per annum.

3.7.5 Council Tax 2022/2023

The Borough Council element of the full council tax bill in 2022/2023 for a Band D property is £139.37 out of a total of £2014.93 (including the average parish and special expenses charge). The following graph shows the separate elements of the bill and it is clear that of a Band D charge in 2022/2023 the Borough Council's charge forms a very small part of the bill (£82.17, 4.08% of a Band D Council Tax bill) collected from every council taxpayer. The balance from the £139.37 is collected for Internal Drainage Boards (£57.20, 2.84% of a Band D Council Tax bill).

BREAKDOWN OF AN AVERAGE BAND D COUNCIL TAX BILL OF £2,014.93 FOR 2022/2023



Council Tax Levels – Band D

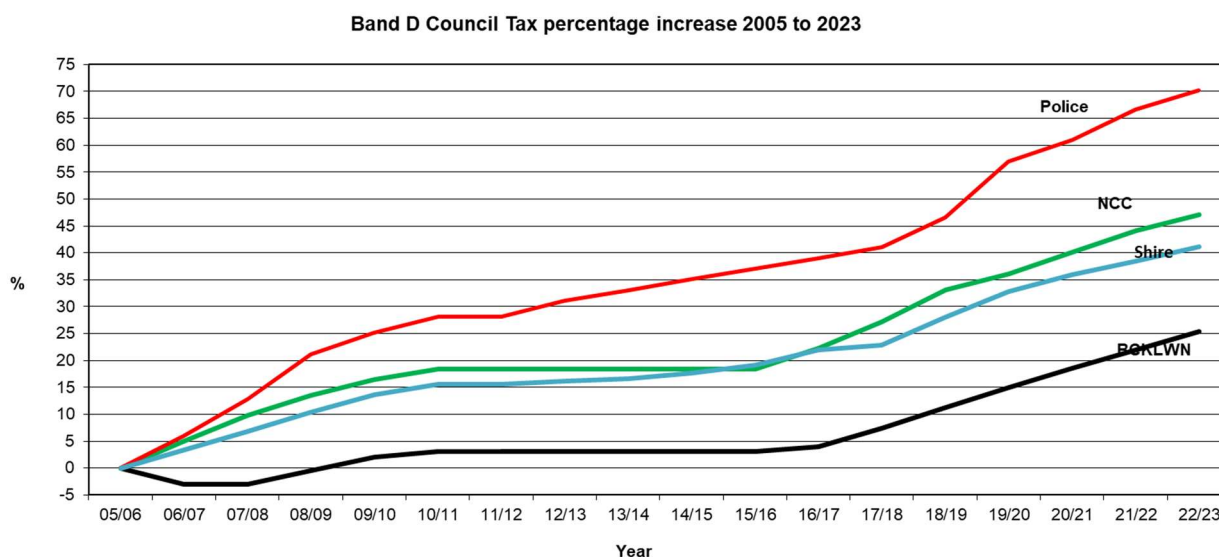
3.7.6 The table below shows the elements of a council tax Band D charge of £2,014.93 for 2022/2023.

	2022/2023	2022/2023
Charging Authority	Proportion of Band D Council Tax	Proportion of £2,014.93
Borough Council of Kings Lynn and West Norfolk (£57.20 of this is paid over to IDBs)	£139.37	6.92%
Norfolk County Council	£1,350.81	67.04%
Norfolk County Council - Adult Social Care	£166.14	8.25%
Parish / Town Precepts	£55.82	2.77%
Special Expenses	£14.79	0.73%
Norfolk Police Authority	£288.00	14.29%
Total	£2,014.93	100.0%

3.7.7 Over the period since April 2005 the Council has held council tax to a level where in 2022/2023 the cumulative Band D charge of £139.37 amounts to an increase of

28.3% above the 2005/2006 figure of £108.67. The average cumulative increase in council tax for shire areas in England over the same period 2005/2006 to 2022/2023 has been 45.0%. The Retail Price Index (RPI) has increased over that period (April 2005 to April 2022) by 57.1%. The Consumer Price Index (CPI) has increased by 41.5% over the same period. The Council's council tax increases have been lower than RPI, CPI and the average of shire districts throughout the whole period since 2005/2006.

3.7.8 The graph below shows how the various elements of the council tax bill in West Norfolk have increased over the period 2005/2006 to 2021/2022. The increase in the County Council precept from 2020/2021 includes the additional permitted increase for Adult Social Care. The increase in the Police Authority precept for 2020/2021 includes a 5.68% increase (£14.94) which was just below the maximum amount permitted of £15 for the year.



Council Tax 2023/2024 and Future Years

3.7.9 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 Shire District Councils will introduce the maximum amount of 3% or £5 per annum per Band D dwelling Council Tax increase permitted under the Council Tax Referendum Principles.

3.7.10 The Provisional limits for 'Referendums Relating to Council Tax Increase (Principles) (England) Report 2022/2023' published on 19 December 2022 state that for the borough council the principles for 2023/2024 are:

The relevant basic amount of council tax of an authority is excessive if the

authority's relevant basic amount of council tax for 2023/2024 is

- (a) 3%, or more than 3%, greater than its relevant basic amount of council tax for 2022/2023; and
- (b) more than £5 greater than its relevant basic amount of council tax for 2022/2023.

3.7.11 The figures shown in the Financial Plan for 2021/2026 include a £4.50 per annum per Band D dwelling increase in council tax for each year of the plan. The overall £5 increase permitted under the Council Tax Referendum Principles includes increases in special expenses and the Borough precept.

3.7.12 The Borough Council proposed levels of council tax for 2023/2024 are:

Band	2023/2024
	£
A*	79.93
A	95.91
B	111.90
C	127.88
D	143.87
E	175.84
F	207.81
G	239.78
H	287.74

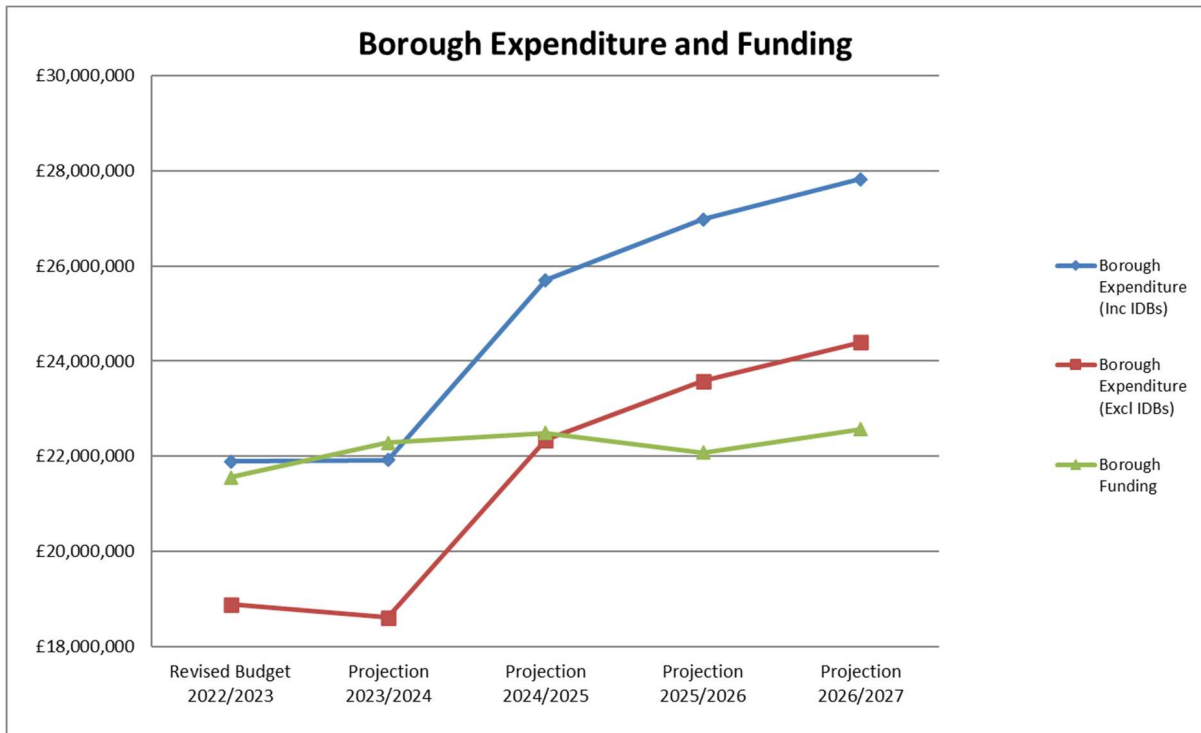
* The Council reduces the charge to a property classed as Band A to £79.93 per annum when it is eligible for Disabled relief.

3.8 Overall Funding Position

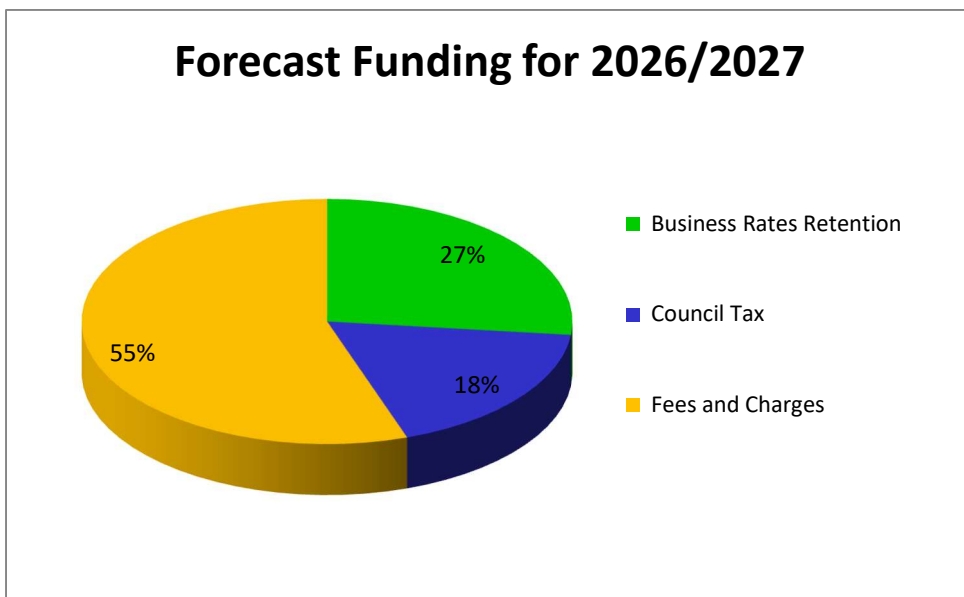
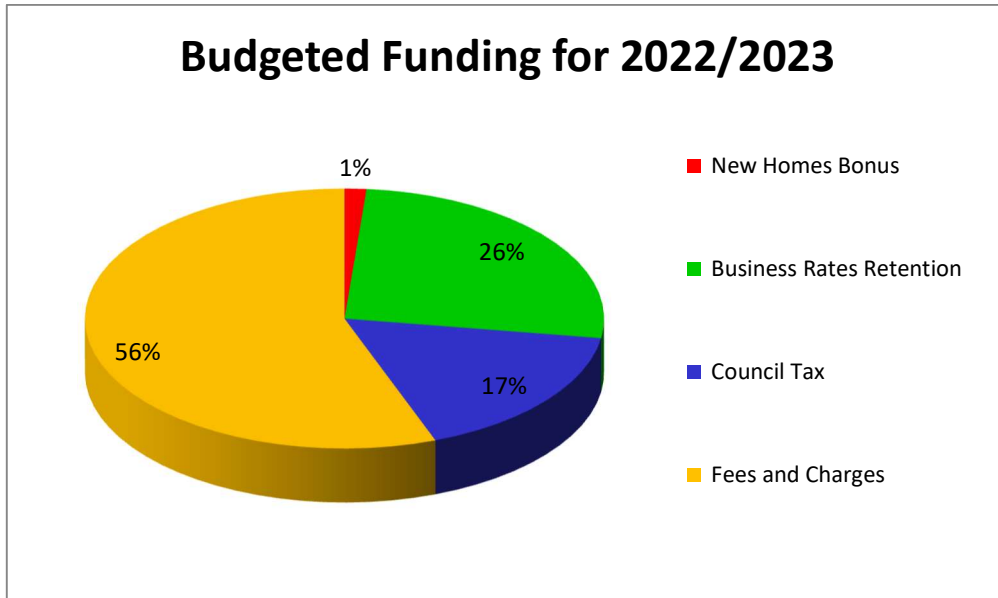
3.8.1 In a statement made on 12 December 2022 by the Secretary of State for Leveling-up, Housing and Communities (DLUHC) the intention to publish a two year settlement was made. However, this came with the confirmation that the Review of Relative Needs and Resources and a reset to Business Rates growth will not be implemented in the next two years. The Revenue Support Grant being paid for two years (2023/2024 and 2024/2025) at 2021/2022 level plus an increase for inflation (10.1% CPI) and 1% the following year. The Rural Services Delivery Grant is frozen at 2021/22 levels but again is provided for 2023/24 and 2024/2025. However, there is still concern over whether the forecast Business Rates growth levels included in the Plan will be held at those levels or not.

3.8.2 The significant risk is from 2025/2026. A high degree of uncertainty exists from the impact of the invasion of the Ukraine as well as the impact from the inflation on the council's finances, the council still awaits confirmation of the outcome of the Funding and Business Rates reforms proposed by Government. Legislation for this is not likely until 2025/2026 at the earliest to follow the next planned General Election. The reforms to the Business Rates Retention scheme should have been implemented by now but have been delayed further due to the pandemic. Ahead of this a re-set of the business rates baseline is being implemented from 1 April 2023 where the implication is that the Council does not retain all the growth currently included within the Financial Plan. It is expected that DLUHC will in the next 12 to 18 months program its review of funding reforms with a view to implementing from 2025/2026. The aim of these reforms is to move councils to be more self-financing and reduce reliance on central government grants and also to ensure that funding allocations are based on an up-to-date assessment of needs and resources.

3.8.4 The graph below shows how the gap between expenditure and funding is forecast to widen over the period of the Financial Plan.



3.8.5 A comparison of the overall funding streams is shown in the following diagrams:



4. Cost of Services

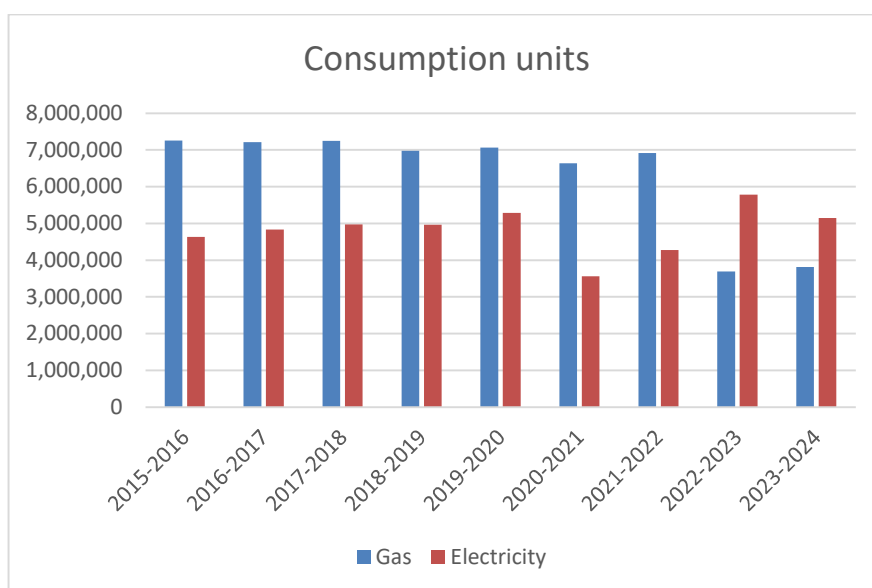
4.1.1 In previous years inflation remained low, but since January 2022 it has increased sharply from 3% to high of 11.1% in November 2022. The Council has seen increasing costs being passed on in many supplies and services which has resulted in much higher increases than seen in previous years. Key areas are shown below:

Inflation Assumptions	2023/2024	2024/2025	2025/2026	2026/2027
	%	%	%	%
Salaries (cost of living)	5.0	2.5	2.5	2.5
Business rates	0.0	2.0	2.0	2.0
Electricity price	142.0	2.9	1.5	1.5
Gas	72.0	2.9	1.5	1.5
Water (unmeasured)	15.0	2.9	1.5	1.5
Vehicle Fuel	9.6	1.4	1.2	1.2

4.1.2 The Council received its triennial valuation report from the Actuarial on the 18 November 2022, which reviews and proposes the contributions that the Council makes in respect of its employees' pension fund. The report states that the annual contribution can continue at £1.927m per year for the next three years. This is below the level originally budgeted, which had assumed inflationary increases. Furthermore the annual cost could be further reduced if the Council pays the three years contributions in advance. This would equate to a reduction of £117k for each of the three years of the valuation with a total saving of £351k. Interest rates are increasing and forecasts indicate treasury rates of up to 3% could be available in the short term. Even at a 4% the interest lost from treasury investment would be £217k and the Council would still be saving £134k by paying the contributions in advance. It is therefore recommended that the Council take the option to do this.

4.1.3 To pay the pension lump sum charge annually the cost to the Council would be £1.927m each year, a total of £5.781m. The charge for paying the cost in advance after discount is £5.43m.

4.1.4 Gas and electricity estimated costs have currently been built based on consumption levels reflecting 2021/22 levels, adjusted for new environmental impact reduction technologies, such as Solar Panels, Ground and Air source Heat Pumps. These moves energy consumption away from Gas to Electricity, reducing CO² emissions. The following chart demonstrates the estimated impact from introducing new technologies to reduce gas consumption.



The following table demonstrates how the unit price for utilities has on average changed for all Council sites and an estimated average is included for 2023/2024.

Year	Gas Unit Rate	Electricity Unit Rate
2018/2019	0.0255	0.1457
2019/2020	0.0328	0.1397
2020/2021	0.0279	0.1745
2021/2022	0.0235	0.1528
2022/2023	0.0743	0.2253
2023/2024	0.1309	0.4445

The MTFP includes estimated increase over the original budget set in February 2022 for gas and electricity at Council premises as follows.

	2023/2024	2024/2025	2025/2026	2026/2027
Electricity £	1,345,205	1,369,710	1,365,580	1,401,450
%	142%	2.9%	1.5%	1.5%
Gas £	246,284	237,000	218,550	226,640
%	72%	2.9%	1.5%	1.5%

4.2 Changes to the Current Financial Plan

4.2.1 The projections for the years 2023/2024, 2024/2025, 2025/2026 and 2026/2027 were revised as part of developing the new Financial Plan. The table below updates those projections and shows how the revision of service costs has impacted on the Financial Plan.

Financial Plan	2022/2023 £	2023/2024 £	2024/2025 £	2025/2026 £
Estimates Projection February 2022	21,028,070	22,406,690	23,421,230	24,586,080
Net adjustments as part of developing the 2022/23 to 2026/27 Financial Plan.	864,220	2,512,820	2,277,750	2,389,900
New Budget Projection	21,892,290*	24,919,510	25,698,980	26,975,980

* October 2022 Monitoring

4.2.2 The detailed service budgets of the Financial Plan 2022/2027 are shown at Appendix 2. A detailed analysis for 2023/2024 of the changes and movements between the "Original" budget projection made in February 2022 and the "Proposed" estimates for the 2023/2024 in the 2022/2027 Financial Plan is provided in Appendix 3.

4.2.3 The projection for 2026/2027 has now been prepared. The main movements are shown in the table below:

	2026/2027 £
Borough Spend projection for 2025/2026	26,975,980
<u>The main changes to the Plan are:</u>	
Increase in Internal Drainage Board levies	40,010
Inflation on salary costs	1,157,640
Net decrease in interest receivable	31,100
Increase in rates on council premises	23,290
Estimated increase in pension lump sum payment to Norfolk Pension Fund after 3-year discount for early payment.	117,000
Waste collection contract	181,000
Waste collection income	-147,000
Increase in utility costs	47,900
Customer and client receipts	-579,950
Leisure and community facilities maintenance costs	38,630
Increase in unsupported borrowing	18,870
Reduction in transfer to reserves	-13,420
Net increase benefit contributions	-45,600
Other net movements	-18,960
New budget projection for 2026/2027	27,827,180

4.3 Fees and Charges 2022/2023

4.3.1 Fees and charges have been reviewed as part of the estimates process and the general principle has previously been to increase charges in line with CPI projections. However, given the impact of inflation on the cost of living for users of Council Services, the Council has in general proposed to keep fees at 2022/2023 levels. With the exception of services where the charges are determined by central government, for example Planning and Development Control. The Council is only increasing fees in services where there are both inflationary pressures and an ability to benchmark fees to align with other suppliers, for example the Crematorium.

4.3.2 Income from charges for services which the Council delivers supports Council expenditure. The Council agreed in January 2005 to delegate authority to the Executive Director of the appropriate service (in consultation with the S151 Officer), the relevant portfolio holder and the Leader) to vary charges having regard to market conditions and the Council's policy framework. In the event that service provision costs increase or decrease significantly during the year then this approach will be utilised to amend the fees and charges schedule, which is published on the Council's website. The proposed schedule of fees and charges is included at Appendix 4.

4.3.3 The estimates have been reviewed against trends in prior year actual income levels and reasonable increases have been made where the volume of service provision has led to an increase in budgeted income without increase the fees themselves. The Council has in place actions to review its policy on transport and to consult on licensing fees, which may impact the future of fees for both carparking and licensing.

4.3 Corporate Business Plan, Service Plans and Investment

4.4.1 On 2 December 2021 the Council approved a refresh and update of the Corporate Business Plan 2021/2023 which sets out the priorities for the administration. The Financial Plan reflects the aims of the Council;

- Focusing on delivery
- Delivering growth in the economy and with local housing
- Protecting and enhancing the environment including tackling climate change
- Improving social mobility and inclusion
- Creating and maintaining good quality places that make a positive difference to people's lives
- Helping to improve the health and wellbeing of our communities

4.3.2 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 2022/2027.

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

Focusing on delivery

The Council is actively setting a Medium-Term Financial Strategy to fund council services by a prudent mix of investment, services, and tax income, while maintaining adequate reserve. This is supported by:

- Management and reporting of performance against revenue and capital budgets monthly to Management Team and Members.
- Provision of treasury functions for the delivery of the financial plan and advise and support on new projects and initiatives.
- The focus on continuing to deliver all statutory services to an appropriate standard within available resources, whilst also responding to the priorities set out in the Corporate Business Plan.
- Adapting to effective recruitment, retention and employee development processes so that services are appropriately and effectively resourced.

Delivering growth in the economy and with local housing

A significant aspect of investment in our Financial Plan is to develop our town centres and the rural offering. This is supported by:

- The Implementation of the Town Investment Plan and investment of the Towns Deal Fund. Developing a business case for projects and programmes that were part of the Heads of Terms agreement from DLUHC.
- Deliver the Council's directly managed commercial and housebuilding programmes. Develop and manage the portfolio of properties, including affordable homes managed by West Norfolk Property Limited and West Norfolk Housing Company Limited.
- Implementing a Procurement Strategy that achieves community benefits and supports the local economy.
- Deliver the Local Plan.

Protecting and enhancing the environment including tackling climate change

Deliver the Council's commitment to be carbon neutral by 2035 through implementation of its carbon reduction strategy and encouraging our partners, communities and local businesses to reduce their environmental impact. The following objectives are included in the financial plan:

Improving social mobility and inclusion

This features both the need to:

- Assist our residents to maximise their opportunities by accessing the support and services they are entitled to; and
- Ensure the Council participates in a range of initiatives which support the development of skills in and pathways to work for local people.

The Financial plan includes resources to:

- Review the Homelessness and Rough Sleepers Strategy following the implementation of 'Everyone In' initiative and the introduction of a number of new accommodation and support services funded by central government through the Next Steps Accommodation Programme and the Rough sleeper Initiative.
- Deliver a Council Tax Support scheme for working age people in the borough that supports those most in need.
- Ensure opportunities for the provision of apprenticeships are maximised by the Council as an employer.

Creating and maintaining good quality places that make a positive difference to people's lives

Maintain standards for open and green spaces and target littering and fly-tipping.

- Working with partners across the county and regionally to deliver the SCRAP fly-tipping campaign.
- Engaging with and assisting in developing and supporting existing voluntary and community group's including Parish Councils.
- Continuing to develop and improve visual image on key routes into west Norfolk.

Helping to improve the health and wellbeing of our communities

Improve and develop the quality of local sport and leisure facilities. Reduce crime and anti-social behaviour.

- Work with partners including Alive West Norfolk on local projects to improve health and physical activity levels.
- Work with partners to tackle anti-social behaviour, fear of crime and to deal with neighbourhood nuisance/public health issues.

4.5 Performance Indicators

4.5.1 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 all Panels.

4.6 Staffing Plan

4.6.1 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 generally 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 payroll.

- 4.6.2 The Council's annual pay increase for all employees is locally determined, having regard to national pay and labour market information. The Council recognises the need to balance the requirement to make financial savings with the need to recruit and retain good quality employees, as a result it has maintained restraint over the payroll through the level of pay increases awarded over the past few years as can be demonstrated in the table below.

2016/2017	1% and minimum pay £7.52 per hour
2017/2018	1% and minimum pay £7.78 per hour
2018/2019	2% and minimum pay £8.50 per hour
2019/2020	2% and minimum pay £9.00 per hour
2020/2021	2.5% and minimum pay £9.20 per hour
2021/2022	2.5% and minimum pay £9.50 per hour
2022/2023	£1,925 or 4% (whichever is greater)

- 4.6.3 The Financial Plan 2021/2026 includes a contingency of £50k in each year to address any pay issues. The level of increase will be subject to separate reports to Council each year.

4.7 Financing Adjustment

- 4.7.1 The Financing Adjustment is an account used to budget for interest earned on investment and interest paid on debt. The account also contains charges for revenue expenditure funded from capital under statute (REFCUS) e.g. 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.

	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	£	£	£	£	£
Interest Charged for Unsupported Borrowing	(250,650)	(241,590)	(249,210)	(228,960)	(233,510)
External Interest Payments	392,000	392,000	392,000	392,000	392,000
External Interest Receipts - investment	(278,790)	(1,004,420)	(827,700)	(619,760)	(585,280)
External Interest Receipts - lending	(107,480)	(284,670)	(352,290)	(384,080)	(384,080)
Minimum Revenue Provision	683,270	896,920	937,820	937,820	937,820
REFCUS	1,774,840	1,774,840	1,774,840	1,774,840	1,774,840
Interest Receivable (West Norfolk Housing Company)	(146,310)	(189,410)	(187,880)	(186,800)	(185,630)
TOTAL	2,066,880	1,343,670	1,487,580	1,685,060	1,716,160

Interest rates – The UK Bank Rate has seen significant increase over the last year from 0.1% in December 2021 to 3.5% in December 2022. It is expected to continue increasing during 2023 and estimated to return to current levels (3.5%) in the final quarter of 2024. This has an impact on both the interest paid on borrowing and our interest received on investment income. The increase in Interest Receipts - lending relates to repayments of interest on a loan from the Council owned West Norfolk Property Limited. 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.

4.8 Internal Drainage Boards

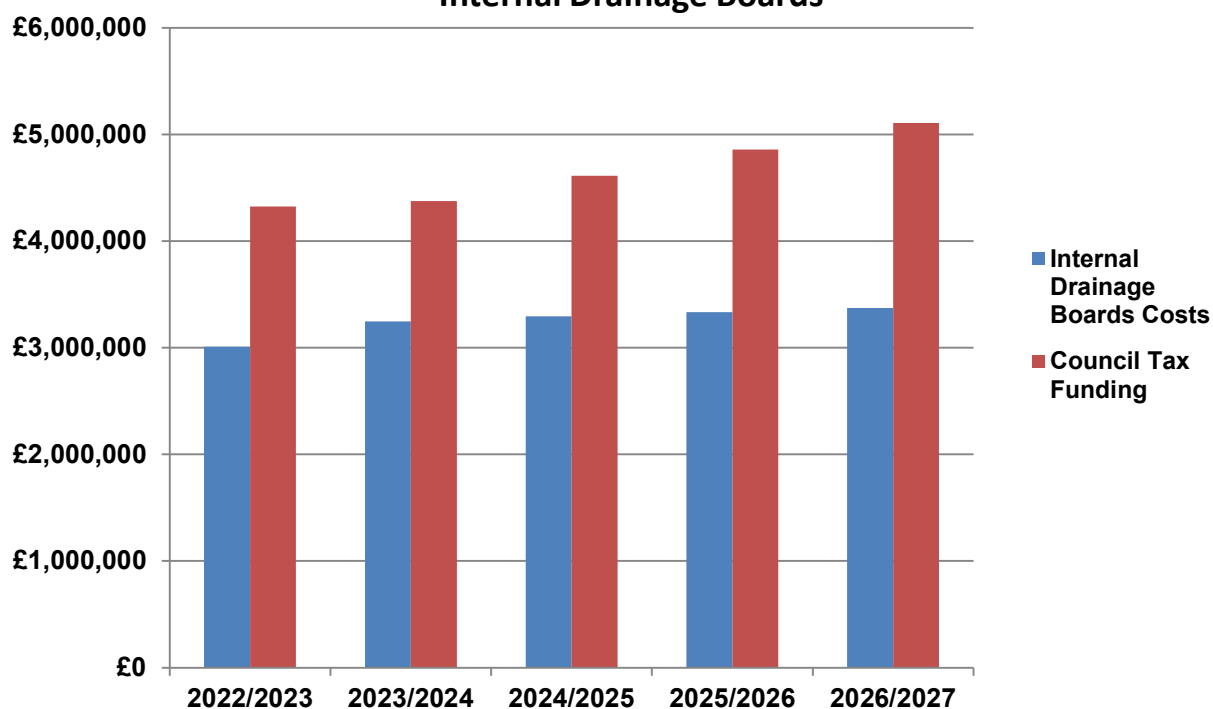
4.8.1 Internal Drainage Boards (IDB) levies are paid by the Council to the various Boards. The levies count as spending of the Council, but no contribution is made by Government as part of the financial settlement. **Any increase in the levies does have an impact on the council taxpayer who picks up the residual costs.** Clearly with the increasing pressure on RSG any increase in IDB levies in future will have to be met from council tax or cost savings. The budget of £3,247,130 for 2023/2024 is based on estimated increases (as discussed with Drainage Boards) of between 0% to 18.18% for inflation. These estimated precepts are listed in Appendix 5.

4.8.2 The following shows how much of the council tax to be collected by the authority (based on Council Tax Band D charge) is estimated to be paid across to Internal Drainage Boards the current year 2022/2023 and estimated for 2023/2024:

	2023/2024		2022/ 2023	
Internal Drainage Boards	£61.29	43%	£57.32	41%
Borough Council	£82.58	57%	£82.05	59%
Total	£143.87	100%	£139.37	100%

The chart below shows the Council Tax funding compared to Internal Drainage Boards costs.

Amount of Council Tax raised that is passed over to the Internal Drainage Boards



4.9 Special Expenses / Council Tax Support to Parishes

4.9.1 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, emptying of dog bins, playing fields and open spaces.

- 4.9.2 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.
- 4.9.3 As a consequence of estimated inflation increases for 2023/2024, the cost of services provided to Parish Councils has increased beyond the amounts that the Council is able to collect under its own Council Tax powers. The Provisional limits for 'Referendums Relating to Council Tax Increases are explained in Paragraph 3.7.10. The cost of Providing services to Parish Council under Special expenses is included in the MTFP at £1,005,300, whilst the amount that can be collected via Council Tax is £809,600. A shortfall of £195,700, which for 2023/2024, the Council will have to absorb into its own costs. The Council will consider the arrangements incurring these costs and funding as part of its plan for cost management and income generation.
- 4.9.4 Details of the revised costs to be set for each parish/town currently subject to special expenses together with the Band D charge are shown at Appendix 6.

4.10 General Fund Balance and Reserves

- 4.10.1 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.
- 4.10.2 The introduction of the new formula funding/business rates retention scheme in 2013/2014 transferred a significant risk from Central Government to the Council. The scheme allowed the Council to benefit from the growth of business rates by retaining an element of the income; however it also introduced the risk of losing funding if there was any 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, which it had not before.

4.10.3 The Plan requires a drawdown from balances from 2022/2023 onwards in order to “balance the budget”. In order to provide a funded budget a drawdown from earmarked reserves is also required. However, in 2026/2027 as reserve levels will be at minimum levels there remains an estimated budget gap from 2026/2027 of £5,260,580 which needs to be addressed.

	2022/2023 £	2023/2024 £	2024/2025 £	2025/2026 £	2026/2027 £
Estimated Contribution To/(From) General Fund Balance to balance the budget	(337,230)	(2,631,810)	(3,203,110)	(4,894,990)	(5,260,580)*

*Balance reduced to minimum reserve level and leaves budget gap as set out in the plan.

4.10.4 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 instead of 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.

4.10.5 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 to just above the minimum level required to be held.

4.10.6 For the other reserves, their use and demands on the accounts are regularly monitored. Any adjustments that could be made without raising a level of risk to the financial standing of the Council are reviewed and reported regularly. The proposed MTFP confirms the need for a further review of reserves to release funds totalling £2,887,680 to fund the budget. Some Capital Projects are in part funded with contributions from reserves and therefore will require further consideration where this is the case.

4.10.7 Cabinet reviewed the Earmarked Reserves balances and limits at its meeting 2 August 2022 as part of the 2021/2022 outturn report. The limits have been considered against current reserve balances and it is proposed that limits are revised as follows.

- Climate Change Strategy reserve is increased by £0.15m as a result of an additional allocation from the 2021/2022 outturn report agreed at Cabinet 2 August 2022.
- Collection Fund Adjustment Reserve increase maximum limit by £3,500,000. This accommodates the one-off payment by government in 2021/2022

earmarked to aid collection fund cashflows that might have been impacted during the pandemic and subsequent recovery phase. This reserves is ringfenced and therefore not useable.

- Other Reserves limit is reduced by £0.5m following a continued monitoring of reserves purposes and levels held beyond contractual commitments and for managing risks.

4.10.8 Current and Proposed Reserve limits.

Reserves Policy Area	Balance as at 1 April 2023 £'000	Current Minimum balance to be held £'000	Current Maximum balance to be held £'000	Proposed new maximum balance to be held £'000
Amenity Areas	2	0	300	300
Capital Programme Resources	5,570	0	9,000	9,000
Educational Skills Attainment	879	0	1,100	1,100
Insurance Reserve	226	50	300	300
Restructuring Reserve	484	150	1,000	1,000
Repairs and Renewals Reserve	1,912	500	2,000	2,000
Holding Accounts	2,105	200	2,600	2,600
Ring Fenced Reserves	3,983	50	4,200	4,200
Climate Change Strategy	1,246		1,100	1,250
Planning Reserves	548	0	800	800
Grants Reserves	4,616	0	4,800	4,800
Collection Fund Adjustment Reserve	10,693	0	8,000	11,500
Projects Reserve	3,865	0	4,200	4,200
Other Total	177	0	1,000	500
	36,306	950	40,400	43,550

- 4.10.9 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. The Policy on Earmarked Reserves and General Fund Balance is attached at Appendix 7.

Recommendation 2

Council is recommended to approve the Policy on Earmarked Reserves and General Fund Balance and the maximum balances set for the reserves as noted in the report and at Appendix 7.

4.11 Budget Requirement 2022/2023

- 4.11.1 The Borough Requirement is a figure that comes from the total net costs of spending on services plus Internal Drainage Board levies plus 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.
- 4.11.2 In 2023/2024 the Budget Requirement for the Council is £22,287,700. This sum is to be met from Government Formula Funding, Business Rates growth retention, New Homes Bonus, any Collection Fund surplus and Council Tax. This also requires a contribution from general fund reserves of £2,887,680.

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.
- 5.2 The Provisional Financial Settlement 2022 has again confirmed that the Government will not set referendum principles for town and parish councils. This is subject to the sector taking all available steps to mitigate the need for Council Tax increases and the government seeing clear evidence of restraint in the increases set by the sector as a whole. In 2022/2023, the average Band D parish precept increased by 4.91%. The Government will review the level of increase set by parishes in 2022/2023 when considering next year's settlement.

6 Full Council Tax 2023/2024

- 6.1 In order to calculate the full Council Tax for 2023/2024 it will be necessary to add the County Council, Police Authority and parish precept requirements to the Council's element as previously shown.

It is recommended that Council :

- 1) Approves the budget requirement of £22,287,700 for 2023/2024 and notes the projections for 2023/2024, 2024/2025 and 2025/2026.**
- 2) Approves that the pension lump sum payments are paid in advance for three years at a value of £5.430m.**
- 3) Approves the level of Special Expenses for the Town/Parish Councils as detailed in the report.**
- 4) Approves the Fees and Charges 2024/2025 detailed in Appendix 4.**
- 5) Approves a Band D council tax of £143.87 for 2023/2024.**

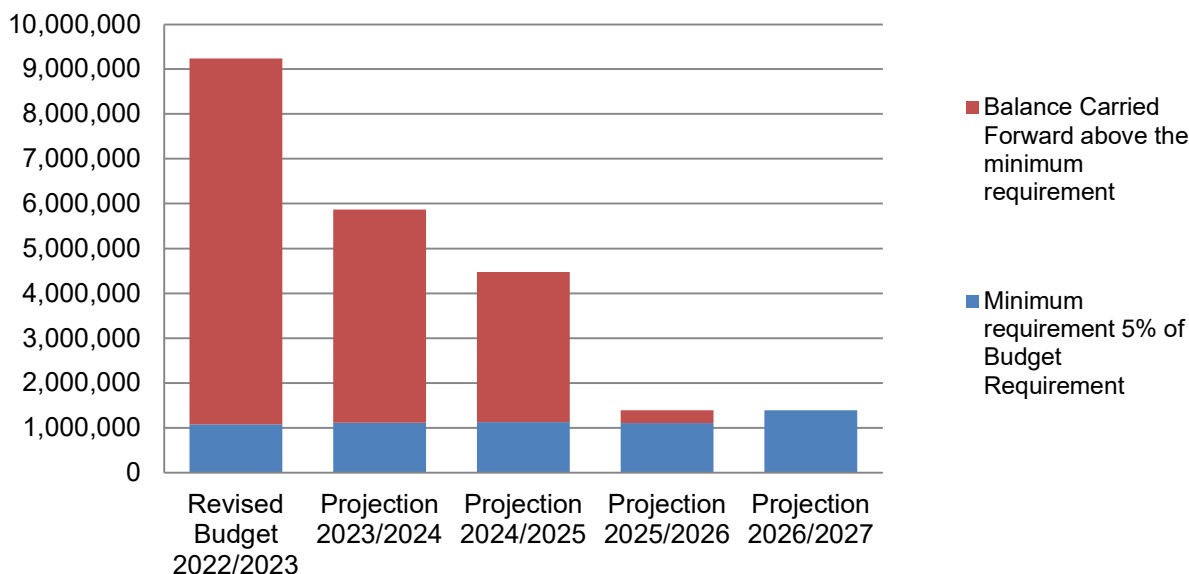
7 General Fund Financial Overview

7.1 This part of the report deals with the Council's General Fund balance based on the proposed Financial Plan 2022/2027. The projected position for the period of the Financial Plan will be as follows:

Projected Movements in General Fund Balances	2022/2023 £	2023/2024 £	2024/2025 £	2025/2026 £	2026/2027 £
Balance b/f (Subject to Completion of Audits from 2019/20)	8,983,760	9,233,590	5,869,460	4,476,350	1,391,360
Repurposed Earmarked Reserves	587,060	2,887,680	0	0	0
Pension Lump Sum - Early Payment	0	(3,620,000)	1,810,000	1,810,000	0
Estimated Contribution To/(From) General Fund Balance	(337,230)	(2,631,810)	(3,203,110)	(4,894,990)	0
Balance c/f	9,233,590	5,869,460	4,476,350	1,391,360	1,391,360

7.2 The chart below shows how the General Fund Balances are used over the period of the Financial Plan with the balance in 2026/2027 reducing to the 5% minimum requirement.

Level of General Fund Balances



- 7.3 Section 25 of the Local Government Act 2003 requires the S151 Officer, as part of the Council Tax setting process, to comment as to the adequacy of the Council's Balances.
- 7.4 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.
- 7.5 The projected General Fund balances held by the Council are in the opinion of the S151 Officer adequate for the Council's operational needs until 2025/2026. Target savings will need to be identified and achieved prior to 2025/2026 to address the estimated budget gap and mitigate potential risk and uncertainty around levels of Government funding going forward.

Recommendation 4

Council is recommended to approve a minimum requirement of the General Fund balance for 2023/24 of £1,114,390.

8 Capital Strategy

- 8.1 The CIPFA revised 2017 Prudential and Treasury Management Code now requires all local authorities to prepare a Capital Strategy which will provide the following;
- A high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
 - An overview of how the associated risk is managed
 - The implications for future financial sustainability.
- 8.2 The Capital Strategy aims to complement other key documents such as the MTFs, the Asset Management Plan, the Council's Strategic Plan, and Treasury Management Strategy, etc. by defining the approach, structure and governance for the effective management of the Council's capital investment needs and ambitions.
- 8.3 The Strategy is presented separately to Cabinet on 7 February 2023. The core categories include:
- Governance process;
 - Knowledge, awareness and skills;
 - Strategy (asset management, service asset planning, commercial property investment);
 - Technical property (valuations, leases);
 - Technical finance (sensitivity analysis, risk assessment, borrowing, depreciation and componentisation).

9 “Robustness” of Budget

Background

- 9.1 Under Section 25 of the Local Government Act 2003, the S151 Officer must report as to the robustness of the estimates included within the budget and highlight the risks associated with its deliverability and sustainability and the adequacy of reserves. This report should be read in conjunction with the assumptions and plans outlined in the Medium Term Financial Plan.
- 9.2 The framework within which the Council's budget setting process operates and within which the financial plan was developed is governed by legislation which provides regulatory safeguards for the Council:

Section 25 of the Local Government Act 2003 requires the authority's Chief Financial Officer to report on the robustness of the estimates and the adequacy of reserves allowed for in the budget proposals in the financial plan report, so Members are informed and can consider this when they make their budget decisions.

Section 114 of the Local Government Finance Act 1988 highlights the Chief Financial Officer's responsibility to report to the external auditor and members if it appears to him that an unbalanced budget is likely to be set for the year. Further, the CFO shall make a report under Section 114 if it appears that the expenditure incurred during a financial year is likely to exceed the resources available to meet that expenditure; or if any unlawful expenditure is planned/takes place.

Local Government Finance Act 1992 identifies the requirement to set a balanced budget.

Section 151 of the Local Government Act 1972 - Financial Administration requires that authorities should appoint a Section 151 Officer to have responsibility for the proper administration of its financial affairs.

The Accounts and Audit Regulations 2015 – Regulation 4 requires that the accounting records and control systems include measures to ensure that risk is appropriately managed.

The CIPFA Financial Management Code 2019 - includes the following standard which should be complied with: “The budget report includes a statement by the chief finance officer on the robustness of the estimates and a statement on the adequacy of the proposed financial reserves”.

The requirements of the Prudential Code must also be complied with (a separate report on prudential Indicators is included elsewhere in this suite of Medium-Term Financial Strategy (MTFS) reports).

Section 106 of the Local Government Finance Act 1992 makes it a criminal offence for any Member with arrears of Council Tax which have been outstanding for two months or more to attend any meeting of the Council or one of its committees at which a decision affecting the budget is to be made, unless the Member concerned declares at the outset of the meeting that he or she is in arrears, and will not be voting on the decision for that reason. The Member concerned must then abstain from voting.

The Local Authorities (Standing Orders) (England) (Amendment)

Regulations 2014 provide that the Council's procedures must provide for the minutes to record how each Councillor voted (including any abstentions) when determining the Council's budget and the level of Council Tax to be levied

- 9.3 In addition to the legislation requirements set out above, the CIPFA guidance on Local Authority Reserves and Balances requires that a statement reporting on the annual review of earmarked reserves should be made to Council, at the same time as the budget. The statement should list the various earmarked reserves, the purpose for which they are held and provide advice on the appropriate levels. It should also show the estimated opening balances for the year, planned additions/withdrawals and the estimated closing balance. DLUHC have recently announced that they want to review the way reserves are presented. The council's development of reporting for use of reserves and reserves held, will need to have consideration of DLUHC requirements when these are confirmed.

Robustness of Estimates - Overview

- 9.4 Local authorities have had to operate within an extended period of financial constraints over the last 10 years. With significant cuts in grants from Government since 2013/14 compounded by small inflationary increases in recent settlements and restrictions on the level of council tax increases that could be applied, the Council has demonstrated robust financial management.
- 9.5 The Medium-Term Financial Plan highlights the continued significant uncertainty on the council's projected financial position going forward which is due to a number of contributing factors. Whilst Government is still committed to local government finance reforms, these continue to be deferred and replaced with one-year settlements with 2023/24 being the 5th consecutive year. The current economic climate of high inflation and increasing interest costs on the back of the pandemic and war in Ukraine has had a significant impact on the council's budget since it was approved by Council last year. Therefore, the estimates of the council's financial position beyond 2023/2024 is subject to a high degree of uncertainty. Despite this, detailed work has been undertaken in arriving at the best estimate on the financial position over the Medium Term to assist with financial planning for the

longer term.

- 9.6 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 2022/2027 is no exception.
- 9.5 The Local Government Finance Policy Statement announced on 12th December 2022 set out the Governments intentions for the local government finance settlement for the next 2 years. This was shortly followed by the provisional funding settlement on 20 December 2022. Whilst the policy statement presents a degree of certainty in respect of funding over two years, the provisional settlement only set out figures for one year. There are assurances that “the core settlement will continue in a similar manner for 2024/25. Major grants will continue as set out for 2023/24”. Therefore, the financial plan assumes the main grants will continue into 2024/25 with a small inflationary increase (RSG, RSDG, Services Grant and the newly introduced Funding Guarantee Grant which replaces Lower Tier Services Grant) but for the remaining 2 years of the financial plan, it is assumed that the level of grant funding will reduce as there is expectation that the reforms will be implemented from 2025/26.
- 9.6 The detailed arrangements for the implementation of the new Business Rates Retention scheme are still not known at this time and any re-set of the baseline will mean that the Council does not retain all the growth that has been achieved and is currently included in the Plan. The continuation of 100% retention of rates from renewable energy is also factored into the plan which may also change as part of the reset. The Fair Funding Review will determine the starting point under the new Business Rates Retention scheme. The Plan does not include any additional growth in future years due to the level of uncertainty and risk around business rates funding but also because of increased uncertainty from the impacts of both the pandemic and war in Ukraine on the economy and the impact on the Council's ability to sustain levels of income from growth in a market where businesses and individuals are themselves experiencing the effects in increased costs
- 9.7 In preparing this Financial Plan the Council has reviewed and is considering where it might release reserves to close the funding gap. These actions are referred to within the report but still leaves a significant reliance on reserves for the first three years of the plan and a £5.2m funding gap in 2026/2027. The council has been prudent in building up a level of reserves in previous years with the expectation that this will allow some flexibility to support the budget in the face of the cuts that were expected as part of the funding reforms. However, the impact of the reforms continue to be delayed. Whilst this has in some ways been positive for the council as it has resulted in being able to provide a balanced or funded budget for a number of years now, the effect of using one off resource is that the gap at the end of the financial plan has widened and the challenge to close this has become tougher. The proposals in this financial plan will not only reduce the general fund balance down to the minimum level of 5% but it is also dependant on identifying

£3.2m of earmarked reserves to release to support a 3-year funded position. Inevitably, this will mean some projects will be on hold or withdrawn until reserves can be replenished.

- 9.8 The Council's delivery of the cost management and income generation plan will be key in containing or reducing costs and generating additional income as the Council moves towards a position of funding based on locally generated resources rather than receiving RSG or other Government grants as they come to an end. It is a key objective that this work is progressed to reduce the funding gap going forward. The Council has always endeavoured to keep increases for fees and charges below inflation levels where possible and this will be increasingly challenging as the council now needs to focus on long term efficiencies, savings or income generation to close the gap rather than one off reserves which will be reduced to minimum levels.
- 9.8 The safety net of the level of working balances provides for a degree of comfort and robustness and in the opinion of the S151 Officer the level of General Fund balances held over the period are above minimum levels and adequate for the purposes of the Council for the period up to 2026/2027. From 2026/2027 there is a significant budget gap that needs to be addressed. As noted in the plan, there are a number of operational and financial risks facing the Council that could possibly impact on the level of General Fund balances held which result in balances depleting earlier than anticipated.
- 9.9 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 the income driven budgets e.g. planning, industrial rents and car parking fees.

Past experience shows that the risk from these service areas, whilst significant in financial terms, can be dealt with through good budget management which quickly identifies any potential issues and enables prompt corrective action to be taken and where necessary the use of balances. However, since the pandemic outbreak, there has been a notable change in the demand for some services and there is a degree of uncertainty on whether they will return to pre-pandemic levels or continue at the current levels due to adopted behavioural change. Additionally, there is now the cost of living impacting households and businesses which will continue to impact the demand for services. The performance against budgets is included in regular 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 strong budget

monitoring of spend and corrective action being taken. In the event that costs cannot be contained then the working balances come into effect.

Provision has been made to increase budgets for gas and electricity, reflecting changes to unit charges emerging over the past 18 months. There remains a great deal of uncertainty how these charges, affected by global supply and delivery levels, will change over the medium-term financial plan. Predictions for these supplies will continue to be obtained and the anticipated impact reported in monitoring reports to management and members.

There is a risk to the budget from further changes in interest rates, especially in the current economic climate. The bank rate has already risen 9 times since December 2021 from 0.10% to the current rate of 3.5% following the decisions made by the Bank of England Monetary Policy Committee in their objective to control inflation. This has a direct influence on 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. Interest rates in the Financial Plan reflect the forecast bank rate which peaks in 2023/2024, but reduces to the lower levels of 2021/2022 by 2025/2026

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. More recently, the impact of inflation and the current economic climate has had an impact on a number of the projections for some of the major projects causing volatility and uncertainty in any projections over the short term period. Whilst these risks can be reduced through the existence of good governance arrangements, active participation in the schemes and sound project management, it is critical that the projects are frequently reassessed from a financial perspective and the monitoring of the risks remains constant so that actions can be considered at the earliest opportunity. The monitoring and performance of major projects is reported to Member Major Projects Board.

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. Several the most highly rated risks are concerned with finance – the impact of inflation impacting economic activity, increasing costs of or reducing capital receipts from capital projects and variation to service demand with an impact on income and increases to delivery costs for services to the vulnerable. The implementation of the new Business Rates Retention Scheme and the Fair Funding Review impacts the certainty with which the Council can plan and implement its longer term aims, such as economic growth. All these issues have been considered and appropriate action taken to reduce the risk to the Council.

Business Rates Growth – The Financial Plan includes growth from business rates that has been achieved to date. There is no assumption for increased growth in the plan as this currently presents a significant level of risk. Alongside this, there is a risk that an element of the growth will be removed as part of the baseline re-set with the implementation of the new Business Rates Retention Scheme arrangements which have currently been delayed by Government. There is also concern that some of the business rates generated from renewable energy will also be withdrawn under the new scheme. These are currently retained at 100% so presents considerable risk if any or all of this is removed. With any new financial reforms is the assumption that there will be some dampening mechanism to soften the impact of any significant funding reductions but until further announcements are made on the detail and timing of the implementation of a reset, it remains a significant risk. These risks will continue to be monitored and reported to management and members as information on new arrangements for the scheme emerge.

Legislation – There are always risks associated with changes in legislation. For example, changes to VAT rules or environmental legislation 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.

9.10 Delivering the MTFS

The MTFS requires a number of key actions to be implemented in order to achieve a stable and sustainable financial position for the Council. These include:

- implementing savings plans
- identifying further efficiencies or savings that are sustainable in nature
- reviewing contracts for best value
- delivering income generation projects
- considering how services can be delivered more efficiently
- ensuring a commercial approach is taken where applicable
- increasing revenues by encouraging more businesses into the district
- increasing revenues by continuing to support and encourage housing development

These will need to be managed against a backdrop of the local government finance reforms. To ensure delivery, officers at the Council are advised to ensure that:

- teams are suitably resourced to deliver the Council's corporate objectives - particularly projects or initiatives that the financial plan is dependent on delivery and that resources are at the right level and with the right skills.

- Officers continue to review service delivery which balance service improvement with reducing costs and being more efficient.
- Sufficient funding is set aside to support delivering the Council's corporate objectives – particularly those projects or initiatives that the financial plan is dependent on delivery and especially those with an invest to save basis, with clear criteria and expectations of return.
- Processes, procedures and practices are continually updated to reflect the Council approach to secure value for money or secure efficiencies/savings where applicable.

- Members are advised to ensure that:
 - progress against cost management and income generation proposals are regularly monitored and any mitigating actions reported to Corporate Performance Panel.
 - members take future decisions that support the aim of maintaining a financially stable and sustainable Council as set out in the MTFS, including clear funding source where applicable.
 - business cases for investment projects should be rigorously reviewed to ensure they deliver value for money to the Council.

10 Consultation

- 10.1 The Council will meet with representatives of the business and voluntary sector community on 24 January 2023 to seek their opinions. Draft notes of the meeting will be made available to Cabinet on 7 February 2023.
- 10.2 Staff briefings will be held during February 2023. 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 Council.
- 10.3 As part of the budget process a Joint Panel Meeting will be held on 2 February 2023 and the draft minutes from the meeting will be presented to Cabinet on 7 February 2023.

Acknowledgement

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

Michelle Drewery
Assistant Director Resources (S151 Officer)

Access to Information

Cabinet Reports
Financial Plan 2021-2026
Capital Programme 2021-2026 and 2022-2027
Monitoring Reports 2022/2023

Finance Settlement

The suite of supporting documents for the provisional local government finance settlement 2023/2024 can be found by clicking on the following link:

[Provisional Local Government Finance Settlement 2023/2024 - GOV.UK](#)

Appendix 1 - Medium Term Financial Plan 2022 to 2027

Assistant Director	Original Budget 2022-23	Revised Estimate 2022-2023	Proposed Estimate 2023-24	Proposed Estimate 2024-25	Proposed Estimate 2025-26	Proposed Estimate 2026-27
Central Services	3,186,160	3,205,570	3,635,390	3,754,160	3,876,460	4,003,470
Health, Wellbeing and Public Protection	401,030	384,300	817,860	963,430	1,137,360	1,278,390
Programme & Project Delivery	234,530	216,980	(448,360)	(593,680)	(756,170)	(830,420)
Legal Services	486,440	462,630	668,300	457,550	479,720	502,840
Environment & Planning	1,630,860	1,501,180	1,812,560	1,935,190	2,099,590	2,222,180
Operations & Commercial	1,174,450	1,441,740	2,968,010	2,915,610	2,985,370	2,787,460
Property & Projects	(1,441,640)	(1,324,370)	(1,031,220)	(931,460)	(871,030)	(808,920)
Regeneration, Housing & Place	867,590	906,030	912,730	935,840	959,840	984,870
Resources (S151 Officer)	7,982,060	8,059,220	8,633,910	9,111,460	9,610,050	10,096,720
Chief Executive	101,300	101,300	162,720	169,250	176,060	183,160
Leisure & Community Facilities	1,075,400	1,607,820	2,196,810	2,201,450	2,261,580	2,319,170
Financing Requirement	2,320,670	2,320,670	1,343,670	1,487,580	1,685,060	1,716,160
Drainage Boards	3,009,220	3,009,220	3,247,130	3,292,600	3,332,090	3,372,100
Borough Spend	21,028,070	21,892,290	24,919,510	25,698,980	26,975,980	27,827,180
Contributions to/(from) General Fund Balance	526,990	(337,230)	(2,631,810)	(3,203,110)	(4,894,990)	0
Borough Requirement	21,555,060	21,555,060	22,287,700	22,495,870	22,080,990	27,827,180

Revenue Support Grant	(647,530)	(647,530)	(952,100)	(961,620)	(971,240)	(980,950)
Rural Service Delivery Grant	(485,690)	(485,690)	(485,690)	(485,690)	(485,690)	(485,690)
New Homes Bonus	(589,610)	(589,610)	(14,560)	0	0	0
Other Government Grants	(629,760)	(629,760)	(1,144,020)	(894,020)	0	0

Taxation

Business Rates	(11,292,980)	(11,292,980)	(12,068,520)	(12,248,790)	(12,432,670)	(12,620,230)
Business Rates Reserves	(552,090)	(552,090)	0	0	0	0
Collection Fund Surplus	(25,000)	(25,000)	0	0	0	0

Council Tax Band D	139.37		143.87	148.37	152.87	157.37
Council Tax Base	52,611		52,984	53,284	53,584	53,884
Council Tax	(7,332,400)	(7,332,400)	(7,622,810)	(7,905,750)	(8,191,390)	(8,479,730)

Funding Position	0	0	0	0	0	5,260,580
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Projected Movements in General Fund Balances	2022/2023 £	2023/2024 £	2024/2025 £	2025/2026 £	2026/2027 £
Balance b/f (Subject to Completion of Audit 2019/20)	8,983,760	9,233,590	5,869,460	4,476,350	1,391,360
Repurposed Earmarked Reserves	587,060	2,887,680	0	0	0
Pension Lump Sum - Early Payment		(3,620,000)	1,810,000	1,810,000	0
Estimated Contribution To/(From) General Fund Balance	(337,230)	(2,631,810)	(3,203,110)	(4,894,990)	0
Balance c/f	9,233,590	5,869,460	4,476,350	1,391,360	1,391,360
Minimum Reserve Level (5% of Budget Requirement)	1,077,750	1,114,390	1,124,790	1,104,050	1,391,360

Appendix 2 - Budget Book Service Descriptions

The following appendix provides service descriptions to align to the tables in the Budget Book. Listed by directorate and then by cost centre.

Central Services

Communications

This budget relates to the costs of the Corporate Communications Team, including the Council's print room and graphics service. Roles include liaison with the media, internal communications, and communications to raise awareness of current issues, such as discretionary and government grants to individuals and businesses in response to emerging events such as the pandemic and cost of living support.

Councillors

This budget deals with allowances and expenses for all 55 members. These costs also include members training, IT, and officer support.

Customer Information Centre

Customer contact and telephone contact service, including main reception at King's Court. Roles include providing support and advice to local residents in relation to a wide range of Council services, including discretionary and government grants.

Democratic Process & Events

These costs include the time spent by officers in dealing with Full Council, Cabinet, Panels and Committees, and other such activities that come about because the Council is an accountable public body. This budget also includes the provision of the civics service, including civic events hosted by the Mayor.

Elections

The election of Borough Councillors takes place every four years. This budget includes costs for the organisation and administration of Parliamentary, County, Borough and other elections and by-elections, including parishes. These budgets also cover the cost of Electoral Registration.

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.

Personnel Services

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

Corporate Policy

The corporate policy team co-ordinates corporate policy matters, including the Council's safeguarding responsibilities, equalities and the improving educational attainment programme.

Personnel Welfare

Budget for co-ordinating employee welfare and absence matters and implementing the employee welfare elements of the corporate Health, and Safety and Welfare policy.

Chief Executive

Assistant to the Chief Executive

Support the development of the Corporate Business Plan and undertake close monitoring and analysis of performance against key performance indicators. Provide support to members in their communities by providing advice and guidance on a range of council services on behalf of their constituents and administer the Councillor Community Grants scheme. Work with community groups in response to varying demands for social, domestic and cost of living support.

COVID

Monitor and administer the Contain Outbreak Management Fund, ensuring allocation of the budget to support residents and communities to recover from the pandemic and address areas of concern within our more deprived communities.

Environment and Planning

Back-office teams

Providing essential support services for the public, staff, and councillors, relating to the planning and environmental quality functions. Also includes the corporate scanning and post room functions.

Planning Control

Assessing and processing planning and related applications from members of the public and developers and dealing with any subsequent appeals arising from previous decisions.

Planning enforcement

This team enforces planning and related controls and takes action if necessary.

Emergency Planning

This service budget ensures that the council meets its statutory functions under the Civil Contingencies act to respond to emergencies and in partnership with those in the Norfolk Resilience forum, to monitor risks and to keep those living in the borough as safe as they can be.

Flood Defence

This budget covers the Council's responsibilities for protecting the borough and its residents from flooding.

Local Land Charges

Expenditure and income associated with providing a local land charges service, predominantly used by those purchasing a property. 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.

Planning Policy

This budget ensures the statutory Local Plan process can take place. The Local Plan provides Borough-wide policies to ensure development is delivered for the Borough's residents in a sustainable way. .

Pollution Monitoring

Responsible for the regular monitoring of air, water, noise and contaminated land, to ensure the environment is protected for the benefit of the Borough's residents. Additional monitoring is also carried out following public complaints.

Street Naming & Numbering

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

Health, Wellbeing and Public Protection

Care & Repair

This budget provides for the Home Improvement Agency Service, Careline, Handy Person Scheme and other projects which help the elderly, people with disabilities and those on low incomes to stay in their own homes and live as independently as possible. The service includes agency agreements with Fenland District Council.

Careline / Lily

This budget relates to the provision of careline services to clients in West & North Norfolk. The Lily team delivers, in partnership with VCSE's, services to address social isolation and loneliness and administers the Household Support Funds and Homes for Ukraine scheme.

Community Safety & Nuisance

This budget relates to Community Safety, including investigation of waste crimes, noise and other statutory nuisances and public health matters. The team also administer and manage the West Norfolk Early Help Hub.

Community Transport

This budget includes the costs of supporting community transport projects

Financial Assistance

This budget covers funding for 15 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.

Food Hygiene

This budget covers the provision of the councils statutory responsibilities for food and health and safety inspections and regulation in West Norfolk. The team also manages export health certificates, private water supplies and communicable disease control.

Housing Options

The Homechoice 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.

Housing Standards

Housing Standards staff deal with the inspection of housing and caravan site standards. The team also identifies and bids for, in conjunction with other Norfolk councils, energy efficiency funding to improve housing conditions regardless of tenure.

Legal Services and Monitoring Officer

Legal Services

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

Licenses

This is a general heading covering all licences from Hackney Carriage to Riding Establishments which are issued by the Borough Council.

Leisure and Community Facilities

Community Centres

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

Kings Lynn Arts Centre

This budget includes the costs and income associated with the Kings Lynn Arts Centre.

Leisure

The management and operation of the leisure facilities and the Corn Exchange transferred from Alive Leisure and Alive Management Ltd to Alive West Norfolk from 1 July 2019. 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.

Pavilions & Grounds

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.

Town Hall and Stories of Lynn

The Town Hall is used for civic functions and is also available for private hire. The Stories of Lynn is part of the Town Hall complex, these budget covers both the operations of the Stories of Lynn and the Regalia Rooms.

Operations and Commercial

Parking Operations

This budget covers 12 short term car parks (1,356 spaces), 15 long term car parks (3, 905 spaces) and the multi-storey car park, St James' (701 spaces), this includes the car parks at Hunstanton, Burnham Market and Heacham. Furthermore, the parking operations service provide both enforcement and back-office services for a number of Norfolk authorities and the County Council.

CCTV

The CCTV system operates circa. 1000 cameras from the control room in Kings Court and covers areas such as car parks, housing estates, council offices, the Walks, Lynnsport, North Lynn, Industrial Estates and providing shared services for Breckland Council along with a large proportion of the CCTV at the Queen Elizabeth Hospital working in partnership with the Trust. In addition to traditional cameras the service also provides Body Worn Video used by our Civil Enforcement Officers around Norfolk.

Cleansing & Street Sweeping

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

Depots

These costs are in respect of the two main council depots based at Heacham and King's Lynn, the public open space teams are currently migrating away from the Hardwick Narrows Depot this move will increase their resilience and allow an expansion of the remaining services being delivered from the Hardwick Narrows site.

Public Conveniences

The Council is responsible for the management of 18 toilet blocks across the Borough. These toilet blocks are of varying standard and the financial plan includes provision for further improvement to some of these.

Refuse & Recycling

The Council operates a fortnightly domestic household collection service to almost 73,000 properties and also deals with trade customers through an external contractor. Recycling initiatives include glass,

green waste, textiles, white goods, dry box collection scheme and food waste. Future services will include disposal of Waste Electrical and Electronic Equipment (WEEE) and batteries.

Crematorium & Cemeteries

The Council funds the running costs of the Crematorium, including the maintenance of the gardens and woods, from this budget. Approximately, 2000 cremations are carried out each year. This budget also funds the following cemeteries. There are approximately 130 burials each year in Council run cemeteries; Hunstanton, Walpole St Andrew, Gayton Road King's Lynn, Marshland Smeeth, Hardwick Road and King's Lynn. This budget also includes responsibility for 16 closed churchyards

Events

The Borough Council runs a comprehensive calendar of events across the spring and summer aimed at supporting the vibrancy and footfall of our town centres and resort areas as well as the extremely popular Fawkes in the Walks and Christmas Light Switch events on in November.

General Markets

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

Parks, Sport Grounds & Open Spaces

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

Play Areas

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

Resort

The Sea Front budget includes maintenance and servicing of beach safety, cliffs and beach, promenade and foreshore, Heacham beach, weather station and seafront facilities such as pitch and putt, putting green, crazy golf and chalets.

Town Centre Manager

This budget deals with the costs and contributions associated with the Town Centre Manager. This is a full-time post and the responsibilities include the delivery of the events programme in King's Lynn town centre.

Street Lighting

This covers the costs of replacing and maintaining the streetlights in the borough.

Programme and Project Delivery

Corporate Projects

The team are mainly responsible for delivering the Major Housing Project, which directly links the Housing companies set up by the Council. The team also manage and deliver smaller scale corporate projects as and when they arise.

Procurement

To provide advice and support to all Council departments on every aspect of the procurement process and contract management whilst ensuring that purchasing strategy gives due regard to value for money, carbon reduction initiatives and supports the organisation's goals, both long and short term.

Property and Projects

General Properties

The General Properties budget deals with the general management and maintenance of a variety of assets such as South Gates, Princess Theatre, Marriott's Warehouse as well as privately (BCKLWN) owned infrastructure assets such as some pumping stations and sewage facilities and bridge maintenance where the council has responsibility. Various other issues are also picked within this budget such as unadopted road and footpath maintenance.

Industrial Units

This budget relates to the Council's commercial industrial units located on the industrial estates mainly around King's Lynn and Downham Market, however there are other such facilities elsewhere in the Borough. The council owns a reasonably sized commercial property portfolio and has provided commercial premises to local, national, and global businesses for many years. The Property Team manages the portfolio in a commercial manner and seeks to maximise the returns from these property investments.

The council owns commercial units at : 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, Flitcham Workshops, Enterprise Works (North Lynn), Downham Market Workshops, St Johns Business Park.

The council has worked with the New Anglia Local Enterprise Partnership (NALEP) and has secured a funding package that has helped to deliver a number of new light industrial (and office) facilities at the Nar Ouse Business Park to the south of King's Lynn. These commercial units have been designed to meet modern business needs and aim to deliver economic growth within the local economy. The new units under construction will be held by the council as part of its commercial property portfolio and will generate revenue income.

Offices

This budget deals with the office costs for King's Court, the council's main administrative building, as well as the Valentine Road offices in Hunstanton, and some offices at Priory House in Downham Market.

King's Court has been adapted to create space to accommodate the NHS Norfolk and Waveney Integrated Care Board (formerly WNCCG), and the Department of Work and Pensions (Job Centre Plus). This not only generates rental revenue income for the council, but it also shares building costs, and provides the opportunity for closer working and collaboration between public sector organisations.

Recently added to the Council's offices portfolio is the King's Lynn Innovation Centre (KLIC) located at the Nar Ouse Business Park. Since coming under the council's control it has become 100% occupied and provides managed office accommodation for its business occupiers.

Shops and Offices

The council owns a few small shops that are commercially leased to operators. The council does however retain the freehold of the Vancouver Quarter which is leased out on a long ground lease arrangement. The council receives rental income from this arrangement.

Property & Projects

The Property & Projects Department represents a multi-disciplinary team that provides professional, property-related, services to the Borough Council corporately and to internal client departments.

The professional services provided are wide-ranging – from management of the commercial property portfolio generating approximately £3 million in gross revenue; management of projects that will contribute significantly to the Economic Recovery Programme for King's Lynn and West Norfolk; Facilities Management of the Council's main (and other) multi-occupied office facilities.

The team is involved with the full spectrum of property issues from high-level strategy through to minor repair and maintenance issues, and cleaning and caretaking – all of which contribute to the Council's ability to deliver and fund its services or contributes to the development and economic well-being of the borough.

The Estates and Valuation Team deals with: Commercial Property Portfolio management, land and property acquisitions and disposals, statutory Asset Valuation (required for local government accounting purposes).

The Technical Team deals with: cyclical and reactive repairs and maintenance, schedules of condition and dilapidations, historical structures that are the responsibility of the council, managing non-public open space grounds maintenance contracts and the ditches and drain cleansing contract, and tenant compliance issues .

The Facilities Team has responsibility for ensuring that the council's operational offices, particularly King's Court, operate as effectively as they can, and includes the cleaning and caretaking teams.

The Projects Team is currently dealing with: the delivery of speculative commercial units and significant road and utility infrastructure at the Nar Ouse Business Park in King's Lynn, as well as the demolition and emergency repairs project at the former Sommerfeld & Thomas warehouse at South Quay, and the re-roofing of the Princess Theatre in Hunstanton.

Regeneration, Housing and Place

Conservation & 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.

Economic Regeneration

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.

Guildhall & Arts

The Centre has 350 seats, associated art galleries and a full education and outreach programme of activities.

Housing Strategy

This budget includes the Housing Management Team, who oversee the general housing functions.

Museums

This budget covers the cost of supporting the Lynn Museum.

Pontoons

This budget relates with the promotion of tourism to the Pontoons at the Quay.

Regeneration Projects

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

Tourism

This budget deals with the promotion of tourism within the Borough.

Resources

Corporate Costs & Provisions

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

Corporate Initiatives

Corporate initiatives and projects such as the One Vu project and the Cost Reduction programme.

Corporate Insurance

Acts in liaison with the Council's insurers to ensure adequate cover of Council assets. Also recharges insurance cover for premises to tenants of industrial units and shops leased from the Council.

Corporate Management Team

This budget includes the Chief Executive and Secretary, Executive Directors and Assistant Directors.

Financial Services

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

Housing Options

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

ICT

This service provides technical Information and Communication Technology support.

Internal Audit & Fraud

This budget covers the cost of the Internal Audit service.

Revenues & Benefits

This budget includes the cost of administration of rent allowances and council tax support, together with the cost of benefits paid and government grant received. It also covers the cost of billing, collecting, and recovering council tax, business rates, the BID Levy and overpaid Housing Benefit. This service will also deliver government initiatives such as recent energy rebates, business support grants/relief.

Central Services

Appendix 2a - detail

	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Communications					
Employees	367,100	386,710	403,340	420,690	438,780
Premises	5,250	14,090	14,210	14,340	14,470
Supplies & Services	136,800	98,330	98,330	98,330	98,330
Total Expenditure	509,150	499,130	515,880	533,360	551,580
Customer & Client Receipts	(39,840)	(45,310)	(45,310)	(45,310)	(45,310)
Total Income	(39,840)	(45,310)	(45,310)	(45,310)	(45,310)
Central Support Services	12,620	12,860	12,860	12,860	12,860
Recharge to Services	(61,660)	(31,750)	(31,730)	(31,710)	(31,710)
Communications Total	420,270	434,930	451,700	469,200	487,420
Corporate Policy					
Employees	81,410	88,210	92,000	95,960	100,090
Supplies & Services	232,210	232,210	204,710	204,710	204,710
Transport	1,000	1,000	1,000	1,000	1,000
Total Expenditure	314,620	321,420	297,710	301,670	305,800
Central Support Services	8,840	9,170	9,170	9,170	9,170
Movement in Reserves	(227,500)	(227,500)	(200,000)	(200,000)	(200,000)
Recharge to Services	3,110	150	150	150	150
Corporate Policy Total	99,070	103,240	107,030	110,990	115,120
Councillors					
Employees	9,010	9,400	9,800	9,800	9,800
Premises	720	720	720	720	720
Supplies & Services	516,750	568,790	578,460	591,960	605,800
Transport	460	460	460	460	460
Total Expenditure	526,940	579,370	589,440	602,940	616,780
Central Support Services	89,730	89,730	89,730	89,730	89,730
Recharge to Services	2,980	3,110	3,200	3,300	3,300
Councillors Total	619,650	672,210	682,370	695,970	709,810
Customer Info Centre					
Employees	736,280	768,500	801,550	836,020	871,970
Supplies & Services	2,650	2,650	2,650	2,650	2,650
Transport	2,000	2,000	2,000	2,000	2,000
Total Expenditure	740,930	773,150	806,200	840,670	876,620
Central Support Services	(33,330)	(32,920)	(32,920)	(32,920)	(32,920)
Recharge to Services	420	0	0	0	0
Customer Info Centre Total	708,020	740,230	773,280	807,750	843,700
Democratic Process & Events					
Employees	323,900	354,730	369,970	385,860	402,430
Premises	550	640	640	640	640
Supplies & Services	21,050	19,130	18,130	18,130	18,130
Transport	850	860	860	860	860
Total Expenditure	346,350	375,360	389,600	405,490	422,060
Customer & Client Receipts	(100)	0	0	0	0
Total Income	(100)	0	0	0	0
Central Support Services	28,770	29,390	29,390	29,390	29,390
Recharge to Services	5,390	3,630	3,630	3,630	3,630
Democratic Process & Events Total	380,410	408,380	422,620	438,510	455,080

Appendix 2a - detail Elections	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Employees	209,950	222,560	232,130	242,110	252,520
Premises	2,210	41,140	41,260	41,390	41,520
Supplies & Services	78,960	120,610	120,610	120,610	120,610
Transport	1,620	1,630	1,640	1,640	1,640
Total Expenditure	292,740	385,940	395,640	405,750	416,290
Customer & Client Receipts	(4,850)	(15,850)	(15,850)	(15,850)	(15,850)
Grants & Contributions	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Total Income	(10,850)	(21,850)	(21,850)	(21,850)	(21,850)
Central Support Services	10,600	10,600	10,600	10,600	10,600
Movement in Reserves	20,000	(40,000)	(40,000)	(40,000)	(40,000)
Recharge to Services	36,840	34,740	34,760	34,780	34,780
Elections Total	349,330	369,430	379,150	389,280	399,820
Mayoral Allow					
Employees	24,380	26,040	27,060	28,110	29,210
Supplies & Services	10,100	12,300	12,560	12,810	13,070
Transport	2,650	2,700	2,750	2,800	2,800
Total Expenditure	37,130	41,040	42,370	43,720	45,080
Recharge to Services	430	450	460	470	470
Mayoral Allow Total	37,560	41,490	42,830	44,190	45,550
Personnel Services					
Employees	570,420	614,950	631,940	649,660	668,140
Premises	4,450	4,450	4,450	4,450	4,450
Supplies & Services	61,450	61,450	63,720	63,720	63,720
Transport	720	720	720	720	720
Total Expenditure	637,040	681,570	700,830	718,550	737,030
Customer & Client Receipts	(6,000)	(5,000)	(5,000)	(5,000)	(5,000)
Total Income	(6,000)	(5,000)	(5,000)	(5,000)	(5,000)
Central Support Services	8,720	9,200	9,200	9,200	9,200
Movement in Reserves	(44,860)	0	0	0	0
Recharge to Services	(102,120)	(102,660)	(102,660)	(102,660)	(102,660)
Personnel Services Total	492,780	583,110	602,370	620,090	638,570
Personnel Welfare					
Employees	70,470	75,010	77,600	80,300	83,120
Premises	0	3,000	3,000	3,000	3,000
Supplies & Services	8,340	8,340	11,340	11,340	11,340
Transport	610	610	610	610	610
Total Expenditure	79,420	86,960	92,550	95,250	98,070
Central Support Services	1,430	1,490	1,490	1,490	1,490
Recharge to Services	(9,050)	(9,050)	(9,050)	(9,050)	(9,050)
Personnel Welfare Total	71,800	79,400	84,990	87,690	90,510
R & D Holding account					
Supplies & Services	7,270	7,270	7,270	7,270	7,270
Total Expenditure	7,270	7,270	7,270	7,270	7,270
R & D Holding account Total	7,270	7,270	7,270	7,270	7,270

Appendix 2a - detail

	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Special Expenses					
Customer & Client Receipts	(1,450)	194,250	199,100	204,070	209,170
Total Income	(1,450)	194,250	199,100	204,070	209,170
Movement in Reserves	1,450	1,450	1,450	1,450	1,450
Special Expenses Total	0	195,700	200,550	205,520	210,620
Grand Total	3,186,160	3,635,390	3,754,160	3,876,460	4,003,470

Central Services

Appendix 2a Header	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Communications	420,270	434,930	451,700	469,200	487,420
Corporate Policy	99,070	103,240	107,030	110,990	115,120
Councillors	619,650	672,210	682,370	695,970	709,810
Customer Info Centre	708,020	740,230	773,280	807,750	843,700
Democratic Process & Events	380,410	408,380	422,620	438,510	455,080
Elections	349,330	369,430	379,150	389,280	399,820
Mayoral Allow	37,560	41,490	42,830	44,190	45,550
Personnel Services	492,780	583,110	602,370	620,090	638,570
Personnel Welfare	71,800	79,400	84,990	87,690	90,510
R & D Holding account	7,270	7,270	7,270	7,270	7,270
Special Expenses	0	195,700	200,550	205,520	210,620
Grand Total	3,186,160	3,635,390	3,754,160	3,876,460	4,003,470

Chief Executive

Appendix 2 - Detail

Original Budget 2022-23 Projection 2023-24 Projection 2024-25 Projection 2025-26 Projection 2026-27

COVID

Employees	0	81,430	84,930	88,580	92,390
Total Expenditure	0	81,430	84,930	88,580	92,390

Movement In Reserves

COVID Total	0	81,430	84,930	88,580	92,390
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Assistant to the Chief Executive

Employees	90,810	70,420	73,450	76,610	79,900
Supplies & Services	90	90	90	90	90
Transport	150	150	150	150	150
Total Expenditure	91,050	70,660	73,690	76,850	80,140

Central Support Services	10,250	10,630	10,630	10,630	10,630
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Assistant to the Chief Executive Total	101,300	81,290	84,320	87,480	90,770
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Grand Total	101,300	162,720	169,250	176,060	183,160
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Chief Executive

Appendix 2b - Header	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
COVID	0	81,430	84,930	88,580	92,390
Assistant to the Chief Executive	101,300	81,290	84,320	87,480	90,770
Grand Total	101,300	162,720	169,250	176,060	183,160

Environment & Planning

Appendix 2c - Detail

	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Back office					
Employees	204,390	252,970	263,850	275,200	287,030
Premises	5,500	5,500	5,500	12,000	12,000
Supplies & Services	103,770	103,770	103,770	103,770	103,770
Total Expenditure	313,660	362,240	373,120	390,970	402,800
Central Support Services	9,320	9,680	9,680	9,680	9,680
Recharge to Services	(105,280)	(104,680)	(104,680)	(104,680)	(104,680)
Back office Total	217,700	267,240	278,120	295,970	307,800
CIL					
Employees	69,690	125,050	130,430	136,040	141,890
Supplies & Services	231,500	501,500	501,500	501,500	501,500
Transport	100	100	100	100	100
Total Expenditure	301,290	626,650	632,030	637,640	643,490
Customer & Client Receipts	(2,670,000)	(2,670,000)	(2,670,000)	(2,670,000)	(2,670,000)
Total Income	(2,670,000)	(2,670,000)	(2,670,000)	(2,670,000)	(2,670,000)
Movement in Reserves	2,395,620	2,040,420	2,034,920	2,029,180	2,023,190
CIL Total	26,910	(2,930)	(3,050)	(3,180)	(3,320)
Development Control					
Agency & Benefit Payments	62,410	62,410	62,410	62,410	62,410
Employees	1,231,260	1,871,670	1,952,150	2,036,090	2,123,630
Supplies & Services	42,240	62,020	62,020	62,020	62,020
Transport	52,510	53,650	54,660	54,660	54,660
Total Expenditure	1,388,420	2,049,750	2,131,240	2,215,180	2,302,720
Customer & Client Receipts	(1,162,780)	(2,062,780)	(2,062,780)	(2,062,780)	(2,062,780)
Total Income	(1,162,780)	(2,062,780)	(2,062,780)	(2,062,780)	(2,062,780)
Central Support Services	103,520	104,800	104,800	104,800	104,800
Movement in Reserves	(67,980)	232,290	225,480	218,370	210,960
Recharge to Services	3,390	3,240	3,240	3,240	3,240
Development Control Total	264,570	327,300	401,980	478,810	558,940
Emergency Planning					
Employees	66,920	71,880	74,970	78,190	81,550
Premises	4,840	4,840	4,840	4,840	4,840
Supplies & Services	14,870	14,870	14,870	14,870	14,870
Transport	3,830	3,830	3,830	3,830	3,830
Total Expenditure	90,460	95,420	98,510	101,730	105,090
Central Support Services	5,720	5,920	5,920	5,920	5,920
Recharge to Services	3,010	3,790	3,800	3,820	3,830
Emergency Planning Total	99,190	105,130	108,230	111,470	114,840
Flood Defence					
Employees	41,020	15,650	41,910	17,020	17,750
Premises	171,000	195,000	195,000	195,000	195,000
Supplies & Services	17,000	17,000	17,000	17,000	17,000
Transport	740	250	250	250	250
Total Expenditure	229,760	227,900	254,160	229,270	230,000
Customer & Client Receipts	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
Total Income	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
Recharge to Services	180	0	0	0	0
Flood Defence Total	139,940	137,900	164,160	139,270	140,000

Appendix 2c - Detail	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Local Land Charges					
Agency & Benefit Payments	78,190	78,190	78,190	78,190	78,190
Employees	70,070	76,560	79,850	83,280	86,860
Supplies & Services	350	350	350	350	350
Transport		120	120	120	120
Total Expenditure	148,610	155,220	158,510	161,940	165,520
Customer & Client Receipts	(140,000)	(122,500)	(152,500)	(100,000)	(100,000)
Total Income	(140,000)	(122,500)	(152,500)	(100,000)	(100,000)
Central Support Services	15,860	16,520	16,520	16,520	16,520
Recharge to Services	4,820	5,040	5,190	5,350	5,350
Local Land Charges Total	29,290	54,280	27,720	83,810	87,390
Planning Policy					
Employees	356,090	361,870	377,430	393,660	410,590
Premises	600	600	600	600	600
Supplies & Services	202,160	124,160	124,160	124,160	124,160
Transport	17,350	16,890	17,030	17,030	17,030
Total Expenditure	576,200	503,520	519,220	535,450	552,380
Customer & Client Receipts	(35,000)	(125,000)	(125,000)	(125,000)	(125,000)
Grants & Contributions	(60,000)	(40,000)	(80,000)	(60,000)	(40,000)
Total Income	(95,000)	(165,000)	(205,000)	(185,000)	(165,000)
Central Support Services	29,290	29,830	29,830	29,830	29,830
Movement in Reserves	(89,980)	63,820	103,820	83,820	63,820
Recharge to Services	3,480	2,630	2,630	2,630	2,630
Planning Policy Total	423,990	434,800	450,500	466,730	483,660
Pollution Monitoring					
Employees	319,650	331,100	345,350	360,200	375,690
Premises	2,810	11,180	11,500	11,670	11,850
Supplies & Services	356,760	341,950	271,950	69,950	56,080
Transport	4,540	9,820	9,970	9,970	9,970
Total Expenditure	683,760	694,050	638,770	451,790	453,590
Customer & Client Receipts	(26,500)	(22,000)	(22,000)	(22,000)	(22,000)
Total Income	(26,500)	(22,000)	(22,000)	(22,000)	(22,000)
Central Support Services	5,320	0	0	0	0
Movement in Reserves	(313,160)	(272,000)	(202,000)	0	0
Recharge to Services	10	10	10	10	10
Pollution Monitoring Total	349,430	400,060	414,780	429,800	431,600
Street Naming & Numbering					
Employees	84,360	93,340	97,350	101,530	105,890
Premises	4,500	4,500	4,500	4,500	4,500
Transport	90	120	120	120	120
Total Expenditure	88,950	97,960	101,970	106,150	110,510
Customer & Client Receipts	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
Total Income	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
Central Support Services	6,890	6,890	6,890	6,890	6,890
Street Naming & Numbering Total	79,840	88,850	92,860	97,040	101,400
Grand Total	1,630,860	1,812,630	1,935,300	2,099,720	2,222,310

Environment & Planning

Appendix 2c - Header	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Back office	217,700	267,240	278,120	295,970	307,800
CIL	26,910	(2,930)	(3,050)	(3,180)	(3,320)
Development Control	264,570	327,300	401,980	478,810	558,940
Emergency Planning	99,190	105,130	108,230	111,470	114,840
Flood Defence	139,940	137,900	164,160	139,270	140,000
Local Land Charges	29,290	54,280	27,720	83,810	87,390
Planning Policy	423,990	434,800	450,500	466,730	483,660
Pollution Monitoring	349,430	400,060	414,780	429,800	431,600
Street Naming & Numbering	79,840	88,850	92,860	97,040	101,400
Grand Total	1,630,860	1,812,630	1,935,300	2,099,720	2,222,310

Health, Wellbeing and Public Protection

Appendix d - Detail

	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Care & Repair					
Agency & Benefit Payments	13,000	0	0	0	0
Depreciation and Impairment, Unsupported Borrowing (I&E)	12,180	14,950	14,950	14,950	14,950
Employees	664,680	655,930	684,130	713,550	744,230
Supplies & Services	140,460	334,630	334,630	334,630	334,630
Transport	38,840	40,380	40,690	41,010	41,010
Total Expenditure	869,160	1,045,890	1,074,400	1,104,140	1,134,820
Grants & Contributions	(1,934,790)	(1,938,310)	(1,936,470)	(1,934,550)	(1,936,550)
Total Income	(1,934,790)	(1,938,310)	(1,936,470)	(1,934,550)	(1,936,550)
Central Support Services	480	480	480	480	480
Movement in Reserves	(31,050)	(31,050)	(31,050)	(31,050)	(31,050)
Recharge to Services	(330,250)	(487,890)	(487,800)	(487,710)	(487,710)
Care & Repair Total	(1,426,450)	(1,410,880)	(1,380,440)	(1,348,690)	(1,320,010)
Careline					
Agency & Benefit Payments	78,210	0	0	0	0
Depreciation and Impairment, Unsupported Borrowing (I&E)	46,150	45,420	50,890	56,180	60,790
Employees	320,220	455,740	475,340	495,780	517,100
Premises	20,000	0	0	0	0
Supplies & Services	151,550	149,440	149,440	149,440	149,440
Transport	8,220	9,020	9,150	9,290	9,290
Total Expenditure	624,350	659,620	684,820	710,690	736,620
Customer & Client Receipts	(818,020)	(738,020)	(738,020)	(738,020)	(738,020)
Grants & Contributions	(107,930)	(56,970)	(61,500)	(64,140)	(64,140)
Total Income	(925,950)	(794,990)	(799,520)	(802,160)	(802,160)
Movement in Reserves	80,000	0	0	0	0
Recharge to Services	(18,540)	(19,450)	(19,420)	(19,380)	(19,380)
Careline Total	(240,140)	(154,820)	(134,120)	(110,850)	(84,920)
Comm Safety & Nuisance					
Employees	654,930	713,450	744,130	776,130	809,500
Supplies & Services	29,770	23,170	23,170	23,170	23,170
Transport	23,410	21,780	21,780	21,780	21,780
Total Expenditure	708,110	758,400	789,080	821,080	854,450
Customer & Client Receipts	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Grants & Contributions	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Total Income	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)
Central Support Services	19,760	20,490	20,490	20,490	20,490
Movement in Reserves	10,000	0	10,000	10,000	10,000
Recharge to Services	75,060	80,250	81,360	82,350	83,330
Comm Safety & Nuisance Total	777,930	824,140	865,930	898,920	933,270
Community Transport					
Supplies & Services	115,890	115,890	115,890	115,890	115,890
Total Expenditure	115,890	115,890	115,890	115,890	115,890
Community Transport Total	115,890	115,890	115,890	115,890	115,890
Corporate Health & Safety					
Supplies & Services	5,320	8,320	8,320	8,320	8,320
Total Expenditure	5,320	8,320	8,320	8,320	8,320
Recharge to Services	(3,390)	(3,390)	(3,390)	(3,390)	(3,390)
Corporate Health & Safety Total	1,930	4,930	4,930	4,930	4,930
Financial Assistance					
Supplies & Services	333,480	307,500	310,450	312,050	310,080
Total Expenditure	333,480	307,500	310,450	312,050	310,080
Customer & Client Receipts	(48,570)	(48,570)	(48,570)	(48,570)	(48,570)
Total Income	(48,570)	(48,570)	(48,570)	(48,570)	(48,570)
Movement in Reserves	0	7,000	7,000	7,000	7,000
Financial Assistance Total	284,910	265,930	268,880	270,480	268,510

**Appendix d - Detail
Food Hygiene**

	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Food Hygiene					
Employees	530,420	663,070	691,590	721,330	752,350
Supplies & Services	21,080	21,080	21,080	21,080	21,080
Transport	18,860	21,340	21,340	21,340	21,340
Total Expenditure	570,360	705,490	734,010	763,750	794,770
Customer & Client Receipts	(54,800)	(57,550)	(57,550)	(25,050)	(25,050)
Total Income	(54,800)	(57,550)	(57,550)	(25,050)	(25,050)
Central Support Services	13,570	14,070	14,070	14,070	14,070
Recharge to Services	6,550	4,110	4,120	4,140	4,150
Food Hygiene Total	535,680	666,120	694,650	756,910	787,940
Housing Standards					
Employees	336,980	491,850	513,010	535,070	558,080
Supplies & Services	14,050	14,050	14,050	14,050	14,050
Transport	12,390	12,390	12,390	12,390	12,390
Total Expenditure	363,420	518,290	539,450	561,510	584,520
Customer & Client Receipts	(21,460)	(21,460)	(21,460)	(21,460)	(21,460)
Total Income	(21,460)	(21,460)	(21,460)	(21,460)	(21,460)
Central Support Services	12,800	13,200	13,200	13,200	13,200
Recharge to Services	(3,480)	(3,480)	(3,480)	(3,480)	(3,480)
Housing Standards Total	351,280	506,550	527,710	549,770	572,780
Grand Total	401,030	817,860	963,430	1,137,360	1,278,390

Health, Wellbeing and Public Protection

Appendix 2d - Header	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Care & Repair	(1,426,450)	(1,410,880)	(1,380,440)	(1,348,690)	(1,320,010)
Careline	(240,140)	(154,820)	(134,120)	(110,850)	(84,920)
Comm Safety & Nuisance	777,930	824,140	865,930	898,920	933,270
Community Transport	115,890	115,890	115,890	115,890	115,890
Corporate Health & Safety	1,930	4,930	4,930	4,930	4,930
Financial Assistance	284,910	265,930	268,880	270,480	268,510
Food Hygiene	535,680	666,120	694,650	756,910	787,940
Housing Standards	351,280	506,550	527,710	549,770	572,780
Grand Total	401,030	817,860	963,430	1,137,360	1,278,390

Legal Services

Appendix 2e - detail

	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Legal Services					
Agency & Benefit Payments	232,000	232,000	0	0	0
Employees	117,380	316,330	329,930	344,120	358,920
Supplies & Services	95,670	170,250	170,250	170,250	170,250
Total Expenditure	445,050	718,580	500,180	514,370	529,170
Customer & Client Receipts	(26,650)	(26,380)	(26,380)	(26,380)	(26,380)
Total Income	(26,650)	(26,380)	(26,380)	(26,380)	(26,380)
Central Support Services	25,310	26,150	26,150	26,150	26,150
Recharge to Services	0	360	360	360	360
Legal Services Total	443,710	718,710	500,310	514,500	529,300
Licenses					
Employees	217,940	177,860	185,510	193,490	201,810
Supplies & Services	12,210	12,210	12,210	12,210	12,210
Transport	6,620	7,860	7,860	7,860	7,860
Total Expenditure	236,770	197,930	205,580	213,560	221,880
Customer & Client Receipts	(209,560)	(249,360)	(249,360)	(249,360)	(249,360)
Total Income	(209,560)	(249,360)	(249,360)	(249,360)	(249,360)
Central Support Services	14,560	1,020	1,020	1,020	1,020
Recharge to Services	960	0	0	0	0
Licenses Total	42,730	(50,410)	(42,760)	(34,780)	(26,460)
Grand Total	486,440	668,300	457,550	479,720	502,840

Legal Services

Appendix 2e - Header	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Legal Services	443,710	718,710	500,310	514,500	529,300
Licenses	42,730	(50,410)	(42,760)	(34,780)	(26,460)
Grand Total	486,440	668,300	457,550	479,720	502,840

Leisure & Community Facilities

Appendix 2f - Detail

Original Budget 2022-23 Projection 2023-24 Projection 2024-25 Projection 2025-26 Projection 2026-27

Community Centres

Premises	46900	84830	86630	87670	88730
Supplies & Services	3920	3920	3920	3920	3920
Total Expenditure	50820	88750	90550	91590	92650
Customer & Client Receipts	-120200	-124350	-126320	-128340	-130410
Total Income	-120200	-124350	-126320	-128340	-130410
Central Support Services	9560	9560	9560	9560	9560
Recharge to Services	25010	28140	29220	30100	30950
Community Centres Total	-34810	2100	3010	2910	2750

KLAC

Premises	74280	109630	112110	113560	115030
Supplies & Services	122150	120650	69470	69470	69470
Transport	160	160	160	160	160
Total Expenditure	196590	230440	181740	183190	184660
Customer & Client Receipts	-74610	-69320	-69320	-69320	-69320
Total Income	-74610	-69320	-69320	-69320	-69320
Recharge to Services	27050	30250	31160	32120	32900
KLAC Total	149030	191370	143580	145990	148240

Leisure

Depreciation and Impairment, Unsupported Borrowing (I&E)	117540	134930	135260	132790	130410
Premises	609520	1132960	1165930	1183330	1200990
Total Expenditure	727060	1267890	1301190	1316120	1331400
Customer & Client Receipts	-59690	-59690	-59690	-59690	-59690
Grants & Contributions	-35360	-35360	-35360	-35360	-35360
Total Income	-95050	-95050	-95050	-95050	-95050
Movement in Reserves	78990	1230	78990	78990	78990
Recharge to Services	542570	592660	616580	641500	666300
Leisure Total	1253570	1766730	1901710	1941560	1981640

Management Fees

Supplies & Services	-450000	121420	21420	21420	21420
Total Expenditure	-450000	121420	21420	21420	21420
Grants & Contributions	-345000	-412000	-412000	-412000	-412000
Total Income	-345000	-412000	-412000	-412000	-412000
Central Support Services	590	590	590	590	590
Recharge to Services	97420	99890	104720	109790	111960
Management Fees Total	-696990	-190100	-285270	-280200	-278030

Pavillions & Grounds

Premises	20790	59060	60670	61640	62630
Total Expenditure	20790	59060	60670	61640	62630
Customer & Client Receipts	-38400	-64190	-65680	-67200	-68760
Total Income	-38400	-64190	-65680	-67200	-68760
Recharge to Services	12160	12810	13220	13690	14120
Pavillions & Grounds Total	-5450	7680	8210	8130	7990

Town Hall, Stories of Lynn and Custom House

Premises	168600	191230	195410	197990	200620
Supplies & Services	119760	76060	73060	73060	73060
Total Expenditure	288360	267290	268470	271050	273680
Customer & Client Receipts	-122920	-134150	-134770	-135360	-135360
Total Income	-122920	-134150	-134770	-135360	-135360
Movement in Reserves	5000	5000	5000	5000	5000
Recharge to Services	239610	280890	291510	302500	313260
Town Hall, Stories of Lynn and Custom House Total	410050	419030	430210	443190	456580

Grand Total

Grand Total	1,075,400.00	2,196,810.00	2,201,450.00	2,261,580.00	2,319,170.00
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Leisure & Community

Appendix 2f - Header	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Community Centres	(34,810)	2,100	3,010	2,910	2,750
KLAC	149,030	191,370	143,580	145,990	148,240
Leisure	1,253,570	1,766,730	1,901,710	1,941,560	1,981,640
Management Fees	(696,990)	(190,100)	(285,270)	(280,200)	(278,030)
Pavillions & Grounds	(5,450)	7,680	8,210	8,130	7,990
Town Hall, Stories of Lynn and Custom House	410,050	419,030	430,210	443,190	456,580
Grand Total	1,075,400	2,196,810	2,201,450	2,261,580	2,319,170

Operations & Commercial

Appendix 2g - Detail

Original Budget 2022-23 Projection 2023-24 Projection 2024-25 Projection 2025-26 Projection 2026-27

Allotments

Premises	7,500	6,500	6,520	6,540	6,540
Supplies & Services	1,400	1,400	1,400	1,400	1,400
Total Expenditure	8,900	7,900	7,920	7,940	7,940
Customer & Client Receipts	(27,230)	(28,730)	(28,770)	(28,990)	(29,210)
Total Income	(27,230)	(28,730)	(28,770)	(28,990)	(29,210)
Central Support Services	230	230	230	230	230
Recharge to Services	12,750	13,570	13,570	13,570	13,570
Allotments Total	(5,350)	(7,030)	(7,050)	(7,250)	(7,470)

Carparking King's Lynn & West Norfolk

Depreciation and Impairment, Unsupported Borrowing (I&E)	3,230	5,340	5,340	5,340	5,340
Employees	413,430	597,720	622,550	648,430	675,410
Premises	1,012,950	1,181,080	1,201,650	1,218,700	1,236,090
Supplies & Services	267,740	302,940	304,290	304,290	304,290
Transport	4,070	4,180	4,300	4,300	4,300
Total Expenditure	1,701,420	2,091,260	2,138,130	2,181,060	2,225,430
Customer & Client Receipts	(5,047,860)	(4,628,270)	(5,070,490)	(5,070,810)	(5,551,740)
Total Income	(5,047,860)	(4,628,270)	(5,070,490)	(5,070,810)	(5,551,740)
Central Support Services	9,070	9,410	9,410	9,410	9,410
Movement in Reserves	119,070	0	119,070	119,070	119,070
Recharge to Services	375,150	397,910	402,020	405,600	409,110
Carparking King's Lynn & West Norfolk Total	(2,843,150)	(2,129,690)	(2,401,860)	(2,355,670)	(2,788,720)

Carparking Shared Services

Agency & Benefit Payments	866,000	866,000	866,000	866,000	866,000
Depreciation and Impairment, Unsupported Borrowing (I&E)	2,790	0	0	0	0
Employees	521,720	488,390	508,710	529,890	551,970
Premises	3,000	3,000	3,000	3,000	3,000
Supplies & Services	41,590	71,590	82,090	82,090	82,090
Transport	34,670	51,750	52,950	54,120	54,120
Total Expenditure	1,469,770	1,480,730	1,512,750	1,535,100	1,557,180
Customer & Client Receipts	(1,718,050)	(1,718,740)	(1,758,740)	(1,758,740)	(1,758,740)
Total Income	(1,718,050)	(1,718,740)	(1,758,740)	(1,758,740)	(1,758,740)
Recharge to Services	6,050	6,320	6,510	6,710	6,710
Carparking Shared Services Total	(242,230)	(231,690)	(239,480)	(216,930)	(194,850)

CCTV

Depreciation and Impairment, Unsupported Borrowing (I&E)	76,880	64,720	55,290	30,870	31,170
Employees	407,630	477,380	497,910	519,330	541,660
Premises	118,410	123,830	124,040	124,160	124,270
Supplies & Services	127,130	128,130	128,130	128,130	128,130
Transport	6,000	6,080	6,160	6,220	6,220
Total Expenditure	736,050	800,140	811,530	808,710	831,450
Customer & Client Receipts	(310,550)	(351,850)	(357,800)	(363,500)	(369,500)
Total Income	(310,550)	(351,850)	(357,800)	(363,500)	(369,500)
Central Support Services	15,260	15,830	15,830	15,830	15,830
Movement in Reserves	35,520	0	35,520	35,520	35,520
Recharge to Services	(561,960)	(665,660)	(676,950)	(685,170)	(693,290)
CCTV Total	(85,680)	(201,540)	(171,870)	(188,610)	(179,990)

Operations & Commercial

Appendix 2g - Detail

Original Budget 2022-23 Projection 2023-24 Projection 2024-25 Projection 2025-26 Projection 2026-27

Cleansing & Street Sweeping

Agency & Benefit Payments	28,880	34,880	34,880	34,880	34,880
Depreciation and Impairment, Unsupported Borrowing (I&E)	147,910	192,900	221,130	196,000	200,180
Employees	1,454,890	1,766,970	1,839,970	1,916,040	1,995,310
Premises	40,350	45,580	45,730	45,810	45,890
Supplies & Services	78,000	78,000	78,000	78,000	78,000
Transport	196,130	193,840	196,830	199,800	199,800
Total Expenditure	1,946,160	2,312,170	2,416,540	2,470,530	2,554,060
Customer & Client Receipts	(131,040)	(195,550)	(196,770)	(201,050)	(204,490)
Total Income	(131,040)	(195,550)	(196,770)	(201,050)	(204,490)
Central Support Services	32,190	32,700	32,700	32,700	32,700
Movement in Reserves	5,000	0	5,000	5,000	5,000
Recharge to Services	(408,600)	(423,690)	(422,770)	(421,830)	(421,830)
Cleansing & Street Sweeping Total	1,443,710	1,725,630	1,834,700	1,885,350	1,965,440

Crem & Cemeteries

Depreciation and Impairment, Unsupported Borrowing (I&E)	185,390	98,680	100,320	2,280	2,280
Employees	313,400	367,080	382,630	398,850	415,760
Premises	330,060	504,060	514,480	520,830	527,270
Supplies & Services	61,900	108,550	108,550	108,550	108,550
Transport	4,760	4,790	4,820	4,820	4,820
Total Expenditure	895,510	1,083,160	1,110,800	1,035,330	1,058,680
Customer & Client Receipts	(2,077,090)	(2,296,950)	(2,394,830)	(2,420,660)	(2,445,470)
Total Income	(2,077,090)	(2,296,950)	(2,394,830)	(2,420,660)	(2,445,470)
Central Support Services	19,280	19,280	19,280	19,280	19,280
Movement in Reserves	4,000	0	4,000	4,000	4,000
Recharge to Services	283,920	311,790	312,690	313,570	314,210
Crem & Cemeteries Total	(874,380)	(882,720)	(948,060)	(1,048,480)	(1,049,300)

Depots

Premises	82,020	161,370	164,620	166,930	169,280
Supplies & Services	980	980	980	980	980
Transport	0	4,500	4,500	4,500	4,500
Total Expenditure	83,000	166,850	170,100	172,410	174,760
Customer & Client Receipts	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)
Total Income	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)
Recharge to Services	(21,760)	(15,460)	(15,180)	(14,930)	(14,720)
Depots Total	47,240	137,390	140,920	143,480	146,040

Development Control

Employees	0	44,140	46,040	48,020	50,080
Total Expenditure	0	44,140	46,040	48,020	50,080
Development Control Total	0	44,140	46,040	48,020	50,080

Events

Premises	1,990	2,000	2,010	2,020	2,020
Supplies & Services	47,080	47,080	47,080	47,080	47,080
Transport	750	750	790	790	790
Total Expenditure	49,820	49,830	49,880	49,890	49,890
Customer & Client Receipts	(31,110)	(31,110)	(31,110)	(31,110)	(31,110)
Total Income	(31,110)	(31,110)	(31,110)	(31,110)	(31,110)
Recharge to Services	200	0	0	0	0
Events Total	18,910	18,720	18,770	18,780	18,780

Operations & Commercial

Appendix 2g - Detail

Original Budget 2022-23 Projection 2023-24 Projection 2024-25 Projection 2025-26 Projection 2026-27

General Markets

Premises	130	130	130	130	130
Supplies & Services	410	410	410	410	410
Transport	360	360	360	360	360
Total Expenditure	900	900	900	900	900
Customer & Client Receipts	(24,090)	(11,890)	(11,890)	(11,890)	(11,890)
Total Income	(24,090)	(11,890)	(11,890)	(11,890)	(11,890)
Recharge to Services	4,990	4,990	4,990	4,990	4,990
General Markets Total	(18,200)	(6,000)	(6,000)	(6,000)	(6,000)

Parks, Sport Grounds & Open Spaces

Depreciation and Impairment, Unsupported Borrowing (I&E)	119,120	109,100	116,980	124,580	126,170
Employees	1,295,690	1,359,680	1,414,870	1,472,350	1,532,250
Premises	109,940	188,450	192,820	193,380	193,930
Supplies & Services	161,710	169,310	171,810	171,810	171,810
Transport	133,750	160,350	162,090	163,260	164,460
Total Expenditure	1,820,210	1,986,890	2,058,570	2,125,380	2,188,620
Customer & Client Receipts	(591,140)	(680,060)	(697,590)	(714,900)	(732,650)
Total Income	(591,140)	(680,060)	(697,590)	(714,900)	(732,650)
Central Support Services	34,630	35,140	35,140	35,140	35,140
Movement in Reserves	15,000	0	15,000	15,000	15,000
Recharge to Services	(282,020)	(276,230)	(271,840)	(270,190)	(269,380)
Parks, Sport Grounds & Open Spaces Total	996,680	1,065,740	1,139,280	1,190,430	1,236,730

Play Areas

Employees	14,350	16,610	17,320	18,060	18,840
Premises	39,670	43,800	43,970	44,060	44,150
Supplies & Services	19,140	19,140	19,140	19,140	19,140
Total Expenditure	73,160	79,550	80,430	81,260	82,130
Customer & Client Receipts	(58,900)	(64,410)	(66,020)	(67,670)	(69,360)
Total Income	(58,900)	(64,410)	(66,020)	(67,670)	(69,360)
Recharge to Services	(4,680)	(4,680)	(4,680)	(4,680)	(4,680)
Play Areas Total	9,580	10,460	9,730	8,910	8,090

Pontoons

Premises	5,640	17,140	17,490	17,790	18,100
Supplies & Services	14,950	14,950	14,950	14,950	14,950
Total Expenditure	20,590	32,090	32,440	32,740	33,050
Customer & Client Receipts	(6,950)	(6,950)	(6,950)	(6,950)	(6,950)
Total Income	(6,950)	(6,950)	(6,950)	(6,950)	(6,950)
Recharge to Services	1,900	2,070	2,100	2,130	2,150
Pontoons Total	15,540	27,210	27,590	27,920	28,250

Public Conveniences

Premises	99,370	235,420	241,580	244,660	247,750
Supplies & Services	1,340	0	0	0	0
Total Expenditure	100,710	235,420	241,580	244,660	247,750
Customer & Client Receipts	(32,430)	(36,890)	(37,710)	(38,550)	(39,410)
Total Income	(32,430)	(36,890)	(37,710)	(38,550)	(39,410)
Recharge to Services	237,530	253,640	253,700	253,760	253,760
Public Conveniences Total	305,810	452,170	457,570	459,870	462,100

Operations & Commercial

Appendix 2g - Detail

Original Budget 2022-23 Projection 2023-24 Projection 2024-25 Projection 2025-26 Projection 2026-27

Refuse & Recycling

Agency & Benefit Payments	5,677,200	6,029,800	6,200,010	6,325,300	6,504,360
Depreciation and Impairment, Unsupported Borrowing (I&E)	955,720	809,610	820,800	821,100	831,670
Employees	285,220	350,390	364,470	379,160	394,480
Premises	14,250	14,250	14,250	14,250	14,250
Supplies & Services	285,120	392,010	402,750	413,920	418,320
Transport	8,560	8,710	8,880	8,900	8,900
Total Expenditure	7,226,070	7,604,770	7,811,160	7,962,630	8,171,980
Customer & Client Receipts	(2,982,870)	(2,992,440)	(3,080,610)	(3,171,430)	(3,255,950)
Grants & Contributions	(1,970,410)	(1,966,880)	(2,025,490)	(2,085,870)	(2,148,030)
Total Income	(4,953,280)	(4,959,320)	(5,106,100)	(5,257,300)	(5,403,980)
Central Support Services	65,620	66,490	66,490	66,490	66,490
Movement in Reserves	0	50,000	50,000	50,000	50,000
Recharge to Services	(69,350)	(74,300)	(76,660)	(79,070)	(81,640)
Refuse & Recycling Total	2,269,060	2,687,640	2,744,890	2,742,750	2,802,850

Resort

Depreciation and Impairment, Unsupported Borrowing (I&E)	2,790	0	0	0	0
Employees	211,570	279,900	290,330	301,160	312,410
Premises	98,290	139,870	141,990	143,200	144,450
Supplies & Services	51,000	73,500	73,500	73,500	73,500
Transport	6,970	10,120	10,330	10,540	10,540
Total Expenditure	370,620	503,390	516,150	528,400	540,900
Customer & Client Receipts	(509,670)	(520,250)	(522,880)	(525,570)	(528,320)
Total Income	(509,670)	(520,250)	(522,880)	(525,570)	(528,320)
Recharge to Services	197,170	198,980	199,440	199,870	200,280
Resort Total	58,120	182,120	192,710	202,700	212,860

Resort Investment Properties

Customer & Client Receipts	(6,520)	(6,650)	(6,650)	(6,650)	(6,650)
Total Income	(6,520)	(6,650)	(6,650)	(6,650)	(6,650)
Resort Investment Properties Total	(6,520)	(6,650)	(6,650)	(6,650)	(6,650)

Section 106

Premises	20,210	20,210	20,210	20,210	20,210
Total Expenditure	20,210	20,210	20,210	20,210	20,210
Customer & Client Receipts	(68,650)	(68,650)	(68,650)	(68,650)	(68,650)
Total Income	(68,650)	(68,650)	(68,650)	(68,650)	(68,650)
Recharge to Services	48,440	48,440	48,440	48,440	48,440
Section 106 Total	0	0	0	0	0

Town Centre Operations

Employees	55,700	52,760	55,030	57,400	59,870
Supplies & Services	30,130	30,130	30,130	30,130	30,130
Transport	2,770	2,770	2,770	2,770	2,770
Total Expenditure	88,600	85,660	87,930	90,300	92,770
Customer & Client Receipts	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Total Income	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Central Support Services	1,810	1,870	1,870	1,870	1,870
Recharge to Services	4,900	4,580	4,580	4,580	4,580
Town Centre Operations Total	85,310	82,110	84,380	86,750	89,220

Grand Total

Grand Total	1,174,450	2,968,010	2,915,610	2,985,370	2,787,460
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Operations & Commercial

Appendix 2g - Header	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Allotments	(5,350)	(7,030)	(7,050)	(7,250)	(7,470)
Carparking King's Lynn & West Norfolk	(2,843,150)	(2,129,690)	(2,401,860)	(2,355,670)	(2,788,720)
Carparking Shared Services	(242,230)	(231,690)	(239,480)	(216,930)	(194,850)
CCTV	(85,680)	(201,540)	(171,870)	(188,610)	(179,990)
Cleansing & Street Sweeping	1,443,710	1,725,630	1,834,700	1,885,350	1,965,440
Crem & Cemeteries	(874,380)	(882,720)	(948,060)	(1,048,480)	(1,049,300)
Depots	47,240	137,390	140,920	143,480	146,040
Development Control	0	44,140	46,040	48,020	50,080
Events	18,910	18,720	18,770	18,780	18,780
General Markets	(18,200)	(6,000)	(6,000)	(6,000)	(6,000)
Parks,Sport Grounds & Open Spaces	996,680	1,065,740	1,139,280	1,190,430	1,236,730
Play Areas	9,580	10,460	9,730	8,910	8,090
Pontoons	15,540	27,210	27,590	27,920	28,250
Public Conveniences	305,810	452,170	457,570	459,870	462,100
Refuse & Recycling	2,269,060	2,687,640	2,744,890	2,742,750	2,802,850
Resort	58,120	182,120	192,710	202,700	212,860
Resort Investment Properties	(6,520)	(6,650)	(6,650)	(6,650)	(6,650)
Town Centre Operations	85,310	82,110	84,380	86,750	89,220
Grand Total	1,174,450	2,968,010	2,915,610	2,985,370	2,787,460

Programme & Project Delivery

Appendix 2h - Detail

	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Corporate Projects					
Employees	380,740	474,590	494,990	516,270	538,460
Premises	150	0	0	0	0
Supplies & Services	11,290	15,300	15,310	15,330	15,330
Transport	3,810	3,810	3,810	3,810	3,810
Total Expenditure	395,990	493,700	514,110	535,410	557,600
Interest	(44,160)	(44,160)	(44,160)	(44,160)	(44,160)
Total Income	(44,160)	(44,160)	(44,160)	(44,160)	(44,160)
Central Support Services	4,450	5,920	5,920	5,920	5,920
Recharge to Services	1,160	(163,830)	(168,920)	(176,290)	(183,990)
Corporate Projects Total	357,440	291,630	306,950	320,880	335,370
Housing Subsidiaries					
Premises	0	8,770	9,030	9,170	9,310
Total Expenditure	0	8,770	9,030	9,170	9,310
Customer & Client Receipts	(3,650)	(3,650)	(3,650)	(3,650)	(3,650)
Grants & Contributions	(123,200)	(669,700)	(827,400)	(1,000,800)	(1,086,100)
Total Income	(126,850)	(673,350)	(831,050)	(1,004,450)	(1,089,750)
Movement in Reserves	3,650	3,650	3,650	3,650	3,650
Recharge to Services	290	(79,060)	(82,260)	(85,420)	(89,000)
Housing Subsidiaries Total	(122,910)	(739,990)	(900,630)	(1,077,050)	(1,165,790)
Grand Total	234,530	(448,360)	(593,680)	(756,170)	(830,420)

Programme & Delivery

Appendix 2h - Header	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Corporate Projects	357,440	291,630	306,950	320,880	335,370
Housing Subsidiaries	(122,910)	(739,990)	(900,630)	(1,077,050)	(1,165,790)
Grand Total	234,530	(448,360)	(593,680)	(756,170)	(830,420)

Property & Projects

Appendix 2i - Detail

	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
General Properties					
Premises	88,550	107,400	108,450	109,200	109,950
Supplies & Services	11,880	47,590	47,590	47,590	47,590
Total Expenditure	100,430	154,990	156,040	156,790	157,540
Customer & Client Receipts	(332,300)	(340,680)	(343,710)	(343,710)	(343,710)
Total Income	(332,300)	(340,680)	(343,710)	(343,710)	(343,710)
Movement in Reserves	(10,600)	(9,370)	(9,410)	(9,430)	(9,450)
Recharge to Services	21,630	22,280	22,740	23,230	23,230
General Properties Total	(220,840)	(172,780)	(174,340)	(173,120)	(172,390)
General Properties Investments					
Depreciation and Impairment, Unsupported Borrowing (I&E)	13,630	1,950	1,870	280	280
Premises	1,000	1,000	1,000	1,000	1,000
Total Expenditure	14,630	2,950	2,870	1,280	1,280
Customer & Client Receipts	(4,800)	(4,800)	(4,800)	(4,800)	(4,800)
Total Income	(4,800)	(4,800)	(4,800)	(4,800)	(4,800)
General Properties Investments Total	9,830	(1,850)	(1,930)	(3,520)	(3,520)
Industrial Units					
Employees	20,230	22,980	23,970	25,000	26,080
Premises	217,760	262,300	269,610	271,560	273,420
Supplies & Services	3,420	3,430	3,430	3,430	3,430
Total Expenditure	241,410	288,710	297,010	299,990	302,930
Customer & Client Receipts	(1,533,320)	(1,601,670)	(1,601,670)	(1,601,670)	(1,601,670)
Total Income	(1,533,320)	(1,601,670)	(1,601,670)	(1,601,670)	(1,601,670)
Movement in Reserves	4,200	4,200	4,200	4,200	4,200
Recharge to Services	(38,740)	(49,100)	(49,830)	(47,840)	(46,550)
Industrial Units Total	(1,326,450)	(1,357,860)	(1,350,290)	(1,345,320)	(1,341,090)
KLIC					
Agency & Benefit Payments	84,760	0	0	0	0
Employees	27,330	29,030	30,280	31,580	32,940
Premises	85,120	201,400	205,120	207,400	209,730
Supplies & Services	58,310	65,390	65,390	65,390	65,390
Total Expenditure	255,520	295,820	300,790	304,370	308,060
Customer & Client Receipts	(415,370)	(359,560)	(359,560)	(359,560)	(359,560)
Grants & Contributions	0	(5,040)	(5,040)	(5,040)	(5,040)
Total Income	(415,370)	(364,600)	(364,600)	(364,600)	(364,600)
Movement in Reserves	33,900	0	0	0	0
Recharge to Services	5,970	7,090	7,230	7,370	7,430
KLIC Total	(119,980)	(61,690)	(56,580)	(52,860)	(49,110)
Offices					
Employees	182,720	206,400	215,270	224,520	234,170
Premises	483,460	616,520	627,750	634,570	641,500
Supplies & Services	23,590	26,590	26,590	26,590	26,590
Transport	2,170	2,200	2,230	2,260	2,260
Total Expenditure	691,940	851,710	871,840	887,940	904,520
Customer & Client Receipts	(570,140)	(585,370)	(585,370)	(585,370)	(585,370)
Total Income	(570,140)	(585,370)	(585,370)	(585,370)	(585,370)
Central Support Services	153,350	158,930	158,930	158,930	158,930
Movement in Reserves	14,380	0	31,120	31,120	31,120
Recharge to Services	(626,290)	(649,580)	(648,780)	(647,970)	(647,510)
Offices Total	(336,760)	(224,310)	(172,260)	(155,350)	(138,310)

Appendix 2i - Detail

Original Budget 2022-23 Projection 2023-24 Projection 2024-25 Projection 2025-26 Projection 2026-27

Property Services

Employees	672,930	682,260	711,600	742,200	774,110
Premises	0	6,210	6,330	6,460	6,590
Supplies & Services	20,750	22,560	22,560	22,560	22,560
Transport	15,700	12,370	12,370	12,370	12,370
Total Expenditure	709,380	723,400	752,860	783,590	815,630
Customer & Client Receipts	(27,330)	(13,000)	(13,000)	(13,000)	(13,000)
Total Income	(27,330)	(13,000)	(13,000)	(13,000)	(13,000)
Central Support Services	20,850	21,620	21,620	21,620	21,620
Recharge to Services	1,680	11,870	11,890	11,910	11,910
Property Services Total	704,580	743,890	773,370	804,120	836,160

Shops And Offices

Premises	7,380	10,800	11,060	11,190	11,320
Total Expenditure	7,380	10,800	11,060	11,190	11,320
Customer & Client Receipts	(413,670)	(337,570)	(337,570)	(337,570)	(337,570)
Total Income	(413,670)	(337,570)	(337,570)	(337,570)	(337,570)
Recharge to Services	89,010	96,750	98,370	99,860	101,180
Shops And Offices Total	(317,280)	(230,020)	(228,140)	(226,520)	(225,070)

Street Lighting

Depreciation and Impairment, Unsupported Borrowing (I&E)	65,090	65,090	65,090	65,090	65,090
Premises	82,970	191,110	196,420	199,250	202,120
Supplies & Services	11,200	11,200	11,200	11,200	11,200
Total Expenditure	159,260	267,400	272,710	275,540	278,410
Movement in Reserves	6,000	6,000	6,000	6,000	6,000
Street Lighting Total	165,260	273,400	278,710	281,540	284,410

Grand Total

Grand Total	(1,441,640)	(1,031,220)	(931,460)	(871,030)	(808,920)
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Regeneration, Housing & Place

Appendix 2j - Header	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Conservation & Heritage	31,340	36,140	36,300	36,380	36,470
Economic Regeneration	288,340	247,090	254,430	262,090	270,080
Guildhall & Arts	26,620	99,800	99,800	99,800	99,800
Housing Strategy	158,850	234,590	244,360	254,550	265,180
King's Lynn & Downham Market Tics	(90)	(90)	(90)	(90)	(90)
Museums	31,390	31,430	31,450	31,470	31,470
Regeneration Projects	118,080	75,940	78,530	81,220	84,030
Tourism	213,060	187,830	191,060	194,420	197,930
Grand Total	867,590	912,730	935,840	959,840	984,870

Regeneration, Housing & Place

Appendix 2j - Detail

	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Conservation & Heritage					
Premises	14,650	19,450	19,610	19,690	19,780
Total Expenditure	14,650	19,450	19,610	19,690	19,780
Movement in Reserves	7,080	7,080	7,080	7,080	7,080
Recharge to Services	9,610	9,610	9,610	9,610	9,610
Conservation & Heritage Total	31,340	36,140	36,300	36,380	36,470
Economic Regeneration					
Employees	210,880	170,710	178,050	185,710	193,700
Supplies & Services	68,900	68,900	68,900	68,900	68,900
Transport	3,800	3,800	3,800	3,800	3,800
Total Expenditure	283,580	243,410	250,750	258,410	266,400
Central Support Services	3,410	3,530	3,530	3,530	3,530
Recharge to Services	1,350	150	150	150	150
Economic Regeneration Total	288,340	247,090	254,430	262,090	270,080
Guildhall & Arts					
Premises	180	0	0	0	0
Supplies & Services	26,440	99,800	99,800	99,800	99,800
Total Expenditure	26,620	99,800	99,800	99,800	99,800
Guildhall & Arts Total	26,620	99,800	99,800	99,800	99,800
Housing Strategy					
Employees	157,300	226,850	236,610	246,780	257,400
Transport	5,500	5,780	5,780	5,780	5,780
Total Expenditure	162,800	232,630	242,390	252,560	263,180
Grants & Contributions	(4,810)	0	0	0	0
Total Income	(4,810)	0	0	0	0
Recharge to Services	860	1,960	1,970	1,990	2,000
Housing Strategy Total	158,850	234,590	244,360	254,550	265,180
King's Lynn & Downham Market Tics					
Customer & Client Receipts	(100)	(100)	(100)	(100)	(100)
Total Income	(100)	(100)	(100)	(100)	(100)
Recharge to Services	10	10	10	10	10
King's Lynn & Downham Market Tics Total	(90)	(90)	(90)	(90)	(90)
Museums					
Supplies & Services	30,560	30,560	30,560	30,560	30,560
Total Expenditure	30,560	30,560	30,560	30,560	30,560
Recharge to Services	830	870	890	910	910
Museums Total	31,390	31,430	31,450	31,470	31,470

Appendix 2j - Detail

	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Regeneration Projects					
Employees	98,760	108,230	112,880	117,730	122,790
Premises	13,700	13,130	13,230	13,330	13,440
Supplies & Services	160	160	160	160	160
Transport	2,050	2,050	2,060	2,060	2,060
Total Expenditure	114,670	123,570	128,330	133,280	138,450
Central Support Services	3,410	(47,630)	(49,800)	(52,060)	(54,420)
Regeneration Projects Total	118,080	75,940	78,530	81,220	84,030
Tourism					
Employees	61,680	75,020	78,250	81,610	85,120
Premises	29,680	0	0	0	0
Supplies & Services	150,350	105,730	105,730	105,730	105,730
Transport	2,440	1,450	1,450	1,450	1,450
Total Expenditure	244,150	182,200	185,430	188,790	192,300
Customer & Client Receipts	(36,750)	(150)	(150)	(150)	(150)
Total Income	(36,750)	(150)	(150)	(150)	(150)
Central Support Services	3,400	3,520	3,520	3,520	3,520
Recharge to Services	2,260	2,260	2,260	2,260	2,260
Tourism Total	213,060	187,830	191,060	194,420	197,930
Grand Total	867,590	912,730	935,840	959,840	984,870

Regeneration, Housing & Place

Appendix 2c - Header	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Conservation & Heritage	31,340	36,140	36,300	36,380	36,470
Economic Regeneration	288,340	247,090	254,430	262,090	270,080
Guildhall & Arts	26,620	99,800	99,800	99,800	99,800
Housing Strategy	158,850	234,590	244,360	254,550	265,180
King's Lynn & Downham Market Tics	(90)	(90)	(90)	(90)	(90)
Museums	31,390	31,430	31,450	31,470	31,470
Regeneration Projects	118,080	75,940	78,530	81,220	84,030
Tourism	213,060	187,830	191,060	194,420	197,930
Grand Total	867,590	912,730	935,840	959,840	984,870

Resources (\$151 Officer)

Appendix 2k - Detail

Original Budget 2022-23 Projection 2023-24 Projection 2024-25 Projection 2025-26 Projection 2026-27

Corp Costs & Provs

Employees	2,072,500	1,561,540	2,018,050	2,016,020	2,231,520
Supplies & Services	343,810	384,450	385,120	385,830	385,830
Total Expenditure	2,416,310	1,945,990	2,403,170	2,401,850	2,617,350

Customer & Client Receipts	(21,840)	0	0	0	0
Total Income	(21,840)	0	0	0	0

Central Support Services	288,360	289,280	289,280	289,280	289,280
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Corp Costs & Provs Total	2,682,830	2,235,270	2,692,450	2,691,130	2,906,630
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Corp Initiatives

Central Support Services	45,000	45,000	45,000	45,000	45,000
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Corp Initiatives Total	45,000	45,000	45,000	45,000	45,000
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Corporate Insurance

Premises	420,270	408,220	455,870	519,280	525,790
Supplies & Services	4,500	4,500	4,500	4,500	4,500
Total Expenditure	424,770	412,720	460,370	523,780	530,290

Customer & Client Receipts	(93,060)	(103,740)	(112,260)	(121,710)	(99,810)
Total Income	(93,060)	(103,740)	(112,260)	(121,710)	(99,810)

Movement in Reserves	10,000	0	10,000	10,000	10,000
Recharge to Services	(219,120)	(234,020)	(241,010)	(248,260)	(248,260)

Corporate Insurance Total	122,590	74,960	117,100	163,810	192,220
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Corporate Mgt Team

Employees	1,425,150	1,505,840	1,570,210	1,637,350	1,707,370
Supplies & Services	3,130	3,150	3,150	3,150	3,150
Transport	31,130	33,210	34,470	34,470	34,470
Total Expenditure	1,459,410	1,542,200	1,607,830	1,674,970	1,744,990

Central Support Services	21,840	22,680	22,680	22,680	22,680
Recharge to Services	510	5,640	5,800	5,970	5,970

Corporate Mgt Team Total	1,481,760	1,570,520	1,636,310	1,703,620	1,773,640
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Financial Services

Employees	771,270	909,620	948,670	989,400	1,031,880
Supplies & Services	42,300	41,700	41,700	41,700	41,700
Transport	2,900	2,400	2,400	2,400	2,400
Total Expenditure	816,470	953,720	992,770	1,033,500	1,075,980

Central Support Services	42,270	43,220	43,220	43,220	43,220
Movement in Reserves	10,000	0	10,000	10,000	10,000
Recharge to Services	(82,550)	(85,050)	(85,050)	(85,050)	(85,050)

Financial Services Total	786,190	911,890	960,940	1,001,670	1,044,150
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Resources (\$151 Officer)

Appendix 2k - Detail

Housing Options

	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Agency & Benefit Payments	1,200	1,200	1,200	1,200	1,200
Employees	523,600	578,060	602,910	626,980	652,080
Supplies & Services	112,590	112,590	112,590	112,590	112,590
Transport	13,450	11,240	11,240	11,240	11,240
Total Expenditure	650,840	703,090	727,940	752,010	777,110
Customer & Client Receipts	(67,900)	(66,880)	(66,880)	(66,880)	(66,880)
Grants & Contributions	(110,700)	(112,450)	(112,450)	(112,450)	(112,450)
Total Income	(178,600)	(179,330)	(179,330)	(179,330)	(179,330)
Central Support Services	20,370	20,930	20,930	20,930	20,930
Movement in Reserves	(39,750)	(41,460)	(41,460)	(41,460)	(41,460)
Recharge to Services	7,600	7,600	7,600	7,600	7,600
Housing Options Total	460,460	510,830	535,680	559,750	584,850

ICT

Employees	857,960	947,850	988,610	1,031,120	1,075,450
Premises	1,000	4,140	4,230	4,330	4,430
Supplies & Services	221,840	252,520	255,280	255,280	255,280
Transport	2,570	2,570	2,570	2,570	2,570
Total Expenditure	1,083,370	1,207,080	1,250,690	1,293,300	1,337,730
Customer & Client Receipts	(42,000)	(42,000)	(42,000)	(42,000)	(42,000)
Total Income	(42,000)	(42,000)	(42,000)	(42,000)	(42,000)
Central Support Services	852,620	993,200	993,200	993,200	993,200
Movement in Reserves		(202,660)	(202,660)	(20,000)	0
Recharge to Services	(758,160)	(756,880)	(756,760)	(756,620)	(756,590)
ICT Total	1,135,830	1,198,740	1,242,470	1,467,880	1,532,340

Int Audit & Fraud

Agency & Benefit Payments	30,160	27,000	29,000	31,000	31,610
Employees	107,320	118,200	123,280	128,580	134,110
Supplies & Services	3,280	3,280	3,280	3,280	3,280
Transport	600	600	600	600	600
Total Expenditure	141,360	149,080	156,160	163,460	169,600
Central Support Services	13,550	14,050	14,050	14,050	14,050
Recharge to Services	(1,570)	(1,570)	(1,570)	(1,570)	(1,570)
Int Audit & Fraud Total	153,340	161,560	168,640	175,940	182,080

Revenues & Benefits

Agency & Benefit Payments	30,870,180	24,309,960	22,796,530	21,667,550	20,538,960
Employees	1,846,410	1,969,100	2,053,770	2,142,090	2,234,210
Supplies & Services	192,870	191,590	191,710	191,830	191,830
Transport	23,740	18,850	18,850	18,850	18,850
Total Expenditure	32,933,200	26,489,500	25,060,860	24,020,320	22,983,850
Customer & Client Receipts	(717,000)	(938,270)	(938,270)	(938,270)	(938,270)
Grants & Contributions	(31,295,690)	(23,821,250)	(22,605,130)	(21,476,460)	(20,405,430)
Total Income	(32,012,690)	(24,759,520)	(23,543,400)	(22,414,730)	(21,343,700)
Central Support Services	167,150	169,730	169,730	169,730	169,730
Recharge to Services	15,400	14,180	14,180	14,180	14,180
Revenues & Benefits Total	1,103,060	1,913,890	1,701,370	1,789,500	1,824,060

Resources (\$151 Officer)

Appendix 2k - Detail

Treasury Management

	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Supplies & Services	11,000	11,250	11,500	11,750	11,750
Total Expenditure	11,000	11,250	11,500	11,750	11,750
Treasury Management Total	11,000	11,250	11,500	11,750	11,750
Grand Total	7,982,060	8,633,910	9,111,460	9,610,050	10,096,720

Resources (S151)

Appendix 2k - Header	Original Budget 2022-23	Projection 2023-24	Projection 2024-25	Projection 2025-26	Projection 2026-27
Corp Costs & Provs	2,682,830	2,235,270	2,692,450	2,691,130	2,906,630
Corp Initiatives	45,000	45,000	45,000	45,000	45,000
Corporate Insurance	122,590	74,960	117,100	163,810	192,220
Corporate Mgt Team	1,481,760	1,570,520	1,636,310	1,703,620	1,773,640
Financial Services	786,190	911,890	960,940	1,001,670	1,044,150
Housing Options	460,460	510,830	535,680	559,750	584,850
ICT	1,135,830	1,198,740	1,242,470	1,467,880	1,532,340
Int Audit & Fraud	153,340	161,560	168,640	175,940	182,080
Revenues & Benefits	1,103,060	1,913,890	1,701,370	1,789,500	1,824,060
Treasury Management	11,000	11,250	11,500	11,750	11,750
Grand Total	7,982,060	8,633,910	9,111,460	9,610,050	10,096,720

Appendix 3 - Detailed analysis of movement from 2023/2024 Original to Proposed Budget

Assistant Director	Analysis of Movement between proposed budget 2023/2024 and Original 2023/2024 estimate at February 2022	Total	Agency and Benefit Payments £k	Central Support Services £k	Transport £k	Customer & Client Receipts £k	Employees £k	Premises £k	Supplies and Services £k	Capital Financing £k	Grants and Contributions £k	Interest £k	Internal Drainage Boards £k	Transfers to and from reserves £k	Recharge to Services £k
	Original Budget projection in February 2022	22,407													
Central Services	Increased contribution to election reserves due to increase costs of delivering elections	50												50	
Central Services	Councillor Allowances and Expenses	37							37						
Central Services	Print Room - contracts not achieving levels of income targeted	25				25									
Central Services Total		112	0	0	0	25	0	0	37	0	0	0	0	50	0
Environment & Planning	Approved new posts in Development Control (funded by increased Planning Fee income)	536					536								
Environment & Planning	Planning - Professional Fees	20							20						
Environment & Planning	Habitat Regulations - BC now collect a revised fee of £185.93 - 100% of which will be sent to NCC. The 'old' fee rate of £55 to be retained by BC. NCC fee income needs to be moved to reserve, as does any excess of the BC fee, but reserve amounts need to be separate. NCC and BC are still working out the details of how often funds will be sent to NCC plus monitoring of projects.	0				(90)								90	
Environment & Planning	Neighbourhood Planning Grant - reduction plus reduction of transfer to reserves for Neighbourhood planning grant	(7)									20			(27)	
Environment & Planning	Land Charges -2023/2024 - sometime during this financial year LLC work will migrate to the Land Registry, which will mean a substantial loss of income. LO not yet sure of impact on staffing levels. Once collaboration agreement signed there will be a payment made to BC of £22.5k and a further £52.5k if milestones met. Assume £22.5k received in 23/24 and the £52.5k received the following year.	(22)				(22)									
Environment & Planning	CIL - Payments to Parishes and Small Projects, Increase draw down from reserves for CIL	(83)							270					(353)	
Environment & Planning	Development Control - Planning Fees - As per Cabinet report - income expected to be £2m. 20% of this will go to reserves as ring-fenced for planning purposes.	(588)				(900)								312	
Environment & Planning Total		(144)	0	0	0	(1,012)	536	0	290	0	20	0	0	22	0
Health, Wellbeing and Public Protection	Grant funded temporary posts in Careline and Community Safety - Careline Visiting Officer £28k, Admin Assistant £26k, Support Officer £28k, Admin & Enquiry Assistant £27k	110					110								
Health, Wellbeing and Public Protection	Lily Service - budget for maintenance internally of website now deemed to be required annually at this level.	28							28						
Health, Wellbeing and Public Protection	Handyperson Scheme - Contractor costs increased this also reflects increased income from contributions	25							181						(156)

Assistant Director	Analysis of Movement between proposed budget 2023/2024 and Original 2023/2024 estimate at February 2022	Total	Agency and Benefit Payments £k	Central Support Services £k	Transport £k	Customer & Client Receipts £k	Employees £k	Premises £k	Supplies and Services £k	Capital Financing £k	Grants and Contributions £k	Interest £k	Internal Drainage Boards £k	Transfers to and from reserves £k	Recharge to Services £k
Operations & Commercial	CCTV - Contracted provision of services estimated increase based on Retail Prices index	(32)				(32)									
Operations & Commercial	Dry Box Collection Scheme - net reduction in cost smoothing mechanism following change in gate fee and volumes processed. Grants - Waste Collection Credits reduced, based on current volumes.	(47)	(67)								20				
Operations & Commercial	Crematorium & Cemeteries - Income target increased to reflect inflation and offset increased running costs to the Council. Webcasts - Budget recalculation based on last years and this years actuals	(153)				(167)			14						
Operations & Commercial	Trade Refuse - reduced disposal costs. Income - estimated 4.6% increase in trade collection	(177)	(110)			(67)									
Operations & Commercial Total		846	124	0	9	420	0	50	156	0	37	0	0	50	0
Programme & Project Delivery	Procurement restructuring/succession planning	35					35								
Programme & Project Delivery	Contract for provision of procurement services to Boston Borough Council to end March 24. Income not previously budgeted for.	(20)				(20)									
Programme & Project Delivery	West Norfolk Property Ltd - Agency Payments Received - updated to match lease payment - based on 70% of rent receivable (subject to housing developments going ahead)	(523)									(523)				
Programme & Project Delivery Total		(508)	0	0	0	(20)	35	0	0	0	(523)	0	0	0	0
Property & Projects	Ditches & dykes contract for clearance and maintenance, always well overspent, contract has been issued at £107,144 over 3 yrs	35							35						
Property & Projects	Tenant has vacated. Property being held vacant pending further redevelopment in the Southgates area. Immediate plans include interim use as a Food Bank.	20				20									
Property & Projects	Bridge Inspection - draw down from reserves and increase in spend	0						10						(10)	
Property & Projects	Budget for rent deposits not required as receipts now held in reserves.	(33)												(33)	
Property & Projects	Innovation Centre - realignment of budgets due to change in operations, reduction in letting rent £9k by (£4k) industrial rent for KL Festival. Reduction in room hirings since the pandemic.	(33)	(85)			52									
Property & Projects Total		(11)	(85)	0	0	72	0	10	35	0	0	0	0	(43)	0
Resources (S151 Officer)	Benefit Payments - Rent Allowances - revised and 5% year on year reduction forecast reflecting continuing transition of claimants to Universal Credit. Benefits Subsidy - revised and 5% year on year reduction	212	(6,976)								7,188				

FEES & CHARGES

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Licensing Act 2003	13
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Private Hire and Hackney Carriage	14
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In January 2005 the Council delegated authority to the Executive Director of the appropriate service to vary charges, having regard to market conditions and the Council's policy framework. This being the case the charges shown in this booklet may change during the year.
You may wish to check with the service provider before using the service.

The Council publishes its latest fees and charges on the Council website:

www.west-norfolk.gov.uk

Arts and Entertainment

Neil Gromett

	CHARGE 2022/23 £	PROPOSED CHARGE 2023/24
GUILDHALL- 01553 765565		
Posting Tickets	1.00	1.00
Hirings		
Access from 14:00 hrs – clearance by 24:00 hrs		
Commercial		
Monday - Thursday	796.00	796.00
Friday - Sunday	915.00	915.00
Earlier access / rehearsal (per hour)	79.00	79.00
Base hire charge plus 10% of gross box office takings		
Local Arts Organisations		
Monday - Thursday	485.00	485.00
Friday - Sunday	526.00	526.00
Get in / rehearsal rate / excess hours (per hour)	62.00	62.00
Base rate plus 5% of gross box office takings		
The above hire charges include Box Office facilities, Front of House Staff and 2 technicians and all available in house equipment.		
For hire charges relating to events and exhibition spaces please call (01553) 779095		

Tourism

	CHARGE 2022/23 £	PROPOSED CHARGE 2023/24
STORIES OF LYNN - 01553 774297		
Admissions		
Adults	3.95	3.95
Juniors	1.95	1.95
Concessions	2.95	2.95
Family (2 adults and 2 children)	9.85	9.85
Adult Group	3.55	3.55
Concession Group	2.65	2.65
Child Group	1.75	1.75
Sunday Joint Adult	5.95	5.95
Sunday Joint Concession	3.95	3.95
Sunday Joint Child	2.95	2.95
Adult with Norfolk Museum Pass	3.20	3.20
Child with Norfolk Museum Pass	1.60	1.60
Adult with Friend of KL Museum Pass	3.55	3.55
Child with Friend of KL Museum Pass	1.75	1.75
South Gate/Red Mount Chapel combined ticket - Adult	FREE	FREE
South Gate/Red Mount Chapel combined ticket - Accompanied children	FREE	FREE

Hall and Room Hire

	CHARGE 2022/23 £	PROPOSED CHARGE 2023/24
TOWN HALL, KING'S LYNN - 01553 775839		
Stone Hall/Assembly Room Suite		
Charge per hour		
Monday - Thursday	80.00	80.00
Friday	106.00	106.00
Saturday & Sunday	132.00	132.00
Wedding - Ceremony only - Weekday	488.00	488.00
Wedding - Ceremony only - Friday	626.00	626.00
Wedding - Ceremony - Weekend	765.00	765.00
Wedding - Ceremony & Reception - Monday to Thursday	1,035.00	1,035.00
Wedding - Ceremony & Reception - Friday	1,461.00	1,461.00
Wedding - Ceremony & Reception - Saturday and Sunday	1,877.00	1,877.00
Card Room (Meetings, Whist Drives etc.)		
Charge per Hour - Monday to Friday	80.00	80.00
Charge per Hour - Saturday and Sunday	132.00	132.00
Meeting Rooms - Charge per hour - Monday to Friday		
Meeting Rooms - Charge per hour - Saturday and Sunday	49.00	49.00
	93.00	93.00
Set-up time per hour - subject to availability on same day as booking		
If needed the day before booking the usual daily rate applies - with minimum 4 hours charge		
	52.00	52.00
Use of Kitchen (per booking)		
	73.00	73.00
Corkage charge per bottle		
	4.00	4.00
Hire of Public Address System		
	80.00	80.00
	251.00	251.00
Additional charge after midnight		
50% surcharge for bank holiday bookings		
COUNCIL OFFICE, CHAPEL ST, KING'S LYNN - 01553 616200		
Meeting Rooms		
Charge per Hour	<i>Price varies dependant on the room hired</i>	36.00 to 41.00
		36.00 to 41.00

Community Centres

	CHARGE 2022/23 £	PROPOSED CHARGE 2023/24
SOUTH LYNN COMMUNITY CENTRE - 01553 763620		
Main Hall		
Off Peak per hour	21.80	21.80
Peak per hour	29.00	29.00
Community Rooms per hour		
	18.80	18.80
	70.00	70.00
	70.00	70.00
FAIRSTEAD COMMUNITY CENTRE - 01553 771477		
Main Hall		
Off Peak per hour	21.80	21.80
Peak per hour	29.00	29.00
Children's party - 3 hour package		
	70.00	70.00

			CHARGE 2022/23 £	PROPOSED CHARGE 2023/24
Grass Sports Pitches	Downham Market	01366 386868		
	Hunstanton	01485 534227		
	Kings Lynn	01553 818001		
General Lettings Per Match with changing facilities			63.30	63.30
Junior Pitch per match			17.30	17.30
Leagues per match			42.60	42.60
SEASONAL AMENITIES - HUNSTANTON				
Bowling Green				
Per Session - 2 hours approx.			6.20	6.20
Crazy Golf				
Adults - per round			3.40	3.40
Juniors - per round			2.90	2.90
Tennis - Grass Courts Per Person Per Session (2 hours)				
Adults			5.60	5.60
Juniors			3.10	3.10
Doubles			4.00	4.00
Pitch and Putt				
Adults - per game			5.10	5.10
Juniors - per game			4.10	4.10
Footgolf				
Adults - per game			5.10	5.10
Juniors - per game			4.10	4.10
Putting Green				
Adults - per round			4.00	4.00
Juniors - per round			3.30	3.30
Recreation Ground				
Caravan Rallies – per van per day			7.80	7.80
Tennis Tournament			2,760.80	2,760.80
Chalets				
Daily Hire			22.20	22.20
Weekly Hire			100.60	100.60
Seasonal Hire			707.80	707.80
Resort Services - Permit for Launch of Personal Watercraft/Power Boats				
Non Member - Per Annum (in advance, conditions apply)			26.50	26.50
Member * - Per Annum (in advance, conditions apply)			7.30	7.30
Day Permit (Training certification and insurance must be shown)			13.00	13.00
* Member of Heacham Boat Owners or Hunstanton Ski Club Only				
Seafront Kiosk Trader - 1st March to 31st October - Max three per kiosk			44.60	44.60
Triangle Traders - 1st March to 31st October - Max three per kiosk			44.60	44.60

		CHARGE 2022/23 £	PROPOSED CHARGE 2023/24
Commercial Waste			
Hire Charge & Waste Transfer Note (Annual Fee)			
	1100 litre	120.30	125.20
	770 litre	108.80	113.69
	660 litre	106.70	111.60
	360 litre	79.00	83.90
	240 litre	57.00	61.90
Fee per Emptying			
	1100 litre	19.70	21.00
	770 litre	16.30	17.30
	660 litre	15.00	15.80
	360 litre	12.10	12.70
	240 litre	10.50	11.10
Garden Waste Bin for NNDR Properties	240 litre fortnightly emptying 12 months non refundable and non transferable	120.00	127.80
Schools Waste			
Hire Charge & Waste Transfer Note (Annual Fee)			
	1100 litre	120.30	125.20
	770 litre	108.80	113.69
	660 litre	106.70	111.60
	360 litre	79.00	83.90
	240 litre	57.00	61.90
Fee per Emptying			
	1100 litre	15.20	16.50
	770 litre	12.70	14.05
	660 litre	10.90	12.29
	360 litre	8.40	9.69
	240 litre	7.50	8.67
Domestic Property used as Self Catering Accommodation			
Hire Charge & Waste Transfer Note (Annual Fee)			
	1100 litre	120.30	125.20
	770 litre	108.80	113.69
	660 litre	106.70	111.60
	360 litre	79.00	83.90
	240 litre	57.00	61.90
Fee per Emptying			
	1100 litre	15.20	16.50
	770 litre	12.70	14.05
	660 litre	10.90	12.29
	360 litre	8.40	0.95
	240 litre	7.50	9.00
Ad hoc empty administration charge per empty for both waste & recycling	240 litre & 360 litre bins only	20.00	22.00

Martin Chisholm

Commercial Recycling**Waste Transfer Note (Annual Fee)**1100 litre
660 litre
360 litre
240 litre

CHARGE 2022/23 £	PROPOSED CHARGE 2023/24
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35.20	41.10
35.20	41.10
35.20	41.10
35.20	41.10

Fee per Emptvina1100 litre
660 litre
360 litre
240 litre

13.60	15.30
10.70	11.95
9.00	9.95
8.20	9.00

Additional Waste Transfer Note

35.20	41.00
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Trade Waste Plastic SacksRoll of 25 - (includes delivery charge)
Waste Transfer Note on first purchase of year
Trade Waste Recycling Tags 25 with roll of 25 Sacks

72.50	80.00
35.20	41.00
39.40	45.00
35.20	41.00

DOMESTIC REFUSE CHARGES INCLUDE VAT**Bulk Waste Collections (01553 776676)**

First three items

33.40	37.70
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Per additional item thereafter

11.40	12.90
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Side Waste - Purchase of Tag

2.10	2.35
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Replacement of Lost Wheelie Bin (01553 776676)

Delivered

44.00	45.10
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Contact telephone number for following services (01553 782060)**Garden Waste**

Fortnightly Brown Bin Collection

60.00	60.00
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Collection Hazardous Household Waste

FREE	FREE
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Empty of Parish Litter Bin

Intalled before 1/12/2020

Installed after 1/12/2020

Empty of Parish Dog Waste Bin (per emptying)

208.20	234.84
208.20	234.84
2.00	2.20

Admin Charge for invoicing for Clinical Waste Disposal and Household Hazardous Waste

(Per Invoice)

200.00	200.00
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		CHARGE 2022/23 £	PROPOSED CHARGE 2023/24
MARKETS Martin Chisholm			
King's Lynn (Tuesday and Friday)			
Hunstanton (Wednesday)			
Per metre frontage	Regular Traders	5.30	5.30
	Casual Traders	7.70	7.70
Annual agreement - 50% discount (January to March only)			
Kings Lynn (Saturday)			
Per metre frontage	Regular Traders	4.60	4.60
	Casual Traders	6.70	6.70
Annual agreement - 50% discount (January to March only)			
Hunstanton (Sunday)			
Per metre frontage	Regular Traders	9.90	9.90
	Casual Traders	14.80	14.80
Annual agreement - 50% discount (January to March only)			
Market Parking			
All markets - any vehicle for one market (per annum)			
All markets - any vehicle for any market (per annum)			
		21.80	21.80
		31.70	31.70
Discount Scheme			
Trader must have held a licence for at least 12 months commencing 1st April in any year in order to qualify for the discount and pay their rent before due date each month.			
HANGING BASKETS (supply, delivery and removal)		68.80	68.80
ALLOTMENTS - Kings Lynn			
Per square metre per annum			
		0.30	0.30
Public Conveniences			
Radar key for disabled toilets			
		4.50	4.50

Careline - 01553 760671

		CHARGE 2022/23 £	PROPOSED CHARGE 2023/24
CARELINE Mark Whitmore			
Rented Units			
Within District			
Weekly charge			
		3.75	3.75
Weekly charge VAT Exemption			
		3.15	3.15
Connection Charge (single payment)			
		40.50	40.50
Connection Charge (single payment) VAT Exemption			
		33.75	33.75
Outside District			
Weekly charge			
		3.80	3.80
Weekly charge VAT Exemption			
		3.15	3.15
Connection Charge (Single payment)			
		47.75	47.75
Connection Charge (Single payment) VAT Exemption			
		39.80	39.80
Purchased Units			
Within District			
Monitoring and Maintenance Charge			
		1.95	1.95
Monitoring and Maintenance Charge VAT Exemption			
		1.65	1.65
Connection Charge (single payment)			
		40.50	40.50
Connection Charge (single payment) VAT Exemption			
		33.75	33.75
Outside District			
Monitoring and Maintenance Charge			
		1.95	1.95
Monitoring and Maintenance Charge VAT Exemption			
		1.65	1.65
Connection Charge (single payment)			
		47.75	47.75
Connection Charge (single payment) VAT Exemption			
		39.80	39.80

Access to Data

Access to Information DPA 98 C29 Section 35 (2) Request for CCTV Images Form

104.00

104.00

Administrative Services - 01553 616200

	CHARGE 2022/23 £	PROPOSED CHARGE 2023/24
REGISTER OF ELECTORS		
Becky Box		
Statutory Fees		
Printed Form		
Flat Rate	10.40	10.40
Plus per 1000 names or part thereof	5.20	5.20
Data Form		
Flat Rate	20.80	20.80
Plus per 1000 names or part thereof	1.60	1.60
Overseas Electors Lists (Statutory Fee)		
Printed Form		
Flat Rate	10.40	10.40
Plus per 1000 names or part thereof	5.20	5.20
Data Form		
Flat Rate	20.80	20.80
Plus per 1000 names or part thereof	1.60	1.60
Monthly Additions (Statutory Fee)		
Printed Form		
Flat Rate	10.40	10.40
Plus per 1000 names or part thereof	5.20	5.20
Data Form (Marked copy)		
Flat Rate	20.80	20.80
Plus per 1000 names or part thereof	1.60	1.60
Printed Form (Marked Copy)		
Flat Rate	10.40	10.40
Plus per 1000 names or part thereof	2.10	2.10
Data Form (Marked copy)		
Flat Rate	10.40	10.40
Plus per 1000 names or part thereof	1.00	1.00
GENERAL ADMINISTRATION		
Request for additional letter confirming that an individual is registered on the Electoral Register		
Administration Fee	10.40	10.40
Plus cost per sheet	0.10	0.10
Supply of Miscellaneous Information		
Administration Fee	10.40	10.40
Plus cost per sheet	0.10	0.10
Returns and Declarations as to Election Expenses (Statutory Fee)		
Price of a copy of any return, declaration or accompanying document (price for each side of each page)	0.20	0.20
Inspection of a Request for Election	0.10	0.10
SUPPLY OF MINUTES AND AGENDA		
Supply of Council Minutes (Per annum)	78.50	78.50
Supply of Development Control or Cabinet Agenda		
Per annum	111.80	111.80
Per agenda	10.00	10.00
Other Agendas	5.50	5.50
A4 Photocopies	0.10	0.10

Lee Osler / Stuart Ashworth

CHARGE 2022/23 £	PROPOSED CHARGE 2023/24
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PLANNING ADMINISTRATIVE FEES

Photocopies			
A4 Copies		0.10	0.10
Copies of deposited plans A3		0.10	0.10
Copies of deposited plans A2	Black and white	5.60	6.15
	Colour	7.90	8.70
Copies of deposited plans A1	Black and white	7.00	7.70
	Colour	9.70	10.65
Copies of deposited plans A0	Black and white	8.00	8.80
	Colour	10.80	11.90

Request for confirmation that development has been carried out in accordance with the terms of an Enforcement Notice or Legal Agreement.

44.20	48.65
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Planning Application Fees

Most applications must be accompanied by the correct fee. The government sets these, and they apply across the country. For the most up-to-date scale of fees for planning and other applications please visit

www.planningportal.co.uk

Pre-Application Advice Fees

For guidance on Pre-application Advice services and charges please visit

https://www.west-norfolk.gov.uk/downloads/download/20/pre-application_guidance_and_fees

LEGAL AND LOCAL LAND CHARGES

Lee Osler

Con 29R (VAT to be added)		43.30	47.65
CON 29O (each question) (VAT to be added)		13.90	15.30
Parcel fee (each)		12.90	14.20
Personal Search (unaided) - now under Environmental Information Regulations			
Assisted Personal Search		23.00	25.30
Additional own enquiries (each)		16.10	17.70
LLC1 (submitted by post/DX)		23.00	25.30
LLC1 (submitted by NLIS)		23.00	25.30
Planning History Search - back to 1994		23.00	25.30
Planning History Search - back to 1948		51.70	56.90

CAR PARKS AND PSV PARKING

Martin Chisholm

Hunstanton

Charges apply Monday to Sunday, plus Bank Holidays except Christmas Day

CENTRAL CAR PARK**Inclusive between 8am and 5pm**

Pay and Display Up to 1 Hour
 Pay and Display Up to 2 hours
 Pay and Display Up to 3 hours
 Pay and Display Up to 5 hours
 Holiday Rover (Weekly)
 Seniors – Hunstanton Resident (Annual)
 Inclusive between 5pm and 9am

1.90	1.90
2.90	2.90
3.60	3.60
4.90	4.90
21.20	21.20
42.40	42.40
2.10	2.10

VALENTINE ROAD CAR PARK

Pay and Display Up to 30 minutes
 Pay and Display Up to 1 Hour
 Pay and Display Up to 2 hours
 Pay and Display Up to 3 hours
 All day before 10.00am
 All day after 10.00am
 Inclusive between 5pm and 9am

1.10	1.10
1.90	1.90
2.90	2.90
3.60	3.60
1.00	1.00
2.90	2.90
2.10	2.10

NORTH PROMENADE**1st September to 30th June including Bank Holidays except Christmas Day****Inclusive between 8am and 5pm**

Pay and Display Up to 2 hours
 Pay and Display Up to 4 hours
 All day - (valid until 8am the following day)
 Inclusive between 5pm and 9am

4.20	4.20
5.70	5.70
7.50	7.50
2.10	2.10

1st July to 31st August including Bank Holidays**Inclusive between 8am and 5pm**

Pay and Display Up to 2 hours
 Pay and Display Up to 4 hours
 All day - (valid until 8am the following day)
 Inclusive between 5pm and 9am

4.20	4.20
5.70	5.70
8.00	8.00
2.10	2.10

Coach Parking**1st September to 30th June including Bank Holidays**

Up to 2 hours
 Over 2 hours until 18:00

4.20	4.20
7.50	7.50

1st July to 31st August including Bank Holidays

Up to 2 hours
 All day

4.20	4.20
8.00	8.00

The Green, Hunstanton - Motorcycles

1.00	1.00
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PAY AND DISPLAY HUNSTANTON (Excluding Central, Valentine Road and North Promenade Car Parks) 1st September to 30th June including Bank Holidays except Christmas Day
Inclusive between 8am and 5pm

Up to 1 hour
 Up to 2 hours
 Up to 3 hours
 All day - (valid until 8am the following day)
 Inclusive between 5pm and 9am

2.10	2.10
4.20	4.20
5.20	5.20
6.20	6.20
2.10	2.10

PAY AND DISPLAY HUNSTANTON (Excluding Central, Valentine Road and North Promenade Car Parks) 1st July to 31st September including Bank Holidays except Christmas Day
Inclusive between 8am and 5pm

Up to 1 hour
 Up to 2 hours
 Up to 3 hours
 All day - (valid until 8am the following day)
 Inclusive between 5pm and 9am

2.10	2.10
4.20	4.20
5.20	5.20
7.30	7.30
2.10	2.10

Season Tickets

Six months (unreserved)
 Twelve months (unreserved)
 Reserved Twelve months

161.20	161.20
228.80	228.80
364.00	364.00

Car and PSV Parking

CAR PARKS AND PSV PARKING

Martin Chisholm

HEACHAM (Seasonal)

Charges apply from 1st March to 30th June and 1st September to 31st October, including Bank Holidays, Inclusive between 8am and 5pm

	CHARGE 2022/23 £	PROPOSED CHARGE 2023/24
Up to 1 hour	2.10	2.10
Up to 2 hours	4.20	4.20
Up to 3 hours	5.20	5.20
Daily - all day	6.20	6.20
Inclusive between 5pm and 9am	2.10	2.10

Charges apply from 1st July to 31st August including Bank Holidays.

Inclusive between 8am and 5pm

Up to 1 hour	2.10	2.10
Up to 2 hours	4.20	4.20
Up to 3 hours	5.20	5.20
Daily - all day	7.30	7.30
Inclusive between 6pm and 8am	2.10	2.10

Season ticket - Seniors

Season ticket - resident

Season ticket - non resident

Season ticket - Beach Hut Resident

	40.80	40.80
	54.90	54.90
	108.20	108.20
	46.60	46.60

Car and PSV Parking

KING'S LYNN

Charges apply Monday to Sunday, plus Bank Holidays except Christmas Day

Charges apply 24 hours a day

Inclusive between 8am and 5pm

Short Term

Up to half hour (Saturday and Tuesday Market Place and St James , outside multi-storey)

Up to 1 hour	1.10	1.10
Up to 2 hours	1.90	1.90
Up to 3 hours	2.90	2.90
Up to 5 hours	3.60	3.60
	4.90	4.90

Inclusive between 5pm and 9 am

Up to half hour (Saturday and Tuesday Market Place and St James . outside multi-storey)

Up to 1 hour	1.10	1.10
Over 1hrs until 9am	1.90	1.90
	2.10	2.10

Long Term

All Day before 10am

All Day after 10am

Boal Quay all day

Inclusive between 5pm and 9am

	2.90	2.90
	3.70	3.70
	2.80	2.80
	2.10	2.10

Season Tickets

Monthly

Annual

	41.60	41.60
	416.00	416.00

MULTI-STOREY ST JAMES

Inclusive between 8am and 5pm

Up to 1 hour	1.90	1.90
Up to 2 hours	2.90	2.90
Up to 3 hours	3.60	3.60
Up to 4 hours	4.20	4.20
Up to 5 hours	4.90	4.90
Up to 6 hours	6.10	6.10
Up to 7 hours	7.40	7.40
Up to 8 hours	8.60	8.60
Up to 9 hours	9.90	9.90
Up to 10 hours	11.10	11.10
Up to 11 hours	12.40	12.40
Lost ticket	12.50	12.50
Season Ticket	832.00	832.00

Inclusive between 5pm and 9am

Up to 1 hour	1.90	1.90
Over 1hrs until 9am	2.10	2.10

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

	832.00	832.00
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Penalty Charge Notices

Payment within 14 days

range of charges depending on level of contravention

Payment after 14 days

range of charges depending on level of contravention

25.00 to 35.00	25.00 to 35.00
50.00 to 70.00	50.00 to 70.00

Other Charges

Public Service Vehicle (Bus Station Pay and Display)

Contract Parking Bay (per annum)

	2.10	2.10
	832.00	832.00

CEMETERIES - 01553 630533

Martin Chisholm

King's Lynn and Hunstanton

Internment fee-(Age 18+)

CHARGE
2022/23**PROPOSED CHARGE**
2023/24

£

995.00 | 1,096.00

For cremated remains

118.00 | 130.00

Interment in walled grave or vault (exc construction cost)

1,740.00 | 1,916.00

Disinterment - of earthen burial (Adult)

POA | POA

Disinterment - of earthen burial (Child)

POA | POA

Disinterment - of cremated remains

POA | POA

Walpole St Andrew, Marshland Smeeth

Internment fee (Age 18+)

677.00 | 746.00

(additional grave digging fees may apply)

For cremated remains

96.00 | 106.00

Interment in walled grave or vault (exc construction cost)

1,445.00 | 1,591.00

Disinterment - of earthen burial (Adult)

POA | POA

Disinterment - of earthen burial (Child)

POA | POA

Disinterment - of cremated remains

POA | POA

All Cemeteries**Purchase of exclusive right of burial**

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

212.00 | 234.00

In earthen grave up to 9' x 4'

678.00 | 747.00

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

972.00 | 1,071.00

In cremation plot 2' x 2'

131.00 | 145.00

Right to erect memorial

New headstone up to 4' high

302.00 | 333.00

New headstone 4' to 6' high

619.00 | 682.00

New headstone over 6' high

1,209.00 | 1,332.00

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

131.00 | 145.00

Memorial kerb set on child's grave

235.00 | 259.00

Memorial kerb set on adults grave

708.00 | 780.00

Cremation tablet set level with ground

149.00 | 165.00

Additional inscription after first

207.00 | 228.00

Transfer of Grave Ownership

62.00 | 69.00

Deposit for Disabled Vehicle Access to Gayton Road Cemetery

25.00 | 25.00

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%.

CREMATORIUM

Martin Chisholm

CHARGE
2022/23**PROPOSED CHARGE**
2023/24**Kings Lynn - 01553 630533**

Cremation fee(Age 18+) - Monday-Friday
 Cremation fee (Age 18+) - Saturday
 Cremation fee (Age 18+) - Sunday
 Cremation without service (direct)
 Attended Direct Cremation
 Cremation of body parts

£	
847.00	933.00
1,201.00	1,323.00
1,534.00	1,689.00
500.00	500.00
625.00	689.00
104.00	115.00

Miscellaneous Charges:

Use of chapel for memorial service
 Provide Music for Memorial Service
 Provide Funeral Music
 Provision of Crematorium Bearer (Subject to Availability)
 Universal Urn
 Pentney Urn
 Terrington Urn
 Holkham Keepsake Heart
 Oxborough Keepsake Urn (Patterned)
 Houghton Keepsake Urn (Plain)
 Winch Casket (Plain)
 Norfolk Casket

176.00	176.00
32.00	32.00
32.00	32.00
27.00	27.00
43.00	43.00
55.00	55.00
55.00	55.00
58.00	58.00
30.00	30.00
30.00	30.00
62.00	62.00
62.00	62.00

Certified extract from Register of Cremations
 Interment of cremated remains (local)
 Interment of cremated remains (from elsewhere)
 Disinterment of cremated remains
 Strewing of cremated remains from elsewhere
 Application to witness

15.00	15.00
80.00	80.00
170.00	170.00
242.00	242.00
74.00	74.00
48.00	48.00

Book of Remembrance:

2 lines
 5 lines
 Additional lines above 5
 5 lines with emblem
 Additional lines above 5

53.00	53.00
111.00	111.00
22.00	22.00
196.00	196.00
22.00	22.00

Remembrance Cards:

2 lines
 5 lines
 8 lines
 11 lines
 14 lines
 5 lines with emblem
 8 lines with emblem
 11 lines with emblem
 14 lines with emblem

58.00	58.00
120.00	120.00
184.00	184.00
243.00	243.00
302.00	302.00
202.00	202.00
273.00	273.00
332.00	332.00
396.00	396.00

CREMATORIUM Continued**Personal Books of Remembrance**

	CHARGE 2022/23 £	PROPOSED CHARGE 2023/24
2 lines	71.00	71.00
5 lines	131.00	131.00
8 lines	196.00	196.00
11 lines	255.00	255.00
14 lines	315.00	315.00
5 lines with emblem	212.00	212.00
8 lines with emblem	248.00	248.00
11 lines with emblem	284.00	284.00
14 lines with emblem	302.00	302.00

Personal Books of Remembrance (additional inscription)

2 lines	53.00	53.00
5 lines	115.00	115.00
8 lines	183.00	183.00
11 lines	243.00	243.00
14 lines	304.00	304.00
5 lines with emblem	201.00	201.00
8 lines with emblem	273.00	273.00
11 lines with emblem	334.00	334.00
14 lines with emblem	399.00	399.00

Memorial tree - per year

Memorial Conifer	53.00	53.00
Memorial Tree	77.00	77.00
Bronze single plate 6" x 4"	190.00	190.00
Bronze Double inscription plate 6" x 5"	231.00	231.00
Bronze Photo Plate 6" x 4" [one photo]	237.00	237.00
Bronze Photo Plate 6" x 5" [two photos]	337.00	337.00

Memorial shrub - per year

Aluminium single plate 5" x 3"	43.00	43.00
Aluminium Double inscription plate 5" x 4"	122.00	122.00
Aluminium Photo single plate 5" x 3"	174.00	174.00
Aluminium Photo Double inscription plate 5" x 4"	218.00	218.00
	271.00	271.00

6" Kerb plate lease per year

	19.00	19.00
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12" Kerb plate lease per year

Bronze Plate 6" x 3.75"	36.00	36.00
Bronze Plate 12" x 3.75"	120.00	120.00
Bronze Photo Plate 6" x 3.75"	213.00	213.00
Bronze Photo Plate 12" x 3.75" [one photo]	243.00	243.00
Bronze Photo Plate 12" x 3.75" [two photos]	337.00	337.00
	432.00	432.00

Memorial Seat - per year

Brass single plate 6" x 2"	135.00	135.00
Brass double plate 9" x 2"	172.00	172.00
Refurbish inscription plate	196.00	196.00
	53.00	53.00

Columbarium:

Lease of vault per year	77.00	77.00
- Purchase of tablet		
- Up to 70 letters of inscription		
- Each additional letter		
- Border on tablet		
- Design on tablet		
- Enamel photograph on tablet		
- Frame to photograph		
- Cross on tablet		
Requid letter (each)	4.00	4.00

Please contact Mintlyn Crematorium
for a quote for these items

Plaque on Mushroom Memorial	New	350.00	350.00
Childrens Bronze Staked Plaque	New	300.00	300.00

Environmental surcharge on adult cremation

	-	-
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Obitus Costs

Webcast – Watch live	32.00	32.00
Webcast – Watch live and up to 28 days	47.00	47.00
Visual Tribute – Professional slideshow of 25 photos played to music	73.00	73.00
Visual Tribute – Simple slideshow of 25 photos	38.00	38.00
Visual Tribute – Additional 25 photos	23.00	23.00
Visual Tribute – Single holding photo shown throughout service	11.00	11.00
Visual Tribute – Family supplied video played during ceremony	21.00	21.00
Visual Tribute onto DVD	26.00	26.00
Visual Tribute – Digital Download	16.00	16.00
Keepsake Recording of Webcast	52.00	52.00
Additional CD / DVD / USB	30.00	30.00
Additional Work carried out by Obitus	23.00	23.00

		CHARGE 2022/23 £	PROPOSED CHARGE 2023/24
SHIP SANITATION CERTIFICATE			
Gross Tonnage:			
Up to 1,000	<i>Set nationally</i>	110.00	125.00
1,001 - 3,000	<i>Set nationally</i>	150.00	170.00
3,001 - 10,000	<i>Set nationally</i>	220.00	250.00
10,001 - 20,000	<i>Set nationally</i>	285.00	325.00
20,001 - 30,000	<i>Set nationally</i>	365.00	415.00
Over 30,000	<i>Set nationally</i>	425.00	480.00
Vessels with 50 - 1000 persons	<i>Set nationally</i>	425.00	480.00
Vessels with over 1000 persons	<i>Set nationally</i>	725.00	820.00
Extensions	<i>Set nationally</i>	80.00	95.00
STRAY DOG RECOVERY			
Recovery Charge (including Statutory Charge)		81.80	81.80
Kennelling Fee - per day or part thereof		9.80	9.80
EXPORT CERTIFICATE			
Shellfish / Canned Food / Colouring Matter			
	More than 5 days notice	66.50	66.50
	5 to 2 days notice	99.75	99.75
	Less than 2 days notice	133.00	133.00
Charge for inspection for the first hour per hour thereafter minimum 15 minutes (between 06:00 - 18:00, Mon to Fri)			
PLUS Officer time on site		58.50	58.50
FOOD			
Surrender Certificate			
Issue of certificate		66.50	66.50
PLUS Officer time on site - per hour or part thereof - minimum 15 minutes		58.50	58.50
PLUS any costs incurred in removal and destruction of goods			
Safer Food, Better Business (includes postage)		10.50	10.50
Food Re-Rating Fee		225.00	225.00
TRAINING COURSES			
Hygiene Course - Level 2 (per person)		55.00	55.00
Hygiene Course - Level 3 - NO LONGER PROVIDED			
Health and Safety at Work Course - Level 2 (per person)		55.00	55.00
SAMPLING (these charges have VAT included)			
Food Sample			
(PLUS analysis costs set by laboratory)	Minimum charge for taking the sample for the first hour per hour thereafter minimum 15 minutes	60.50	60.50
Swimming Pool Waters	First sample	58.50	58.50
(PLUS analysis costs set by laboratory)	Subsequent samples taken on same day	60.50	60.50
	Re samples	58.50	58.50
Environmental sampling	Minimum charge for taking the sample for the first hour per hour thereafter minimum 15 minutes	60.50	60.50
(PLUS analysis costs set by laboratory)		58.50	58.50
Cryptosporidium	Minimum charge for taking the sample for the first hour per hour thereafter minimum 15 minutes	60.50	60.50
(PLUS analysis costs set by laboratory)		58.50	58.50
Legionella	Minimum charge for taking the sample for the first hour per hour thereafter minimum 15 minutes	60.50	60.50
(PLUS analysis costs set by laboratory)		58.50	58.50
Private Water Sampling (all costs INCLUDE VAT)			
Risk Assessment			
Single Private Dwelling	Minimum charge for taking the sample for the first hour per hour thereafter minimum 15 minutes	60.50	60.50
Small Supplies	Minimum charge for taking the sample for the first hour per hour thereafter minimum 15 minutes	58.50	58.50
Large / Commercial Supplies	Minimum charge for taking the sample for the first hour per hour thereafter minimum 15 minutes	60.50	60.50
		58.50	58.50
Sampling			
Small Supply / Single Dwelling (per visit PLUS analysis costs) (Reg 10)		60.50	60.50
Large / Commercial Supplies (per visit PLUS analysis costs) (Reg 8 & 9)		60.50	60.50
	per hour thereafter minimum 15 minutes	58.50	58.50
Investigation			
	Carried out in the event of test failure, but can be substituted by risk assessment	100.00	100.00
Authorisation			
	Application by the owner of a supply for permission to breach a standard temporarily whilst remedial work is carried out	100.00	100.00
Miscellaneous Sample and Analysis			
	For taking the sample for the first hour (plus analysis costs) per hour thereafter minimum 15 minutes	60.50	60.50
		58.50	58.50
ENVIRONMENTAL SEARCH			
Commercial Environmental Enquiry Fee (per hour)		32.00	35.20

Licensing - 01553 616200

STREET TRADING – KING'S LYNN

Marie Malt / Vicki Hopps

Daily Consent Fee
Licence for Tables and Chairs on Highway – Original
Renewal

13.15	13.15
395.00	395.00
133.30	133.30

SCRAP METAL

Scrap Metal Collectors (3 year licence)
Scrap Metal Site (3 year licence)

172.00	172.00
245.00	245.00

SEX ESTABLISHMENTS

Sex Establishments (Grant)
Sex Establishments (Renewal)
Sex Establishments (Transfer)
Sex Establishments (Variation)
Copy of Sex Establishment licence

£1,247.00 refunded if no hearing required
£1,247.00 refunded if no hearing required
£1,247.00 refunded if no hearing required
£1,247.00 refunded if no hearing required

1,694.50	1,694.50
1,648.50	1,648.50
1,306.00	1,306.00
1,349.00	1,349.00
10.60	10.60

MISCELLANEOUS LICENCE FEES

Premises Fee to carry out the practice of skin piercing
Person Fee to carry out the practice of skin piercing
Replacement Certificate
Additional copy of the byelaws

76.80	76.80
32.70	32.70
10.00	10.00
10.00	10.00

Licensing - 01553 616200

ANIMAL WELFARE LICENSING

Marie Malt / Vicki Hopps

Licensable Activity	Application Fee		Inspection re-rating & variation fee	Compliance/Enforcement fee (includes additional inspection)	
	New	Renewal		1 yr	2 yr
Boarding - Cats, Dogs, Home & Day Care	135.00	100.00	110.00	160.00	210.00
Boarding as additional activity	40.00	40.00	40.00	50.00	60.00
Selling animals as pets	135.00	100.00	110.00	165.00	220.00
Pets as additional activity	40.00	40.00	40.00	54.00	68.00
Horse Riding	175.00	135.00	150.00	215.00	280.00
Riding as additional activity	50.00	50.00	50.00	78.00	106.00
Dog Breeding	175.00	120.00	150.00	210.00	270.00
Breeding as additional activity	50.00	50.00	50.00	74.00	98.00
Exhibition of animals	230.00	200.00	95.00	N/A (3 yr licence - costs already calculated within application fee)	

Licensing - 01553 616200

LICENSING ACT 2003

Marie Malt / Vicki Hopps

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

Licensing - 01553 616200

GAMBLING ACT 2005 Marie Malt / Vicki Hopps
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
Bingo	2,625.00	750.00	1,312.00	900.00	900.00
Adult Gaming Centre (AGC)	1,500.00	750.00	750.00	900.00	900.00
Betting (track)	1,875.00	750.00	937.00	712.00	712.00
Betting (other than track)	2,250.00	450.00	1,125.00	900.00	900.00
Family Entertainment Centre	1,500.00	562.00	750.00	712.00	712.00

(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
Licensed Premises Gaming Machine (1 or 2 machines)	N/A	£ 50.00	N/A	N/A	N/A
Licensed Premises Gaming Machine (3 or more machines)	£ 100.00	£ 150.00	N/A	£ 50.00	£ 100.00
Prize Gaming Permit	N/A	£ 300.00	£ 300.00	N/A	N/A
Unlicensed Family Entertainment Centre	N/A	£ 300.00	£ 300.00	N/A	N/A
Club Gaming Permit	N/A	£ 200.00	£ 200.00	£ 50.00	£ 100.00
Club Gaming Machine Permit	£ 100.00	£ 200.00	£ 200.00	£ 50.00	£ 100.00
Club Gaming Machine Permit (Fast-track i.e. CPC Holder)	£ 100.00	£ 100.00	N/A	£ 50.00	£ 100.00
Small Society Lottery	N/A	£ 40.00	N/A	£ 20.00	N/A

	CHARGE 2022/23	PROPOSED CHARGE 2023/24
	£	
COMBINED DRIVER		
New Grant - 1 year	74.00	74.00
Renewal - 1 year	67.00	67.00
New Grant - 3 year	125.00	125.00
Renewal - 3 year	118.00	118.00
HACKNEY CARRIAGE (Saloon)		
New Grant	124.00	124.00
Renewal	109.00	109.00
Temporary (insurance cover)	62.00	62.00
HACKNEY CARRIAGE (Wheelchair)		
New Grant	133.00	133.00
Renewal	115.00	115.00
Temporary (insurance cover)	66.50	66.50
PRIVATE HIRE VEHICLE		
New Grant	118.00	118.00
Renewal	104.00	104.00
Temporary (insurance cover)	59.00	59.00
SPECIAL EVENT VEHICLE		
New Grant	123.00	123.00
Renewal	104.00	104.00
Temporary (insurance cover)	61.50	61.50
PRIVATE HIRE OPERATOR (1 vehicle)		
New Grant - 1 year	97.00	97.00
Renewal - 1 year	87.00	87.00
New Grant - 5 year	180.00	180.00
Renewal - 5 year	175.00	175.00
PRIVATE HIRE OPERATOR (2-10 vehicles)		
New Grant - 1 year	123.00	123.00
Renewal - 1 year	113.00	113.00
New Grant - 5 year	265.00	265.00
Renewal - 5 year	260.00	260.00
PRIVATE HIRE OPERATOR (11-20 vehicles)		
New Grant - 1 year	138.00	138.00
Renewal - 1 year	131.00	131.00
New Grant - 5 year	405.00	405.00
Renewal - 5 year	400.00	400.00
PRIVATE HIRE OPERATOR (20+ vehicles)		
New Grant - 1 year	159.00	159.00
Renewal - 1 year	152.00	152.00
New Grant - 5 year	777.00	777.00
Renewal - 5 year	772.00	772.00
MISCELLANEOUS FEES		
Licence Plate (non refundable)	15.00	15.00
Disclosure and Barring Service Application	55.00	55.00
Replacement Vehicle Licence (lost, damaged, change of name/address etc)	5.50	5.50
Replacement Vehicle Window Licence (lost, damaged etc)	5.00	5.00
Replacement Driver's (paper) Licence (lost, damaged, change etc)	5.50	5.50
Replacement Driver's (card) Licence (lost, damaged, change etc)	5.50	5.50
Replacement Operator's Licence	5.50	5.50
Vehicle Transfer	27.50	27.50
Change of Name/Address	10.50	10.50
Knowledge Test	36.00	36.00
Private Hire Door Sticker	19.00	19.00

HMO Licence -New Application

	Total Fee	Part one Fee	Part Two Fee
3 Bedroom	768.00	380.00	388.00
4 Bedroom	815.00	399.00	416.00
5 Bedroom	861.00	418.00	443.00
6 Bedroom	953.00	455.00	498.00
7 Bedroom	999.00	474.00	525.00
8 Bedroom	1,046.00	493.00	553.00
9 Bedroom	1,092.00	512.00	580.00
10 Bedroom	1,138.00	531.00	607.00
11 Bedroom	1,230.00	568.00	662.00
12 Bedroom	1,277.00	587.00	690.00
13 Bedroom	1,323.00	606.00	717.00
14 Bedroom	1,369.00	625.00	744.00
15 Bedroom	1,415.00	643.00	772.00

HMO Licence - Renewal Application

	Total Fee	Part one Fee	Part Two Fee
3 Bedroom	649.00	299.00	350.00
4 Bedroom	684.00	312.00	372.00
5 Bedroom	719.00	325.00	394.00
6 Bedroom	788.00	351.00	437.00
7 Bedroom	823.00	364.00	459.00
8 Bedroom	858.00	376.00	481.00
9 Bedroom	892.00	389.00	503.00
10 Bedroom	927.00	402.00	525.00
11 Bedroom	996.00	428.00	568.00
12 Bedroom	1,031.00	441.00	590.00
13 Bedroom	1,066.00	454.00	612.00
14 Bedroom	1,101.00	467.00	633.00
15 Bedroom	1,135.00	480.00	655.00

HMO Licence -Renewal of existing Licence

CHARGE 2022/23	PROPOSED CHARGE 2023/24
675.00	675.00

Immigration Housing Inspections

100.00	100.00
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ECO Flexible Eligibility Declaration

Free	Free
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Housing Act 2004 Notice Charges

(Calculated based upon officer time, administration and costs incurred)

Relevant Protected Site Fees

* Excludes sites not operated for financial gain as it is not intended to undertake annual inspections of these site (often family owned and occupied sites)
 ** No new site licence application fees where site is not operated for financial gain (often family owned and occupied sites)
 *** A fee reduction is offered at a rate of £55 where an applicant makes multiple applications and there are no material changes in respect of the relevant person of the validity of the original criminal records certificate

Units	Band A 1-5	Band B 6-24	Band C 25-60	
Annual Fee	0* - 205.00	246.00	295.00	350.00
New Site Licence Application	0** - 336.00 Stage 1 279.00 Stage 2 57.00	438.00 Stage 1 358.00 Stage 2 80.00	538.00 Stage 1 438.00 Stage 2 100.00	674.00 Stage 1 544.00 Stage 2 130.00
Transfer of site licence	146.00	186.00	218.00	252.00
Amendment of site licence	195.00	227.00	250.00	274.00
Registering of site rules	28.00	28.00	28.00	28.00
Fit & Proper Person Assessment ***	230.00	230.00	230.00	230.00

Appendix 5 - Internal Drainage Board - Estimated Levies 2023/2027

Board	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Actual	Estimate	Projection	Projection	Projection
(1)	(2)	(3)	(4)	(5)	(6)
		£	£	£	£
Churchfield and Plawfield	31858	35,680	36,180	36,610	37,050
Downham and Stow Bardolph	61512	61,510	62,370	63,120	63,880
East of Ouse, Polver and Nar	271226.23	320,540	325,030	328,930	332,880
Hundred Foot Washes	151	169	170	170	170
Hundred of Wisbech	1194	1,337	1,360	1,380	1,400
King's Lynn Internal Drainage Board	2037215	2,164,745	2,195,050	2,221,390	2,248,050
Littleport and Downham	28420.8	29,850	30,270	30,630	31,000
Manea and Welney	21372	23,225	23,550	23,830	24,120
Middle Level	223002	249,760	253,260	256,300	259,380
Needham and Laddus	25941	29,050	29,460	29,810	30,170
Nordelph	1514	1,700	1,720	1,740	1,760
Norfolk Rivers	21120	22,442	22,760	23,030	23,310
Northwold	250.4	275	280	280	280
Southery and District	211062	219,857	222,930	225,610	228,320
Stoke Ferry	45982.42	49,482	50,180	50,780	51,390
Stringside	2026.7	2,027	2,060	2,080	2,100
Upwell	31675	35,476	35,970	36,400	36,840
Total Levies	3,015,523	3,247,125	3,292,600	3,332,090	3,372,100

Note

The above estimates are based on estimates from discussion with Internal Drainage Boards. 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 2023/2024

Parish	Taxbase	Special Expenses Cost £	2022/23 Special Expenses Band D Charge £	2023/24 Special Expenses Band D Charge £
Barton Bendish	95	20	0.21	0.21
Bircham	239	210	0.89	0.88
Brancaster	777	140	0.18	0.18
Burnham Market	631	1,110	1.75	1.76
Burnham Thorpe	91	130	1.51	1.43
Castle Acre	351	30	0.09	0.09
Clenchwarton	698	1,140	1.63	1.63
Denver	321	1,280	3.90	3.99
Dersingham	1,798	1,020	0.55	0.57
Docking	516	530	1.04	1.03
Downham Market	3,842	96,050	24.32	25.00
East Rudham	234	40	0.17	0.17
East Winch	296	2,890	9.76	9.75
Emneth	917	1,710	1.83	1.86
Feltwell	740	1,340	1.82	1.81
Fincham	189	310	1.59	1.64
Gayton	515	820	0.34	1.59
Great Massingham	336	80	0.24	0.24
Grimston	727	1,860	2.52	2.56
Heacham	1,950	11,830	5.95	6.07
Hilgay	464	4,400	9.49	9.48
Hillington	128	50	0.39	0.39
Hockwold	403	270	0.68	0.67
Hunstanton	2,203	80,040	36.23	36.33
King's Lynn	10,835	557,440	49.53	51.45
Leziate	280	310	1.07	1.11
Marham	767	720	0.91	0.94
Marshland St James	456	20	0.04	0.04
Methwold	576	420	0.74	0.73
North Creake	183	530	2.76	2.89
North Wootton	865	7,780	8.84	9.00
Northwold	424	210	0.51	0.50
Old Hunstanton	362	1,400	3.35	3.87
Outwell	689	2,600	3.76	3.77
Pentney	224	80	0.36	0.36
Roydon	135	320	2.32	2.37
Runcton Holme	232	30	0.13	0.13
Shouldham	243	10	0.04	0.04
Snettisham	1,134	520	0.46	0.46
South Creake	278	440	1.51	1.58
South Wootton	1,705	6,460	3.70	3.79
Southery	419	1,340	3.19	3.20
Stoke Ferry	386	850	2.14	2.20
Syderstone	224	140	0.65	0.62
Terrington St Clement	1,321	5,530	4.10	4.19
Terrington St John	288	1,050	3.54	3.65
Thornham	373	40	0.10	0.11
Tilney All Saints	195	160	0.81	0.82
Tilney St Lawrence	490	950	1.93	1.94

Parish	Taxbase	Special Expenses Cost £	2022/23 Special Expenses Band D Charge £	2023/24 Special Expenses Band D Charge £
Upwell	950	4,640	4.85	4.88
Walpole	612	130	0.22	0.21
Walpole Cross Keys	185	100	0.56	0.54
Walpole Highway	244	450	1.82	1.85
Walsoken	517	940	1.79	1.82
Watlington	838	1,710	2.01	2.04
West Acre	80	50	0.66	0.63
West Dereham	161	70	0.44	0.44
West Walton	592	210	0.36	0.35
West Winch	1,017	2,020	1.97	1.99
Wiggenhall St Germans	467	860	1.83	1.84
Wiggenhall St Mary Magdalen	233	1,260	5.41	5.42
Wimbotsham	248	510	2.03	2.05
Total		809,600		

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

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.

Where a reserve exists for a specific purpose (e.g. a renewal or repair reserve), the Chief Finance Officer may withdraw funds from that reserve, PROVIDED THAT the withdrawals to finance an item or items of expenditure are related to the reasons for the existence of the reserve, up to a value of £100,000 per annum. Any necessary withdrawal that exceeds this amount additionally required the approval of the relevant portfolio holder.

Decisions involving additional resources from ear-marked reserves may be made by any portfolio holder up to a maximum of £50,000 per Portfolio Holder in any financial year, subject to compliance with Financial Regulations.

Any use of reserves as described above must be reported in the next monthly budget monitoring report.

Where any decision has been made without regard to Financial Regulations and it is noted prior to the commitment or spending, the Chief Finance Officer and the Monitoring Officer will have the authority to defer the payment until further discussions have been undertaken with the relevant portfolio holder.

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. The level of balances will be reviewed each year at the setting of the Budget.

The CIPFA guidelines are currently set at 5% of the Budget Requirement (net service spend) for the following year.

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.

The minimum / maximum level of balances was last reviewed at the Cabinet meeting on the 2 August 2022 as part of the Revenue Outturn 2021/2022 report.

Earmarked Reserves Purpose	Minimum Balance	Maximum Balance
<p>Amenity Areas The reserve represents past contributions made by developers for the maintenance of land on housing sites. The balances will be drawn down over a period in support of service costs.</p>	£0	£300,000
<p>Capital Programme Resources This reserve consists of past and annual revenue contributions (RCCO). It will be used to finance the capital programme.</p>	£0	£9,000,000
<p>West Norfolk Partnership This reserve holds income from second homes council tax. It is used to support the Partnership on initiatives across the borough.</p>	£0	£1,100,000
<p>Insurance Reserve 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	£300,000
<p>Restructuring Reserve 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	£1,000,000
<p>Renewals and Repairs Reserves These reserves come from annual contributions from service areas to deal with the maintenance and replacement of facilities, vehicles and equipment.</p>	£500,000	£2,000,000
<p>Holding Accounts The Holding Accounts reserves consist of a number of accounts which hold year-end balances on operational surpluses/deficits.</p>	£200,000	£2,600,000
<p>Ring Fenced Reserves These reserves consist of balances held on operational trading accounts and include Trust Funds held by the Council. The funds are 'ring-fenced' and are only used for certain purposes. (May be subject to amounts of Trust Funds placed with the Council)</p>	£50,000	£4,200,000

Earmarked Reserves Purpose	Minimum Balance	Maximum Balance
<p>Climate Change Allow implementation of smaller schemes; help fund preparation for larger capital scheme funding bids and also fund feasibility reports on potential options in support of the Council's Emissions Reduction Strategy and Action Plan.</p>	£0	£1,250,000
<p>Planning Reserve The Government provide for grant aid/awards for performance on Planning services. The Council's policy is to draw sums from here annually to support the overall cost of the planning service.</p>	£0	£800,000
<p>Grants Reserves These reserves hold unspent funds received as grants from external bodies for specific schemes/projects.</p>	£0	£4,800,000
<p>Collection Fund Adjustments 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	£11,500,000
<p>Project reserves These reserves are set up to hold funds earmarked for specific projects that will be delivered in future years.</p>	£0	£4,200,000
<p>Other The 'Other' Reserves consists of a number of miscellaneous accounts that are basically operational in nature e.g. various system suspense accounts.</p>	£0	£500,000
Total	£950,000	£43,550,000

Open	Would any decisions proposed :			
Any especially affected Wards	(a) Be entirely within Audit Committee's powers to decide NO			
None	(b) Need to be recommendations to Council/Cabinet			Yes
	(c) Be partly for recommendations to Council and partly within Cabinets powers –			NO
Lead Member: Cllr Angie Dickinson, Portfolio Holder for Finance E-mail: cllr.angie.dickinson@west-norfolk.gov.uk		Other Cabinet Members consulted:		None
		Other Members consulted:		None
Lead Officer: Carl Holland E-mail: carl.holland@west-norfolk.gov.uk Direct Dial: 01553 616549		Other Officers consulted:		None
Financial Implications Yes	Policy/Personnel Implications NO.	Statutory Implications (incl S.17) YES	Equal Opportunities Implications NO	Risk Management Implications NO

Date of meeting: 7 February 2023

TREASURY MANAGEMENT STRATEGY STATEMENT, MINIMUM REVENUE PROVISION POLICY STATEMENT AND ANNUAL INVESTMENT STRATEGY 2023/2024

<p>Summary</p> <p>The Council is required to receive and approve a Treasury Management Strategy Statement; Annual Investment Strategy; and Minimum Revenue Provision Policy Statement which covers:</p> <ul style="list-style-type: none"> • The Treasury Management Strategy • Capital plans, including prudential indicators • A Minimum Revenue Provision (MRP) Policy • An Investment Strategy <p>This report covers the requirements of the Local Government Act 2003, the Chartered Institute of Public Finance Accountants (CIPFA) Prudential Code, The Department of Levelling Up, Housing and Communities (DLUHC - this was formerly the Ministry of Housing, Communities and Local Government (MHCLG)), MRP Guidance, the CIPFA Treasury Management Code and the DLUHC Investment Guidance.</p> <p>The Council's Treasury Advisor, Link Asset Services, provide a template document for the Treasury Management Strategy Statement, which is fully compliant with CIPFA's code and DLUHC's guidance. The Council has used this template in preparing this report.</p> <p>This report looks at the period 2023-2027, which fits with the Council's Financial Plan and Capital Programme. Officers of the council have prepared the report based on their views of forecasts for interest rates, and have used information provided by the council's Treasury Management Advisor, Link Asset Services.</p>

Recommendations

Cabinet is asked to recommend that Council approve:

- **The Treasury Management Strategy Statement 2023/2024, including treasury indicators for 2023-2027.**
- **The Minimum Revenue Provision Policy 2023/2024**
- **The Investment Strategy 2023/2024**

Reason for the Decision

The Council must have approved a Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2023/2024 by 31 March 2023.

Treasury Management Strategy Statement

Minimum Revenue Provision Policy Statement and Annual Investment Strategy

2023/2024

Including commercial activities / non treasury investments

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1. INTRODUCTION

1.1 Background

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day to day treasury management activities.

CIPFA defines treasury management as:

“The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

1.2 Reporting requirements

1.2.1 Capital Strategy

The CIPFA 2021 Prudential and Treasury Management Codes require all local authorities to prepare an additional report, a capital strategy report, which will provide the following:

- a high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of the strategy is to ensure that all the Authority's elected members fully understand the overall long-term policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite.

1.2.2 Treasury Management reporting

The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

- **Prudential and treasury indicators and treasury strategy** (this report) - The first, and most important report is forward looking and covers: -
 - the capital plans, (including prudential indicators)
 - a minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time)
 - the Treasury Management Strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
 - an Annual Investment Strategy, (the parameters on how investments are to be managed)
- **A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision. In addition, this Authority will receive quarterly update reports.
- **An annual treasury report** – This is a backward-looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Full Council. This role is undertaken by the Audit Committee.

Quarterly reports – In addition to the three major reports detailed above, from 2023/24 quarterly reporting (end of June/end of December) is also required. However, these additional reports do not have to be reported to Full Council/Board but do require to be adequately scrutinised. This role is undertaken by the Audit Committee. (The reports, specifically, should comprise updated Treasury/Prudential Indicators.)

1.3 TREASURY MANAGEMENT STRATEGY 2023/24

The strategy for 2023/24 covers two main areas:

Capital issues

- the capital expenditure plans and the associated prudential indicators
- the minimum revenue provision (MRP) policy

Treasury management issues

- the current treasury positions
- treasury indicators which limit the treasury risk and activities of the Authority
- prospects for interest rates
- the borrowing strategy
- policy on borrowing in advance of need

- debt rescheduling
- the investment strategy
- creditworthiness policy; and
- the policy on use of external service providers

These elements cover the requirements of the Local Government Act 2003, DLUHC Investment Guidance, DLUHC MRP Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code.

1.4 Training

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny.

Furthermore, pages 47 and 48 of the Code state that they expect “all organisations to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance and decision making.

The scale and nature of this will depend on the size and complexity of the organisation’s treasury management needs. Organisations should consider how to assess whether treasury management staff and board/ council members have the required knowledge and skills to undertake their roles and whether they have been able to maintain those skills and keep them up to date.

As a minimum, authorities should carry out the following to monitor and review knowledge and skills:

- Record attendance at training and ensure action is taken where poor attendance is identified.
- Prepare tailored learning plans for treasury management officers and board/council members.
- Require treasury management officers and board/council members to undertake self-assessment against the required competencies (as set out in the schedule that may be adopted by the organisation).
- Have regular communication with officers and board/council members, encouraging them to highlight training needs on an ongoing basis.”

In further support of the revised training requirements, CIPFA’s Better Governance Forum and Treasury Management Network have produced a ‘self-assessment by members responsible for the scrutiny of treasury management’, which is available from the CIPFA website to download.

Training has been undertaken by members in October 2020 and further training will be arranged as required.

The training needs of the Council's treasury management officers are periodically reviewed and with full support being given for officers to attend workshops, courses and conferences that will keep their knowledge up to date.

1.5 Treasury management consultants

The Council uses Link Asset Services, Treasury solutions as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and ensures that undue reliance is not placed upon the services of our external Treasury Management Advisors. All decisions are undertaken with regard to all available information, including, but not solely, our treasury advisors.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources.

2. THE CAPITAL PRUDENTIAL INDICATORS 2023/24 – 2026/27

The Council's capital expenditure plans are the key driver of treasury management activity. The capital expenditure plans are reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

2.1 Capital expenditure

This prudential indicator is a summary of the Council's capital expenditure plans. (Capital Programme 2023-2027 to be agreed by Council 23 February 2023, which is the same meeting that this report will be approved at.)

	2022/2023 £ '000	2023/2024 £ '000	2024/2025 £ '000	2025/2026 £ '000	2026/2027 £ '000
Major Projects	21,351	49,751	57,649	32,671	9,621
Community and Partnerships	2,454	2,372	2,315	2,315	2,315
Resources	383	150	450	300	150
Programme and Projects	301	0	0	0	0
Property and Projects	330	278	0	0	0
Operational and Commercial Services	1,254	2,114	771	431	349
Leisure and Community Facilities	857	576	512	235	185
Central Services	0	0	0	0	0
	0	0	0	0	0
Total Excluding Exempt	26,930	55,241	61,697	35,951	12,619
	0	0	0	0	0
Exempt Schemes	8,087	4,629	0	0	0
	0	0	0	0	0
Total Capital Programme	35,016	59,870	61,697	35,951	12,619

The table below summarises how the capital expenditure in the table above is being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Financing Capital Expenditure	2022/2023 £ '000	2023/2024 £ '000	2024/2025 £ '000	2025/2026 £ '000	2026/2027 £ '000
Capital Receipts	27,642	31,691	27,898	26,495	9,091
Capital Grants	4,276	7,322	15,935	10,133	4,206
Capital Reserves	1,228	3,289	842	80	45
Revenue	1,156	1,806	654	190	60
Total	34,302	44,108	45,329	36,898	13,402
CFR Reduced / (Increased) By	(714)	(15,762)	(16,369)	947	782
Net financing need for the year	(714)	(15,762)	(16,369)	0	0

2.2 The Council's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so it's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.

The Council is asked to approve the CFR projections below:

Capital Financing Requirement (CFR)	2022/2023 Estimate £ '000	2023/2024 Estimate £ '000	2024/2025 Estimate £ '000	2025/2026 Estimate £ '000	2026/2027 Estimate £ '000
Opening CFR	55,808	55,569	70,172	85,335	83,201
Additional CFR Expenditure	714	15,762	16,369	(947)	(782)
Net Financing Need Total	56,522	71,330	86,541	84,388	82,419
Less MRP and other financing movements*	(954)	(1,158)	(1,207)	(1,186)	(1,191)
Closing CFR	55,569	70,172	85,335	83,201	81,228
Movement in CFR	(239)	14,604	15,162	(2,133)	(1,973)

*Includes finance lease annual principal payments and the repayment of borrowing.

A key aspect of the regulatory and professional guidance is that elected members are aware of the size and scope of any commercial activity in relation to the authority's overall financial position. The capital expenditure figures shown in 2.1 and the details above demonstrate the scope of this activity and, by approving these figures, consider the scale proportionate to the Authority's remaining activity.

2.3 Liability Benchmarking

A third and new prudential indicator for 2023/24 is the Liability Benchmark (LB). The Authority is required to estimate and measure the LB for the forthcoming financial year and the following two financial years, as a minimum.

There are four components to the LB: -

- Existing loan debt outstanding:** the Authority's existing loans that are still outstanding in future years.
- Loans CFR:** this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
- Net loans requirement:** this will show the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.
- Liability benchmark** (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.

2.4 Core funds and expected investment balances

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year-end balances for each resource and anticipated day-to-day cash flow balances.

Year End Resources	2022/2023 Estimate £ '000	2023/2024 Estimate £ '000	2024/2025 Estimate £ '000	2025/2026 Estimate £ '000	2026/2027 Estimate £ '000
General fund balances / earmarked reserves	(43,724)	(34,040)	(31,648)	(28,391)	(23,062)
Capital receipts	(4,024)	(5,650)	(7,110)	(5,882)	(4,772)
Provisions (Collection Fund)	(2,071)	(2,071)	(2,071)	(2,071)	(2,071)
Total core funds	(49,819)	(41,761)	(40,829)	(36,344)	(29,905)
Working capital	(12,468)	(12,468)	(12,468)	(12,468)	(12,468)
Internal Borrowing*	44,641	43,483	42,277	41,091	39,900
Expected investments	(17,645)	(10,746)	(11,020)	(7,722)	(2,473)

*Use of internal and/or temporary borrowing will reflect actual capital expenditure during the year.

2.5 MINIMUM REVENUE PROVISION (MRP) POLICY STATEMENT

Under Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, where the Authority has financed capital expenditure by borrowing it is required to make a provision each year through a revenue charge (MRP).

The Authority is required to calculate a prudent provision of MRP which ensures that the outstanding debt liability is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits. The MRP Guidance (2018) gives four ready-made options for calculating MRP, but the Authority can use any other reasonable basis that it can justify as prudent.

The MRP policy statement requires full council approval (or closest equivalent level) in advance of each financial year.

The Authority is recommended to approve the following MRP Statement (amend / delete as necessary):

For expenditure incurred before 1 April 2008 which forms part of supported capital expenditure, the MRP policy will be:

- **Asset life method** – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) which provides for a reduction in the borrowing need over approximately the asset's life.

MRP Overpayments - Under the MRP guidance, any charges made in excess of the statutory MRP can be made, known as voluntary revenue provision (VRP).

VRP can be reclaimed in later years if deemed necessary or prudent. In order for these amounts to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year.

3 BORROWING

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

The Council's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

Year End Resources	2022/2023 Estimate £ '000	2023/2024 Estimate £ '000	2024/2025 Estimate £ '000	2025/2026 Estimate £ '000	2026/2027 Estimate £ '000
External Debt					
Debt at 1 April	10,213	10,927	26,689	43,058	42,111
Expected change in Debt	714	15,762	16,369	(947)	(782)
Actual gross debt at 31 March	10,927	26,689	43,058	42,111	41,328
The Capital Financing Requirement (Cumulative)	55,569	70,172	85,335	83,201	81,228
BORROWING	44,641	43,483	42,277	41,091	39,900

External borrowing requirements will be reviewed at the time that the funding is required.

Within the range of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2023/24 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

The S151 Officer reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this report.

3.1 Treasury Indicators: limits to borrowing activity

The operational boundary. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

Operational boundary	2022/2023 Estimate £ '000	2023/2024 Estimate £ '000	2024/2025 Estimate £ '000	2025/2026 Estimate £ '000	2026/2027 Estimate £ '000
Debt	56,000	71,000	86,000	84,000	82,000
Other long term liabilities	1,000	1,000	1,000	1,000	1,000
Commercial activities	10,000	10,000	10,000	10,000	10,000
Total	67,000	82,000	97,000	95,000	93,000

The authorised limit for external debt. This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

- This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
- The Council is asked to approve the following authorised limit:

Authorised Limit	2022/2023 Estimate £ '000	2023/2024 Estimate £ '000	2024/2025 Estimate £ '000	2025/2026 Estimate £ '000	2026/2027 Estimate £ '000
Debt	61,000	76,000	91,000	89,000	87,000
Other long term liabilities	1,000	1,000	1,000	1,000	1,000
Commercial activities	10,000	10,000	10,000	10,000	10,000
Total	72,000	87,000	102,000	100,000	98,000

3.2 Prospects for interest rates

The Council has appointed Link Group as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. Link provided the following forecasts on 8TH November 2022. These are forecasts for certainty rates, gilt yields plus 80 bps.

Link Group Interest Rate View	08.11.22												
	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
BANK RATE	3.50	4.25	4.50	4.50	4.50	4.00	3.75	3.50	3.25	3.00	2.75	2.50	2.50
3 month ave earnings	3.60	4.30	4.50	4.50	4.50	4.00	3.80	3.30	3.00	3.00	2.80	2.50	2.50
6 month ave earnings	4.20	4.50	4.60	4.50	4.20	4.10	3.90	3.40	3.10	3.00	2.90	2.60	2.60
12 month ave earnings	4.70	4.70	4.70	4.50	4.30	4.20	4.00	3.50	3.20	3.10	3.00	2.70	2.70
5 yr PWLB	4.30	4.30	4.20	4.10	4.00	3.90	3.80	3.60	3.50	3.40	3.30	3.20	3.10
10 yr PWLB	4.50	4.50	4.40	4.30	4.20	4.00	3.90	3.70	3.60	3.50	3.40	3.30	3.20
25 yr PWLB	4.70	4.70	4.60	4.50	4.40	4.30	4.10	4.00	3.90	3.70	3.60	3.50	3.50
50 yr PWLB	4.30	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.40	3.30	3.20	3.20

Additional notes by Link on this forecast table: -

Our central forecast reflects a view that the MPC will be keen to demonstrate its anti-inflation credentials by delivering a succession of rate increases. This has happened throughout 2022, but the new Government's policy of emphasising fiscal rectitude will probably mean Bank Rate does not now need to increase to further than 4.5%.

Further down the road, we anticipate the Bank of England will be keen to loosen monetary policy when the worst of the inflationary pressures have lessened – but that timing will be one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged.

The CPI measure of inflation will peak at close to 11% in Q4 2022. Despite the cost-of-living squeeze that is still taking shape, the Bank will want to see evidence that wages are not spiralling upwards in what is evidently a very tight labour market. Wage increases, excluding bonuses, are currently running at 5.7%.

Regarding the plan to sell £10bn of gilts back into the market each quarter (Quantitative Tightening), this has started but will focus on the short to medium end of the curve for the present. This approach will prevent any further disruption to the longer end of the curve following on from the short-lived effects of the Truss/Kwarteng unfunded dash for growth policy.

In the upcoming months, our forecasts will be guided not only by economic data releases and clarifications from the MPC over its monetary policies and the Government over its fiscal policies, but the on-going conflict between Russia and Ukraine. (More recently, the heightened tensions between China/Taiwan/US also have the potential to have a wider and negative economic impact.)

On the positive side, consumers are still estimated to be sitting on over £160bn of excess savings left over from the pandemic so that will cushion some of the impact of the above challenges. However, most of those are held by more affluent people whereas lower income families already spend nearly all their income on essentials such as food, energy and rent/mortgage payments.

PWLB RATES

Yield curve movements have become less volatile under the Sunak/Hunt government. PWLB 5 to 50 years Certainty Rates are, generally, in the range of 3.75% to 4.50%. The medium to longer part of the yield curve is currently inverted (yields are lower at the longer end of the yield curve compared to the short to medium end).

We view the markets as having built in, already, nearly all the effects on gilt yields of the likely increases in Bank Rate and the poor inflation outlook but markets are volatile and further whipsawing of gilt yields across the whole spectrum of the curve is possible.

The balance of risks to the UK economy: -

- The overall balance of risks to economic growth in the UK is to the downside. Indeed, the Bank of England projected two years of negative growth in their November Quarterly Monetary Policy Report.

Downside risks to current forecasts for UK gilt yields and PWLB rates include: -

- **Labour and supply shortages** prove more enduring and disruptive and depress economic activity (accepting that in the near-term this is also an upside risk to inflation and, thus, rising gilt yields).
- **The Bank of England** acts too quickly, or too far, over the next two years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- **UK / EU trade arrangements** – if there was a major impact on trade flows and financial services due to complications or lack of co-operation in sorting out significant remaining issues.
- **Geopolitical risks**, for example in Ukraine/Russia, China/Taiwan/US, Iran, North Korea and Middle Eastern countries, which could lead to increasing safe-haven flows.

Upside risks to current forecasts for UK gilt yields and PWLB rates: -

- The **Bank of England is too slow** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly and for a longer period within the UK economy, which then necessitates an even more rapid series of increases in Bank Rate faster than we currently expect.

- **The Government** acts too slowly to increase taxes and/or cut expenditure to balance the public finances, in the light of the cost-of-living squeeze.
- **The pound weakens** because of a lack of confidence in the UK Government's fiscal policies, resulting in investors pricing in a risk premium for holding UK sovereign debt.
- Longer term **US treasury yields** rise strongly, if inflation numbers disappoint on the upside, and pull gilt yields up higher than currently forecast.

Borrowing advice: Our long-term (beyond 10 years) forecast for Bank Rate stands at 2.5%. As all PWLB certainty rates are now above this level, borrowing strategies will need to be reviewed in that context. Better value can generally be obtained at the shorter end of the curve and short-dated fixed LA to LA monies should be considered. Temporary borrowing rates are likely, however, to remain near Bank Rate and may also prove attractive whilst the market waits for inflation, and therein gilt yields, to drop back later in 2023.

Our suggested budgeted earnings rates for investments up to about three months' duration in each financial year are as follows: -

Average earnings in each year	
2022/23 (remainder)	3.95%
2023/24	4.40%
2024/25	3.30%
2025/26	2.60%
2026/27	2.50%
Years 6 to 10	2.80%
Years 10+	2.80%

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts.

Our interest rate forecast for Bank Rate is in steps of 25 bps, whereas PWLB forecasts have been rounded to the nearest 10 bps and are central forecasts within bands of + / - 25 bps. Naturally, we continue to monitor events and will update our forecasts as and when appropriate.

3.3 BORROWING STRATEGY.

The Authority is currently maintaining an under-borrowed position. This means that the capital borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Authority's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels once prevailing inflation

concerns are addressed by tighter near-term monetary policy. That is, Bank Rate increases over the remainder of 2022 and the first half of 2023.

Against this background and the risks within the economic forecast, caution will be adopted with the 2023/24 treasury operations. The Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

3.4 Policy on borrowing in advance of need

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

3.5 Debt rescheduling

Rescheduling of current borrowing in our debt portfolio is unlikely to occur as there is still a large difference between premature redemption rates and new borrowing rates.

If rescheduling was done, it will be reported to the Audit Committee, at the earliest meeting following its action.

3.6 New Financial Institutions as a source of borrowing and / or types of borrowing

Currently the PWLB Certainty Rate is set at gilts + 80 basis points. However, consideration may still need to be given to sourcing funding from the following sources for the following reasons:

- Local authorities (primarily shorter dated maturities out to 3 years or so – still cheaper than the Certainty Rate).
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of forward dates where the objective is to avoid a “cost of carry” or to achieve refinancing certainty over the next few years).

Our advisors will keep us informed as to the relative merits of each of these alternative funding sources.

4. ANNUAL INVESTMENT STRATEGY

4.1 Investment policy – management of risk

The Department of Levelling Up, Housing and Communities (DLUHC - this was formerly the Ministry of Housing, Communities and Local Government (MHCLG)) and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This report deals solely with treasury (financial) investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy, (a separate report).

The Council's investment policy has regard to the following: -

- DLUHC's Guidance on Local Government Investments ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the Code")
- CIPFA Treasury Management Guidance Notes 2018

The Council's investment priorities will be security first, portfolio liquidity second and then yield, (return).

The above guidance from the DLUHC and CIPFA place a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

1. Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
2. **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as "**credit default swaps**" and overlay that information on top of the credit ratings.
3. **Other information sources** used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
4. This authority has defined the list of **types of investment instruments** that the treasury management team are authorised to use. There are two lists in appendix 5.4 under the categories of 'specified' and 'non-specified' investments.

Specified investments are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to maturity, if originally, they were classified as being non-specified investments solely due to the maturity period exceeding one year.

Non-specified investments are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which

require greater consideration by members and officers before being authorised for use.

5. **Non-specified investments limit.** The Council has determined that it will limit the maximum total exposure to non-specified investments as being £4m of the total investment portfolio, (see paragraph 4.3).
6. **Lending limits**, (amounts and maturity), for each counterparty will be set through applying the matrix table in paragraph 4.2.
7. **Transaction limits** are set for each type of investment in 4.2.
8. This authority will set a limit for the amount of its investments which are invested for **longer than 365 days**, (see paragraph 4.4).
9. Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating**, (see paragraph 4.3).
10. This authority has engaged **external consultants**, (see paragraph 1.5), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.
11. All investments will be denominated in **sterling**.
12. As a result of the change in accounting standards for 2020/21 under IFRS 9, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the Ministry of Housing, Communities and Local Government, [DLUHC], concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending 31.3.23. At the current juncture it has not been determined whether a further extension to the over-ride will be agreed by Government.

However, this authority will also pursue **value for money** in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance, (see paragraph 4.5). Regular monitoring of investment performance will be carried out during the year.

Changes in risk management policy from last year.

The above criteria are unchanged from last year.

4.2 Creditworthiness policy

This Council applies the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard & Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- a) credit watches and credit outlooks from credit rating agencies;
- b) CDS spreads to give early warning of likely changes in credit ratings;
- c) sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit Watches and credit Outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

Yellow	5 years
Dark pink	5 years for Ultra-Short Dated Bond Funds with a credit score of 1.25
Light pink	5 years for Ultra-Short Dated Bond Funds with a credit score of 1.5
Purple	2 years
Blue	1 year (only applies to nationalised or semi nationalised UK Banks)
Orange	1 year
Red	6 months
Green	100 days
No colour	not to be used

The Link creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically, the minimum credit ratings criteria the Authority uses will be a short-term rating (Fitch or equivalents) of F1 and a long-term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances, consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored. The Authority is alerted to changes to ratings of all three agencies through its use of the Link creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Authority's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Authority will be advised of information in movements in Credit Default Swap spreads against the iTraxx European Senior Financials benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link. Extreme market movements may result in downgrade of an institution or removal from the Authority's lending list.

Sole reliance will not be placed on the use of this external service. In addition, this Authority will also use market data and market information, as well as information on any external support for banks to help support its decision-making process.

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

Counterparties	Colour (and long-term rating where applicable)	Money per institution Limit	Time Limit
Banks *	yellow	£2m	5yrs
Banks	purple	£4m	2 yrs
Banks	orange	£4m	1 yr
Banks – part nationalised	blue	£4m	1yr
Banks	red	£4m	6 mths
Banks	green	£4m	100 days
Banks	No colour	Not to be used	
DMADF (Debt Management Account Deposit Facility)	UK sovereign rating	Unlimited	6 months
Local authorities	yellow	£10m	Unlimited
Local Authorities Companies which are 100% owned by the Borough Council King's Lynn and West Norfolk	N/A	£12m	Unlimited
	Fund rating	Money and/or % Limit	Time Limit
Money Market Funds CNAV	AAA	£4m	liquid
Money Market Funds LVNAV	AAA	£4m	liquid
Money Market Funds VNAV	AAA	£4m	liquid
Ultra-Short Dated Bond Funds with a credit score of 1.25	Dark pink / AAA	£3m	liquid
Ultra-Short Dated Bond Funds with a credit score of 1.50	Light pink / AAA	£3m	liquid

*Please note: the yellow colour category is for UK Government debt, or its equivalent, money market funds and collateralised deposits where the collateral is UK Government debt – see appendix 5.4.

4.3 Other limits

Due care will be taken to consider the exposure of the Council's total investment portfolio to non-specified investments, countries, groups and sectors.

- **Non-specified investment limit.** The Council has determined that it will limit the maximum total exposure to non-specified investments as being £4m of the total investment portfolio.
- **Country limit.** The Council has determined that it will only use approved counterparties from the UK and from countries with a **minimum sovereign credit rating of AA-** from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 5.4. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.
- **Other limits.** In addition:
 - no more than £4m will be placed with any non-UK country at any time;
 - limits in place above will apply to a group of companies;
 - sector limits will be monitored regularly for appropriateness.

4.4 Investment strategy

In-house funds. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e., rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. The current shape of the yield curve suggests that is the case at present, but there is the prospect of Bank Rate peaking in the first half of 2023 and possibly reducing as early as the latter part of 2023 so an agile investment strategy would be appropriate to optimise returns.

Accordingly, while most cash balances are required in order to manage the ups and downs of cash flow and where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer-term investments will be carefully assessed.

Investment returns expectations.

The current forecast shown in paragraph 3.3, includes a forecast for Bank Rate to reach 4.5% in Q2 2023.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows: -

Average earnings in each year	
2022/23 (remainder)	3.95%
2023/24	4.40%
2024/25	3.30%
2025/26	2.60%
2026/27	2.50%
Years 6 to 10	2.80%
Years 10+	2.80%

Investment treasury indicator and limit - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment and are based on the availability of funds after each year-end.

The Council is asked to approve the following treasury indicator and limit:

Maximum principal sums invested > 365 days			
	2022/2023	2023/2024	2024/2025
Principal sums invested > 365 days	£4m	£4m	£4m
With Local Authorities	£10m	£10m	£10m
With Local Authorities Companies which are 100% owned by BCKLWN	£12m	£12m	£12m
Current investments as at 31.01.22 in excess of 1 year maturing in each year	£0m	-	-

4.5 End of year investment report

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

4.6 Financial Implications

The financial implications of the borrowing and investment strategy and MRP are reflected in the financing adjustment figure included in the Financial Plan 2022-2027 to be approved at Council on 23 February 2023.

The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this council. To ensure that the council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

4.7 Risk Management Implications

There are elements of risk in dealing with the treasury management function although the production and monitoring of such controls as Prudential Indicators and Treasury Management Strategies help to reduce the exposure of the council to the market. The costs and returns on borrowing and investment are in themselves a reflection of risk that is seen by the market forces. The action and controls outlined in the report will provide for sound financial and performance management procedures.

4.8 Policy Implications

There are no other changes in the Treasury Management policy at present, other than those outlined in this report. Appendices 5.6 and 5.7 detail the treasury management scheme of delegation and the role of the Section 151 Officer.

4.9 Statutory Considerations

The council must set Prudential Indicators and adopt a Treasury Management Strategy and Annual investment Strategy before 31 March 2023.

4.10 Access to Information

Monthly Monitoring reports 2021/2022 and 2022/2023
 The Financial Plan 2023-2027
 Capital Programme 2023-2027
 Council Website – Treasury Management Practices
 Capital Strategy 2022/2023 and 2023/2024

5. APPENDICES

1. Prudential and treasury indicators
2. Interest rate forecasts
3. Economic background
4. Treasury management practice 1 – credit and counterparty risk management
5. Approved countries for investments
6. Treasury management scheme of delegation
7. The treasury management role of the section 151 officer

5.1 THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2023/24 – 2026/27 AND MRP STATEMENT

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

5.1.1 Capital expenditure

	2022/2023 £ '000	2023/2024 £ '000	2024/2025 £ '000	2025/2026 £ '000	2026/2027 £ '000
Major Projects	21,351	49,751	57,649	32,671	9,621
Community and Partnerships	2,454	2,372	2,315	2,315	2,315
Resources	383	150	450	300	150
Programme and Projects	301	0	0	0	0
Property and Projects	330	278	0	0	0
Operational and Commercial Services	1,254	2,114	771	431	349
Leisure and Community Facilities	857	576	512	235	185
Central Services	0	0	0	0	0
	0	0	0	0	0
Total Excluding Exempt	26,930	55,241	61,697	35,951	12,619
	0	0	0	0	0
Exempt Schemes	8,087	4,629	0	0	0
	0	0	0	0	0
Total Capital Programme	35,016	59,870	61,697	35,951	12,619

5.1.2 Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital, (borrowing and other long-term obligation costs net of investment income), against the net revenue stream.

%	2022/23	2023/24	2024/25	2025/26	2026/27
	Estimate	Estimate	Estimate	Estimate	Estimate
Services	5.01%	-0.05%	0.69%	1.53%	1.66%
Commercial activities	0.00%	0.00%	0.00%	0.00%	0.00%

The estimates of financing costs include current commitments and the proposals in this budget report.

There are no commercial activities in the current capital programme.

5.1.3 Maturity structure of borrowing

Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

£m	2022/23	2023/24	2024/25	2025/26	2026/27
Interest rate exposures					
	Upper	Upper	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%	100%	100%
Limits on variable interest rates based on net debt	40%	40%	40%	40%	40%
Maturity structure of fixed interest rate borrowing 2023/24					
	Lower	Upper	£m		
Under 12 months	0%	100%	-		
12 months to 2 years	0%	100%	-		
2 years to 50 years	0%	100%	-		
50 years +	0%	100%	10		

5.1.4. Control of interest rate exposure

Please see paragraphs 3.3, 3.4 and 4.4.

5.2 INTEREST RATE FORECASTS 2022-2025

Link Group Interest Rate View 08.11.22													
	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
BANK RATE	3.50	4.25	4.50	4.50	4.50	4.00	3.75	3.50	3.25	3.00	2.75	2.50	2.50
3 month ave earnings	3.60	4.30	4.50	4.50	4.50	4.00	3.80	3.30	3.00	3.00	2.80	2.50	2.50
6 month ave earnings	4.20	4.50	4.60	4.50	4.20	4.10	3.90	3.40	3.10	3.00	2.90	2.60	2.60
12 month ave earnings	4.70	4.70	4.70	4.50	4.30	4.20	4.00	3.50	3.20	3.10	3.00	2.70	2.70
5 yr PWLB	4.30	4.30	4.20	4.10	4.00	3.90	3.80	3.60	3.50	3.40	3.30	3.20	3.10
10 yr PWLB	4.50	4.50	4.40	4.30	4.20	4.00	3.90	3.70	3.60	3.50	3.40	3.30	3.20
25 yr PWLB	4.70	4.70	4.60	4.50	4.40	4.30	4.10	4.00	3.90	3.70	3.60	3.50	3.50
50 yr PWLB	4.30	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.40	3.30	3.20	3.20

PWLB forecasts are based on PWLB certainty rates.

5.3 ECONOMIC BACKGROUND

Against a backdrop of stubborn inflationary pressures, the easing of Covid restrictions in most developed economies, the Russian invasion of Ukraine, and a range of different UK Government policies, it is no surprise that UK interest rates have been volatile right across the curve, from Bank Rate through to 50-year gilt yields, for all of 2022.

Market commentators' misplaced optimism around inflation has been the root cause of the rout in the bond markets with, for example, UK, EZ and US 10-year yields all rising by over 200bps since the turn of the year. The table below provides a snapshot of the conundrum facing central banks: inflation is elevated but labour markets are extra-ordinarily tight, making it an issue of fine judgment as to how far monetary policy needs to tighten.

	UK	Eurozone	US
Bank Rate	3.0%	1.5%	3.75%-4.00%
GDP	-0.2%q/q Q3 (2.4%/y/y)	+0.2%q/q Q3 (2.1%/y/y)	2.6% Q3 Annualised
Inflation	11.1%/y/y (Oct)	10.0%/y/y (Nov)	7.7%/y/y (Oct)
Unemployment Rate	3.6% (Sep)	6.6% (Sep)	3.7% (Aug)

Q2 of 2022 saw UK GDP revised upwards to +0.2% q/q, but this was quickly reversed in the third quarter, albeit some of the fall in GDP can be placed at the foot of the extra Bank Holiday in the wake of the Queen's passing. Nevertheless, CPI inflation has picked up to what should be a peak reading of 11.1% in October, although with further increases in the gas and electricity price caps pencilled in for April 2023, and the cap potentially rising from an average of £2,500 to £3,000 per household, there is still a possibility that inflation will spike higher again before dropping back slowly through 2023.

The UK unemployment rate fell to a 48-year low of 3.6%, and this despite a net migration increase of c500k. The fact is that with many economic participants registered as long-term sick, the UK labour force actually shrunk by c£500k in the year to June. Without an increase in the labour force participation rate, it is hard to see how the UK economy will be able to grow its way to prosperity, and with average wage increases running at 5.5% - 6% the MPC will be concerned that wage inflation will prove just as sticky as major supply-side shocks to food and energy that have endured since Russia's invasion of Ukraine on 22nd February 2022.

Throughout Q3 Bank Rate increased, finishing the quarter at 2.25% (an increase of 1%). Q4 has seen rates rise to 3% in November and the market expects Bank Rate to hit 4.5% by May 2023.

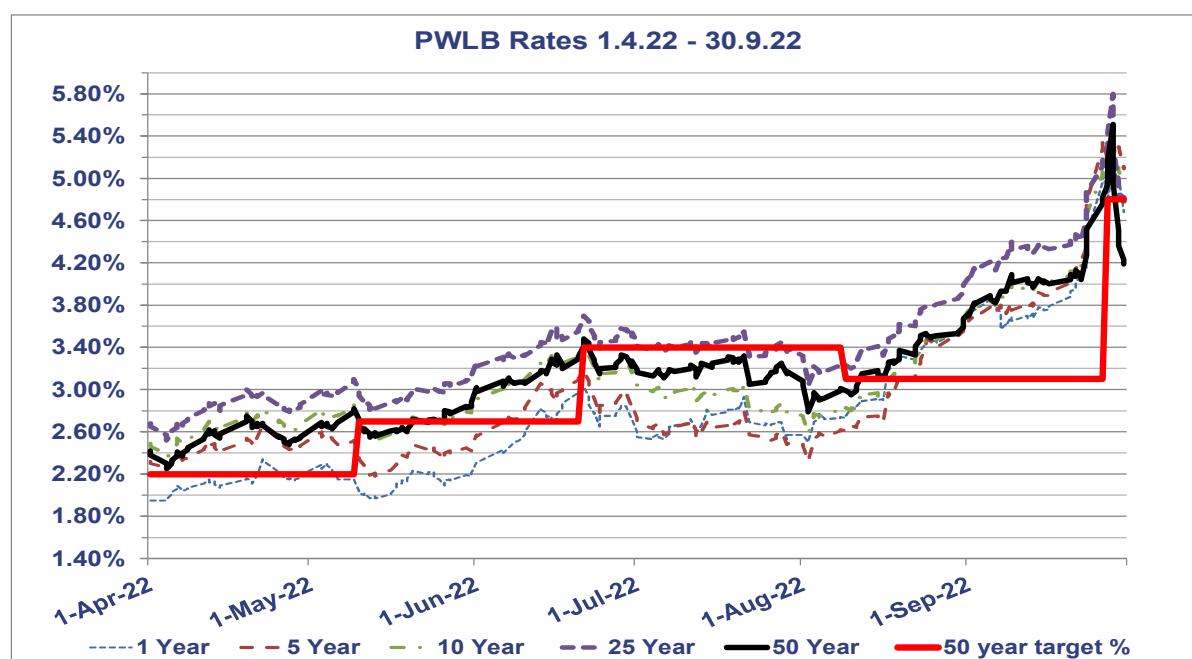
Following a Conservative Party leadership contest, Liz Truss became Prime Minister for a tumultuous seven weeks that ran through September and December. Put simply, the markets did not like the unfunded tax-cutting and heavy spending policies put forward by her Chancellor, Kwasi Kwarteng, and their reign lasted barely seven weeks before being replaced by Prime Minister Rishi Sunak and Chancellor Jeremy Hunt. Their Autumn Statement of 17th November gave rise to a net £55bn fiscal tightening, although much of the "heavy lifting" has been left for the next Parliament to deliver.

However, the markets liked what they heard, and UK gilt yields have completely reversed the increases seen under the previous tenants of No10/11 Downing Street.

Globally, though, all the major economies are expected to struggle in the near term. The fall below 50 in the composite Purchasing Manager Indices for the UK, US, EZ and China all point to at least one if not more quarters of GDP contraction. In November, the MPC projected eight quarters of negative growth for the UK lasting throughout 2023 and 2024, but with Bank Rate set to peak at lower levels than previously priced in by the markets and the fiscal tightening deferred to some extent, it is not clear that things will be as bad as first anticipated by the Bank.

The £ has strengthened of late, recovering from a record low of \$1.035, on the Monday following the Truss government's "fiscal event", to \$1.20. Notwithstanding the £'s better run of late, 2023 is likely to see a housing correction of some magnitude as fixed-rate mortgages have moved above 5% and affordability has been squeezed despite proposed Stamp Duty cuts remaining in place.

In the table below, the rise in gilt yields, and therein PWLB rates, through the first half of 2022/23 is clear to see.



However, the peak in rates on 28th September as illustrated in the table covering April to September 2022 below, has been followed by the whole curve shifting ever lower. PWLB rates at the front end of the curve are generally over 1% lower now whilst the 50 years is over 1.75% lower.

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	1.95%	2.18%	2.36%	2.52%	2.25%
Date	01/04/2022	13/05/2022	04/04/2022	04/04/2022	04/04/2022
High	5.11%	5.44%	5.35%	5.80%	5.51%
Date	28/09/2022	28/09/2022	28/09/2022	28/09/2022	28/09/2022
Average	2.81%	2.92%	3.13%	3.44%	3.17%
Spread	3.16%	3.26%	2.99%	3.28%	3.26%

After a shaky start to the year, the S&P 500 and FTSE 100 have climbed in recent weeks, albeit the former is still 17% down and the FTSE 2% up. The German DAX is 9% down for the year.

CENTRAL BANK CONCERNS – NOVEMBER 2022

At the start of November, the Fed decided to push up US rates by 0.75% to a range of 3.75% - 4%, whilst the MPC followed a day later by raising Bank Rate from 2.25% to 3%, in line with market expectations. EZ rates have also increased to 1.5% with further tightening in the pipeline.

Having said that, the press conferences in the US and the UK were very different. In the US, Fed Chair, Jerome Powell, stated that rates will be elevated and stay higher for longer than markets had expected. Governor Bailey, here in the UK, said the opposite and explained that the two economies are positioned very differently so you should not, therefore, expect the same policy or messaging.

Regarding UK market expectations, although they now expect Bank Rate to peak within a lower range of 4.5% - 4.75%, caution is advised as the Bank of England Quarterly Monetary Policy Reports have carried a dovish message over the course of the last year, only for the Bank to have to play catch-up as the inflationary data has proven stronger than expected.

In addition, the Bank's central message that GDP will fall for eight quarters starting with Q3 2022 may prove to be a little pessimistic. Will the £160bn excess savings accumulated by households through the Covid lockdowns provide a spending buffer for the economy – at least to a degree? Ultimately, however, it will not only be inflation data but also employment data that will mostly impact the decision-making process, although any softening in the interest rate outlook in the US may also have an effect (just as, conversely, greater tightening may also).

5.4 TREASURY MANAGEMENT PRACTICE (TMP1) – CREDIT AND COUNTERPARTY RISK MANAGEMENT

SPECIFIED INVESTMENTS: All such investments will be sterling denominated, with **maturities up to a maximum of 1 year**, meeting the minimum 'high' quality criteria where applicable. (Non-specified investments which would be specified investments apart from originally being for a period longer than 12 months, will be classified as being specified once the remaining period to maturity falls to under twelve months.)

NON-SPECIFIED INVESTMENTS: These are any investments which do not meet the specified investment criteria. A maximum of £4m ** will be held in aggregate in non-specified investment.

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made, it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

	Minimum credit criteria / colour band	** Max % of total investments / £ limit per institution	Max. maturity period
DMADF – UK Government	yellow	100%	6 months (max. is set by the DMO*)
UK Government gilts	yellow		5 years
UK Government Treasury bills	yellow		364 days (max. is set by the DMO*)
Bonds issued by multilateral development banks	yellow		5 years
Money Market Funds CNAV	AAA	100%	Liquid
Money Market Funds LNAV	AAA		Liquid
Money Market Funds VNAV	AAA		Liquid
Ultra-Short Dated Bond Funds with a credit score of 1.25	AAA	100%	Liquid
Ultra-Short Dated Bond Funds with a credit score of 1.5	AAA	100%	Liquid
Local authorities	yellow	100%	5 years

Term deposits with housing associations	Blue Orange Red Green No Colour		12 months 12 months 6 months 100 days Not for use
Term deposits with banks and building societies	Blue Orange Red Green No Colour		12 months 12 months 6 months 100 days Not for use
CDs or corporate bonds with banks and building societies	Blue Orange Red Green No Colour		12 months 12 months 6 months 100 days Not for use
Gilt funds	UK sovereign rating		

* DMO – is the Debt Management Office of H.M.Treasury

Non Specified Investments (can be longer than 1 year)	Minimum Credit Criteria	Use	Max % of total investments	Max. maturity period
With Local Authorities Companies which are 100% owned by the Borough Council King's Lynn and West Norfolk	N/A	In-house	100%	Unlimited
Term deposits – UK government (with maturities in excess of 1 year)	Credit rating in TMP's	In-house	100%	5 years
Term deposits – other LA's (with maturities in excess of 1 year)	Credit rating in TMP's	In-house	100%	5 years
Term deposits – banks and building societies (with maturities in excess of 1 year)	Credit rating in TMP's	In-house	As set out in TMP 1	5 years
Term deposits with unrated counterparties : any maturity	Credit rating in TMP's	In-house	As set out in TMP 1	5 years
Certificates of deposits issued by banks and building societies with maturities in excess of 1 year	Credit rating in TMP's	In house on a 'buy and hold basis' and Fund managers	As set out in TMP 1	2 years
UK Government Gilts with maturities in excess of 1 year	AAA	In house on a 'buy and hold basis' and Fund Managers	As set out in TMP 1	Overall duration of 3 years
Bonds issued by multilateral development banks with maturities in excess of 1 year	AAA	In-house on a 'buy-and-hold' basis. Also for use	50% of the total fund	Overall duration of 3 years

		by fund managers		
Bonds issued by a financial institution which is guaranteed by the UK government with maturities in excess of 1 year	AAA	In-house on a 'buy-and-hold' basis. Also for use by fund managers	50% of the total fund	Overall duration of 3 years
Sovereign bond issues (i.e. other than the UK govt) with maturities in excess of 1 year	AAA	In house on a 'buy and hold basis' and Fund Managers	50% of the total fund	Overall duration of 3 years
Corporate Bonds : <i>the use of these investments would constitute capital expenditure</i>		In house on a 'buy and hold basis' and Fund Managers	50% of the total fund	Overall duration of 3 years
Floating Rate Notes : <i>the use of these investments would constitute capital expenditure unless they are issued by a multi-lateral development bank</i>		Fund managers	50% of the total fund	Overall duration of 3 years
Property Fund: <i>the use of these investments would constitute capital expenditure</i>		In house and Fund Managers	50% of the total fund	Overall duration of 10 years

Accounting treatment of investments. The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this Council. To ensure that the Council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

5.5 APPROVED COUNTRIES FOR INVESTMENTS

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong, Norway and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link credit worthiness service.

Based on lowest available rating

AAA

2. Australia
3. Denmark
4. Germany
5. Luxembourg
6. Netherlands
7. Norway
8. Singapore
9. Sweden
10. Switzerland

AA+

11. Canada
12. Finland
13. U.S.A.

AA

14. Abu Dhabi (UAE)
15. France

AA-

16. Belgium
17. Hong Kong
18. Qatar
19. **U.K.**

THIS LIST IS AS AT 2.12.22

5.6 TREASURY MANAGEMENT SCHEME OF DELEGATION

(i) Full Council

- Approval of annual strategy;
- Budget consideration and approval.

(ii) Cabinet

- Amendments to the organisation's adopted clauses, treasury management policy statement;

(iii) Audit Committee

- Receiving and reviewing regular monitoring reports and acting on recommendations;
- Mid-Year Treasury Management Report
- Annual Treasury Report (Actuals)

5.7 THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

The S151 (responsible) officer is responsible for:

1. recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
2. submitting regular treasury management policy reports;
3. submitting budgets and budget variations;
4. receiving and reviewing management information reports;
5. reviewing the performance of the treasury management function;
6. ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
7. ensuring the adequacy of internal audit, and liaising with external audit;
8. recommending the appointment of external service providers.
9. preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term timeframe
10. ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
11. ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority
12. ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
13. ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources
14. ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long-term liabilities
15. provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees
16. ensuring that members are adequately informed and understand the risk exposures taken on by an authority
17. ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above
18. creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following:
 - a. *Risk management, including investment and risk management criteria for any material non-treasury investment portfolios;*
 - b. *Performance measurement and management, including methodology and criteria for assessing the performance and success of non-treasury investments;*
 - c. *Decision making, governance and organisation, including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;*
 - d. *Reporting and management information, including where and how often monitoring reports are taken;*
 - e. *Training and qualifications, including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.*

REPORT TO CABINET

Open/Exempt	OPEN	Would any decisions proposed :			
Any especially affected Wards	Mandatory	Be entirely within Cabinet’s powers to decide	NO	Need to be recommendations to Council	YES
		Is it a Key Decision	NO		
Lead Member: Cllr Angie Dickinson, Portfolio Holder for Finance E-mail: cllr.angie.dickinson@west-norfolk.gov.uk		Other Cabinet Members consulted: None			
		Other Members consulted: None			
Lead Officer: Carl Holland E-mail: carl.holland@west-norfolk.gov.uk Direct Dial: 01553 616549		Other Officers consulted: Management Team			
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications YES	Equal Impact Assessment NO If YES: Pre-screening/ Full Assessment	Risk Management Implications NO	Environmental Considerations NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					

Date of meeting: 07 February 2023

CAPITAL STRATEGY 2023/24

Summary

The Capital Strategy outlines the principles and framework that shape the Council’s capital decisions. The principal aim is to deliver a programme of capital investment that contributes to the achievement of the Council’s priorities and objectives as set out in the Corporate Plan. The Capital Strategy will be updated annually and will be put before Cabinet alongside the Treasury Management Strategy so that it can be approved before the year to which it relates begins.

The Strategy defines at the highest level how the capital programme is to be formulated; it identifies the issues and options that influence capital spending and sets out how the resources and capital programme will be managed.

Recommendation

- 1) that Cabinet approve the Capital Strategy 2023/2024 as attached to this report.

Reason for Decision

Not to approve these policies would contravene the requirements of both legislation and good practice. In addition, the external auditors may comment in their report to those charged with governance (ISA260).

1 Background

As local authorities become increasingly complex and diverse it is vital that those charged with governance understand the long-term context in which investment decisions are made and all the financial risks to which the authority is exposed. With local authorities having increasingly wide powers around commercialisation, more being subject to group arrangements and the increase in combined authority arrangements it is no longer sufficient to consider only the individual local authority but also the residual risks and liabilities to which it is subject.

The capital strategy is intended to give a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.

2 Options Considered

No options considered. The CIPFA Prudential Code for Capital Finance in Local Authorities (2017) states that authorities should have in place a capital strategy that sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement or priority outcomes.

3 Policy Implications

The CIPFA Prudential Code for Capital Finance in Local Authorities (2017) states that authorities should have in place a capital strategy.

4 Financial Implications

The Strategy is a statutory requirement and has no financial implications.

5 Personnel Implications

The Strategy is a statutory requirement and has no personnel implications.

6 Environmental Considerations

The Strategy is a statutory requirement and has no environment considerations to consider.

7 Statutory Considerations

The CIPFA Prudential Code for Capital Finance in Local Authorities (2017) states that authorities should have in place a capital strategy.

8 Equality Impact Assessment (EIA)

There are no changes being considered. This is a statutory requirement and therefore there are no impacts to report.

9 Risk Management Implications

Not to approve these policies would contravene the requirements of both legislation and good practice.

10 Declarations of Interest / Dispensations Granted

There are no declarations of interest.

11 Background Papers

Cabinet Reports
Financial Plan 2022-2027
Monthly Monitoring Reports
Statement of Accounts
Corporate Business Plan 2021-2023

Borough Council of Kings Lynn and West Norfolk

CAPITAL STRATEGY 2023/2024

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1. Introduction and Overview

The Capital Strategy provides a clear framework to ensure that capital investment plans are affordable, prudent, and sustainable.

This report provides:

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services.
- an overview of how the associated risk is managed.
- the implications for future financial sustainability.

Under the Capital Strategy all capital investment should contribute to the achievement of the main priorities of the Council. This enables capital funds to be directed to projects meeting the highest corporate priorities.

When identifying and planning new schemes the Council will try to maximise all external sources of finance (grants, partnership funding, joint ventures etc). It will however ensure that such sums do not come with conditions attached, that reduce the effect of the scheme should the funding source not have been used.

The evaluation process will consider revenue implications and provide value for money for residents of West Norfolk.

2. The Council's Corporate Business Plan

The Council publishes a Corporate Business Plan which sets out the broad framework for the Council's aims for the period covered by the plan until the next electoral cycle in May 2023. A Corporate Business Plan 2021-2023 was presented to Council on 16 November 2021 and approved on 2 December 2021 [Link to Council Meeting 02/12/2021 \(west-norfolk.gov.uk\)](https://www.west-norfolk.gov.uk/council-meetings/02-12-2021)

The plan outlines six priority aims, supported by 12 key objectives in areas of key importance to the authority. The six priority aims within the new plan are:

1. Focusing on delivery
2. Delivering growth in the economy and with local housing
3. Protecting and enhancing the environment including tackling climate change
4. Improving social mobility and inclusion
5. Creating and maintaining good quality places that make a positive difference to people's lives
6. Helping to improve the health and wellbeing of our communities

The purpose of the Capital Strategy is to deliver the Council's key priorities by using capital resources to provide assets appropriate to the Council's service, in the most efficient and effective manner.

3. Capital Expenditure

3.1 An overview of the governance process for approval and monitoring of capital expenditure

Decisions around capital expenditure, investment and borrowing align with the processes established for the setting and revising of the budget. Ultimate responsibility lies with full council.

Democratic decision-making and scrutiny processes provide overall political direction and ensure accountability for investment in the capital programme.

- Council approves the Corporate Business Plan which sets out the broad framework for the Council's aims.
- Council approves the Capital Strategy, Treasury Management Strategy and a five-year capital programme which includes a list of schemes with profiled costs and funding sources.
- Members receive regular capital monitoring reports, approve variations to the programme and consider new bids for inclusion in the capital programme.
- The capital programme is subject to internal and external audit.

The ICT Development Group oversees the preparation and delivery of the Council's ICT systems programme. It also approves any ICT bids that are to be made to the capital programme.

Major Housing Development monitoring procedures are set out in the Cabinet Report 3 February 2015. Recommendations to Council go to Cabinet for approval of each phase.

At each year end a report will be taken to the Corporate Performance Panel, Cabinet and Council to show the outcome of the financial year and the impact on the future capital programme and resources.

As local authorities become increasingly complex and diverse it is vital that those charged with governance understand the long-term context in which investment decisions are made and all the financial risks to which the authority is exposed. With local authorities having increasingly wide powers around commercialisation, more being subject to group arrangements and the increase in combined authority arrangements it is no longer enough to consider only the individual local authority but also the residual risks and liabilities to which it is subject.

In considering how stewardship, value for money, prudence, sustainability, risk and affordability can be demonstrated the council will have regard to the following key areas:

- Capital expenditure
- Debt and borrowing and treasury management
- Commercial activity
- Other long-term liabilities
- Knowledge and skills

3.2 Capital Expenditure

Capital expenditure over £10,000 on the acquisition, creation or enhancement of assets is included in the capital programme.

Details on the council's capitalisation policies can be found in the Statement of Accounts. https://www.west-norfolk.gov.uk/info/20160/budgets_and_spending/361/annual_accounts

The Council capitalises borrowing costs incurred whilst assets are under construction.

Capital expenditure is defined in Section 16 of SI 2003/3146 as:

- Expenditure that results in the acquisition, construction, or enhancement of fixed assets (tangible and intangible)
- Expenditure fulfilling one of the definitions specified in regulations made under the Local Government Act 2003

- Expenditure which has been directed to be treated as capital by the Secretary of State (for example, grants made to third parties for the purpose of capital expenditure).

3.3 Capital Bids and Prioritisation

Proposed capital projects must present a clear business case. The scheme bids are evaluated against the corporate criteria and prioritised on that basis subject to a recognised limit on resources available in the period. The proposed capital programme is then discussed with Management Team and put forward to the Cabinet and Council for approval. The report on the capital programme will go through the normal process of scrutiny by the various Panels of the Council. Members receive adequate training to ensure decisions can be properly debated and understood and scrutiny functions can be effective. The training needs of officers are periodically reviewed, and annual CPD training events are attended.

All schemes, whether existing or new, are scrutinised and challenged where appropriate by officers to verify the underlying costs and/or establish whether alternative methods of delivery have been investigated in order to meet the relevant needs and outcomes of the Council.

3.4 A long-term view of capital expenditure plans

Over recent years the council has undertaken a number of cost-reduction initiatives that will help tackle the phasing out of Revenue Support Grant (RSG), one of the council's main sources of revenue funding.

Even though the council has undertaken cost-reduction measures, these do not go far enough to balance its budget in the years ahead. To address this the council has identified projects that link to strategic corporate objectives, help to address its revenue requirements going forward and take advantage of capital funding opportunities being promoted by Central Government.

The council has long-held ambitions for the growth, development, and regeneration for West Norfolk and particularly King's Lynn as its main urban centre and driver of the local economy.

The Council has progressed significant regeneration initiatives within the borough over several years. The two main initiatives within King's Lynn have been the Nar Ouse Regeneration Area (NORA) and the Waterfront Regeneration Area (WRA). These regeneration initiatives have been progressed by the Council with inputs from a variety of other public bodies and agencies over the years. Significant amounts of funding have been secured from partner agencies to facilitate these regeneration initiatives that will help drive the growth, development, and sustainability of King's Lynn as a sub-regional centre.

The Council, with its partner agencies, and the private sector, has invested significantly in the delivery of the NORA and the WRA to help bring these sites forward for development. This includes:

- Land assembly - acquisition of sites by private treaty negotiation and compulsory purchase orders (CPO's)
- Contaminated land remediation
- Strategic surface water infrastructure civil engineering works at the River Nar
- Significant highway infrastructure – Nar Ouse Way (connecting the A47 with Southgate's roundabout) and Harding's Way (Community Infrastructure Fund (CIF2 funding) (connecting Wisbech Road with Boal Street)
- Development of a new school (St Michael's)

- Development of residential housing – both by the private sector and the borough council.
- A hotel development (private sector funded)
- A Pub Restaurant development (private sector funded)

In addition to the above the council is about to embark on the delivery of:

- Secondary highway infrastructure on the NORA Enterprise Zone area to enable development sites to come onto the market; and
- The development of speculative commercial units (offices and light industrial) on the NORA site to be leased to potential occupiers

The two initiatives above are again facilitated by partner agencies, particularly with regard to funding arrangements via Business Rates retention to fund the secondary road infrastructure costs, and a long-term repayable grant from the New Anglia Local Enterprise Partnership (NALEP) for the development of the speculative units.

Overall, the regeneration initiatives are intended to provide opportunities for business development, employment, places for residents to live and the associated infrastructure to facilitate the sustainable growth of King's Lynn.

In addition to the above, the council has also secured capital grant funding from:

- One Public Estate fund
- Heritage Action Zone
- High Street Heritage Action Zone
- Coastal Revival Fund
- Business Rates Pooling
- Accelerated Construction Programme
- Town Deal

The council is looking to use these funds to help deliver projects that will help with revenue generation, regeneration, economic development, and place shaping initiatives for the benefit of the borough. The funding streams above will help with:

- Housing growth and delivery
- Business premises delivery
- Shore up and evolve King's Lynn's retail core
- Enhance the local economy in Hunstanton
- Help enhance important architectural elements within King's Lynn High Street
- Improve the tourist and visitor appeal to the area

In addition to the above, the council is developing a programme of property-related projects that are aimed at helping with potential revenue budget shortfalls in the future. These projects are being assessed using appropriate project management tools in their development ensuring that risk (particularly financial risk) is being identified early. The Business Cases for these projects are being scrutinised by the Officer Major Projects Board as they develop and are rigorously challenged prior to entering the council's decision-making processes. In addition to this a Member Major Projects Board has also been established to have over-sight of the Officer Board to ensure that risks have been properly identified (and mitigated) and that appropriate levels of due diligence are undertaken.

A programme of all the property-related projects is in development that will enable the council to look at the short, medium and longer term cash flow implications of all of the projects as a whole and be able to assess peak levels of borrowing required to fund the programme.

3.5 An overview of asset management planning

Asset Management can be defined as:

“the optimum way of managing assets to achieve a desired sustainable outcome”

or as the efficient and effective use of property assets.

However, in the local government context, it is more than this. The borough council must consider why it holds property assets. The borough council’s property portfolio must be a strategic corporate resource, and it is important that the property portfolio contributes to the success of the organisation.

The council’s Corporate Business Plan sets out corporate priorities and objectives. These are set out below with some examples of how asset management planning has (or will) contributed to the delivery of these (it is important to note that the examples given are not a comprehensive list – but are provided to give a sense of where assets and their management can help with the delivery of the corporate objectives):

Delivering growth in the economy and with local housing

The council owns and manages a commercial property portfolio mainly in King’s Lynn, Downham Market, Hunstanton and Heacham providing business premises comprising a mix of light industrial, office, retail and leisure premises suitable for local, national and international business occupiers. Much of the commercial property portfolio is of a size that the Private Sector would not deliver and manage owing to the relatively “hands-on” management that is required particularly when dealing with the small and medium enterprises.

The council’s cabinet has agreed to invest in the development of new commercial premises at the Nar Ouse Enterprise Zone with the help of the New Anglia Local Enterprise Partnership by their providing additional long-term funding. These premises will be offered to businesses seeking new accommodation and, owing to the Enterprise Zone status, the businesses may benefit from Business Rates exemption for up to five years (up to a maximum financial level).

As well as the new commercial premises the council’s cabinet has agreed to invest in providing secondary road infrastructure on the Nar Ouse Enterprise Zone. This will open significant areas of commercial development land that will be made available, for sale or long lease, to businesses wanting to construct premises for their own occupation.

The delivery of the land and premises on the Nar Ouse Regeneration Area is the culmination of a long-term asset management plan comprising land acquisition and disposal, remediation of contaminated land, partnering with other public bodies and agencies to help with delivery and funding. The site has delivered housing units, commercial premises (King’s Lynn Innovation Centre, a pub restaurant and a hotel). Other commercial premises, mainly offices and light industrial units will be delivered in the up-coming years.

Since 2008 the council has become one of the main sources for the delivery of new housing in West Norfolk. The council has delivered, and continues to deliver, housing around Lynnsport, Marsh Lane, Salters Road, Parkway (Gaywood), Nar Ouse Regeneration Area in King’s Lynn, Burnham Market and Hunstanton.

Protecting and enhancing the environment (and tackling climate change)

As part of the wider major housing delivery around Lynnsport and Marsh Lane the council worked with the local internal drainage board (IDB) to acquire a site, by way of Compulsory Purchase Order, for a new pumping station that would help divert water flow from the Gaywood River to help prevent flooding issues in King's Lynn town. Also, as part of this housing delivery scheme a new road was constructed connecting North Lynn to the Edward Benefer Way thereby helping to add highway capacity to King's Lynn with potential improvements to traffic congestion and air quality management areas in the town.

The council holds, manages, and maintains large areas of public open space and is exploring opportunities for tree planting schemes potentially similar to the community led Community Orchard that was developed at Hunstanton Community Centre.

The council has already installed photovoltaic panels to King's Court, the council's main administrative building as well as most of the leisure premises such as Lynnsport and Downham Market. Many of the property-related projects are exploring opportunities for using, or generating, more sustainable energy, for example, air source heat pumps were installed at the council's recent, small-scale housing development in Burnham Market.

The above examples are relatively small-scale however the council is currently developing other options/opportunities relating to climate change issues, some of which may relate to land and buildings held, or to be acquired, by the council.

Improving social mobility and inclusion

The council rationalised and adapted King's Court to accommodate the Department of Work and Pensions Job Centre. This has not only helped both organisations financially, it has also created a "one-stop-shop" for customers accessing council and job centre services. The council and the department of work and pensions are now able to work together helping to deliver services in a better way.

Creating and maintaining good quality places that make a positive difference to people's lives

The government has made the council an offer to invest £25m in regeneration interventions that will drive economic growth over the next 5 years. The 7 projects will see improvements to the town centre offer including the historic waterfront and the Guildhall and a multi-use community hub; will create opportunities for skills development including a new school of Nursing; changes to help improve connectivity around the town with a focus on walking and cycling.

Helping to improve the health and wellbeing of our communities

The council has set up its own leisure company that will help delivery of the council's leisure facilities and activities at Lynnsport, St James Swimming Pool, Downham Market Leisure Centre and at Oasis Leisure Centre in Hunstanton.

3.6 Capital Loans

The council has discretion to make loans for a number of reasons, primarily for economic development. These loans are treated as capital expenditure.

In making loans the council is exposing itself to the risk that the borrower defaults on repayments. The council, in making these loans, must therefore ensure they are prudent and risk implications have been fully considered.

The council will ensure that a full due diligence exercise is undertaken, and adequate security is in place. The business case will balance the benefits and the risks. All loans are agreed by Cabinet. All loans will be subject to close, regular monitoring.

The council has set up companies to ensure successful delivery of current and future Major Projects to achieve revenue income in response to the future funding gap for local government. It is also clear that there will be a requirement for some element of future growth, in particular to address shortages in affordable housing and infrastructure.

The Council has established:

- West Norfolk Housing Ltd Registered Provider of Social Housing Provider to provide affordable housing.
- West Norfolk Property Limited to provide housing to rent on a commercial basis. 20% of Private Rented Sector housing developments for all large and urban developments to be retained by the Council subject to monitoring and reviews.

The establishment of further limited company vehicles to enable the Council to progress other major development and infrastructure projects may be considered.

The Council has made loans for capital purposes to West Norfolk Housing Company and to NWES. A Schedule of Capital Loans can be seen in Appendix 1.

The Treasury Management Strategy has an investment treasury indicator and limit for total principal funds invested for greater than 365 days for Wholly Owned Local Authority Companies of £12million.

3.7 Capital Financing

An objective of the Capital Strategy is to ensure that, once prioritisation has been settled, the programme is managed according to funding availability avoiding if possible cashflow difficulties. The programme must be robust enough and able to be rephased if circumstances, including the availability of finance, change. The prime aim will be to ensure that funding streams are matched to capital programme demands however, there must be scope to accelerate or defer schemes, if necessary, in order to use resources effectively.

Finance remains one of the primary constraints on any capital programme. Under the current Prudential Borrowing Code arrangements, the Council can determine its own borrowing limits for capital expenditure although the Government does have reserve powers to restrict borrowing. To demonstrate that the Council has taken proper care in determining any borrowing the Prudential Borrowing Code requires that certain treasury indicators and factors are taken into account – in essence there is a requirement to prove that the borrowing is 'affordable' from the revenue budget. The Council is obliged to set out the Treasury Management indicators by which it will operate each year. These are set out in the Treasury Management Strategy. The Capital Strategy requires the Section 151 Officer to report, as part of the annual Budget setting for each year, on the level and the affordability of the prudential borrowing.

There are a number of resources available to the Council to support the funding of the capital programme:

- Capital receipts from the disposal of assets
- Prudential Borrowing
- Section 106, Community Infrastructure Levy and third-party contributions
- Reserves and revenue contributions
- Central Government and external grants

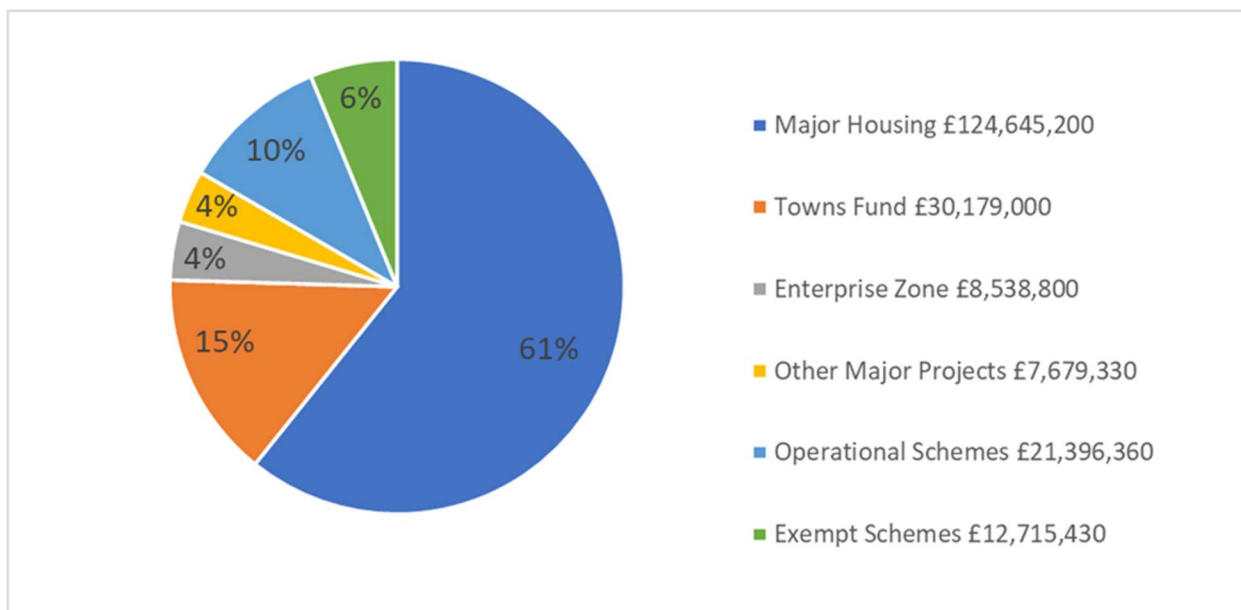
Capital receipts from the disposal of assets are not allocated to fund particular projects but are used to fund the overall capital programme.

The Capital Strategy requires the Council each year as part of the Budget process to review and project forward over a five-year period an estimate of capital resources that will be available to fund a capital programme.

The Capital Strategy requires service managers to follow the Council's Financial Regulations.

3.8 Capital Programme 2022-2027 Overview

In 2023/2024, the Council is planning capital expenditure of £59.87m. The medium-term capital programme 2022-2027 is summarised below:



4. Debt and Borrowing and Treasury Management

4.1 Projection of external debt and use of internal borrowing

The Council uses external debt and internal borrowing (from working capital cash balances) to support capital expenditure.

Except in the case of specific externally financed projects (such as Business Rates Pool Funding, Disabled Facilities Grant, Lottery), new borrowing is applied to the funding of previous capital expenditure, effectively replacing cash balances which have been used on a temporary basis to avoid the cost of 'carrying' debt in the short term. The Council continues to use cash balances for this purpose and will continue to balance the long-term advantages of locking into favourable interest rates against the costs of additional debt.

Based on the capital programme total net borrowing of £21.7m is anticipated in 2023/2024 and £40.5m in 2024/2025.

4.2 Provision for the repayment of debt over the life of the underlying debt

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream. Details are shown in the Treasury Strategy.

External interest is shown in the Treasury Reports as a Treasury Activity. Internal Interest will form part of the Capital Strategy. Internal borrowing is the use of internal funds (short term cash flows and reserves and balances not immediately required) rather than taking external debt. Funds held in short term investments may be withdrawn and used in place of external borrowing.

Sustainability: Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for potentially up to 50 years into the future. The S151 Officer is satisfied that the capital programme is prudent, affordable, and sustainable.

4.3 Authorised limit and operational boundary for the following year

The Council's authorised borrowing limit and operational boundary for 2023/2024 will be based on the approved capital programme at the time of budget setting and are set out in the annual Treasury Management / Investment Strategy, approved annually by Council.

4.4 Approach to treasury management

The Council's approach to treasury management including processes, due diligence and defining the authority's risk appetite are set out in the annual Treasury Management / Investment Strategy, approved annually by Council.

5. Commercial Activity

With central government financial support for local public services declining, the Council will potentially invest in commercial property purely or mainly for financial gain.

Investment Property is property held solely to earn rentals or for capital appreciation or both. With financial return being the main objective, the Council accepts higher risk on commercial investment than with treasury investments. Property investment is not without risk as property

values can fall as well as rise and changing economic conditions could cause tenants to leave with properties remaining vacant. The Strategy provides for property investment opportunities to be undertaken in place of traditional investment vehicles subject to:

- Business case required which considers options, risk, return, duration of investment, fit with corporate priorities and reputation.
- In order that commercial investments remain proportionate to the size of the Council, total initial funds to be allocated to the Local Property Fund to be capped at £7.5m which is 30% of the Council's core investment funds of £25m.
- No one investment to be more than £2m under the delegated authority. Individual investment opportunities in excess of £2m will require Cabinet approval.
- Annual financial returns ie rental income, from the property investment opportunities taken up will generate additional revenue income to the Council and help to meet the cost reduction targets set out in the medium-term Financial Plan and the Council's 'efficiency plan'.
- Investment properties are revalued annually as part of the Council's closedown of accounts and any movement in value will be reported in the Statement of Accounts. Any uplift in valuations will not be realised unless the asset is sold. The value of the total fund may increase above the £7.5m initial fund allocation to reflect annual revaluations.
- Investment decisions in respect of the Local Property Investment Fund for acquisition and disposal of assets held in the Fund to be delegated to; the Assistant Director (S151 Officer) in consultation with the Leader, relevant Portfolio Holder, a third Portfolio Holder, and the Assistant Director of Property and Projects.

6. Knowledge and Skills

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Assistant Director of Financial Services is a CIPFA qualified accountant, the Assistant Director Regeneration and Property Services is a RICS qualified Chartered Surveyor. The Council supports junior staff to study towards relevant professional qualifications including CIPFA and AAT; and actively encourages staff to attend relevant training courses, seminars, and benchmarking groups.

Where Council staff do not have the knowledge and skills required, use is made of external advisors and consultants that are specialists in their field. The Council employs Link Asset Services as treasury management advisers. This approach is more cost effective than employing such staff directly and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

Access to Information

Cabinet Reports

Financial Plan 2022-2027

Monthly Monitoring Reports

Statement of Accounts

Corporate Business Plan 2021-2023

APPENDIX 1 - Capital Loans as at 31 December 2022

Capital Loan	Rate %	Principal at 31.03.22	Additional Loan to 31.12.22	In Year Repayments	Balance c/fwd at 31.12.2
NWES Property Services Limited	5.25	882,563	0	(882,563)	0
West Norfolk Housing Company	4.50 + BR (variable)	2,426,910	139,834	(17,740)	2,549,004
Total Capital Loans		3,309,473	139,834	(900,303)	2,549,004

Interest Receivable	2022/2023 Interest Receivable at 31.12.22
NWES Property Services Limited	19,012
West Norfolk Housing Company	74,335
Total Capital Loans	93,348

REPORT TO CABINET

Partly Exempt		Would any decisions proposed :		
Any especially affected Wards None	Mandatory	(a) Be entirely within Cabinet's powers to decide	NO	
		(b) Need to be recommendations to Council	YES	
		(c) Be partly for recommendations to Council and partly within Cabinets powers –	NO	
Lead Member: Cllr Angie Dickinson, Portfolio Holder for Finance E-mail: cllr.angie.dickinson@west-norfolk.gov.uk		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: Carl Holland E-mail: carl.holland@west-norfolk.gov.uk Direct Dial: 01553 616549		Other Officers consulted: Management Team, Service Managers		
Financial Implications YES	Policy/Personnel Implications YES	Statutory Implications (incl S.17) NO	Equal Opportunities Implications NO	Risk Management Implications YES
If not for publication, the paragraph of Schedule 12A of the 1972 Local Government Act considered to justify that is 16-20.				

Date of meeting: 7 February 2023

CAPITAL PROGRAMME AND RESOURCES 2022-2027

<p>Summary This report:</p> <ul style="list-style-type: none"> revises the 2022/2023 projections for spending on the capital programme sets out an estimate of capital resources that will be available for 2022-2027 details new capital bids that are recommended to be included in the capital programme for the period 2022-2027 outlines provisional figures for capital expenditure for the period 2022-2027 Exempt section details corporate capital projects <p>Recommendations It is recommended that:</p> <ol style="list-style-type: none"> Cabinet recommends to Council the amendments to capital schemes and resources for the 2022-2027 capital programme as detailed in the report. Cabinet recommends to Council that new capital bids are to be funded from available capital resources and included in the capital programme 2022-2027 as detailed in the report. <p>Reason for Decision To report amendments, rephrasing and resources to the 2022-2027 Capital Programme</p>

1. Introduction

- 1.1 This report presents the capital programme for the period 2022 to 2027. The capital programme forms part of the Council's longer-term Financial Plan and is updated as part of the overall budget and council tax setting process.
- 1.2 The current economic conditions continue to create a challenging environment for achieving capital receipts to support the funding of the Council's capital programme. The interest in new homes delivered through the Council's housing developments continues to be strong. Despite the strong demand, the Council's main housing contractor has seen development costs rise on average by 13.5%, and sales prices unable to match this increase. Consequently, work is underway to rigorously review costs and offer alternative solutions e.g. move towards Private Rental Scheme, with West Norfolk Property Ltd and consider delays in Housing Developments.
- 1.3 The Council faces circumstances where capital resources to fund the capital programme continue to be limited. There are competing demands for use of these resources, including investment in projects which will deliver revenue savings.
- 1.4 This report sets out a programme for 2022-2027 that can be delivered subject to the outcomes from revised forecasts reflecting continuing changes in costs and capital receipt levels. Certain capital funds come from grants and use of reserves, a large part of funds is to come from land sales and anticipated receipts from the Major Housing Development.
- 1.5 The capital programme 2022-2027 includes a number of major housing projects, summarised in the table below. The delivery of new homes through this project provides essential funding to support the revenue budget, both through new homes bonus and increases to the council tax base.

Table 1

	Units in Current Capital Programme 2022-2027
Major Housing	
Lynnsport 1	96
NORA 4	105
Columbia Way	78
Alexandra Road, Hunstanton	26
Bus Station, Hunstanton*	42
South End Road, Hunstanton	32
Parkway	226
	605

* This scheme is subject to a separate Cabinet Report.

- 1.6 This Council has always set out to deliver as ambitious a capital programme as possible to meet its corporate priorities and to deliver new income streams and savings to support the revenue budget and will continue to aim to do so even in these difficult times.

2 Supporting Delivery of the Financial Plan

- 3.1.1 The Financial Plan for 2022-2027 sets out the council's latest proposals for a funded budget over the medium term with an estimated shortfall in 2026/2027 requiring actions to achieve savings, repurpose reserves and generate revenue income. The Council has previously conducted a deep review of its earmarked reserves and capital programme. A programmed review of reserves is required to release funds totalling £2,887,680. Reserves include amounts set aside for investment in proposals to help to meet the savings target or support the General Fund Reserve. Plans to release further earmarked reserves may impact capital projects that currently intend to be financed from reserves. Any such revisions will be reported for decision and update accordingly.
- 2.2 Future phases of the major housing development projects will continue to include delivery of houses for rent. The council's wholly owned local authority company 'West Norfolk Property Ltd' will hold these private rented sector homes (See Cabinet Report 8 January 2018). The rental income will meet the financing costs and generate ongoing additional revenue income.
- 2.3 Strategic land acquisitions are also considered which have potential to provide development opportunities.

3. Capital Programme 2022/2023

- 3.1 This part of the report updates the Capital Programme for the current year 2022/2023.
- 3.2 A full updated Capital Programme of £68,634,070 was reported at the Cabinet meeting on 2 August 2022. Since that date a comprehensive evaluation of project profiles was undertaken and resulted in the following revisions to the forecast spend in 2022/2023.

Table 2

Project	£
Further changes to the Capital Programme as reported in the October Monitoring report:	
Major Projects	
Major Housing projects reprofiling/project realignment;	
Southend Road	(500,000)
Hunstanton Bus Station	(3,823,130)
Salters Road	(4,766,890)
Lynnsport 1	(5,887,900)
Parkway Gaywood	(6,000,000)
Small Major Housing Project transferred to Operation and Commercial Services to cover the additional spend required to complete Heacham Toilets, due to inflationary rises and changes within the project.	(34,200)
Towns Fund project reprofiling/project realignment	(1,220,540)

Project	£
Air Source Heat Pump - associated works and instillation of an air source heat pump at Enterprise Works.	296,720
Purfleet Floating Restaurant budget has been removed; the development of this area will now be part of the Towns Deal riverfront regeneration project.	(75,080)
Chapel Street is no longer viable, this budget has been removed.	(291,190)
UK Shared Prosperity Fund project has been added to the capital programme.	55,720
	(22,246,490)
Community and Partnerships	
For the purchase of a vehicle for use in assisting with environmental issues.	30,000
Programme and Projects	
As above transferred from Major Housing Project to cover the additional spend required to complete Heacham Toilets.	34,200
Refurbishment of public conveniences on Downham Market Town Centre.	200,000
	234,200
Operational and Commercial	
Infrastructure works at Heacham Beach North car park for the installation of power supply.	23,000
Leisure and Community Facilities	
Replacement of Athletics lighting at Lynnsport.	30,000
Central Services	
Removal of the Flexible Working equipment budget.	(250,000)
Exempt Scheme removed	(2,987,500)
Budget Movement 2022/2023	(25,166,790)

3.3 A summary of the monitoring position of the budget reported in the October 2022 monitoring report is shown in the table below:

Table 3

Original Format	Capital Programme 2022/23	Capital Programme 2022/23 to reflect movements between Ads	Revised Budget to 31st Oct 2022	Budget Movement	Actual as at 31st Oct 2022	Spend
	£	£	£	£	£	%
Major Projects	49,981,110	50,331,110	28,084,620	(22,246,490)	6,167,200	22%
Community and Partnerships	2,480,680	2,480,680	2,510,680	30,000	1,076,797	43%
Resources	383,460	383,460	383,460	0	99,040	26%
Programme and Projects	0	19,700	253,900	234,200	90,501	36%
Property and Projects	309,330	339,830	339,830	0	25,581	8%
Operational and Commercial Services	2,705,510	2,655,310	2,678,310	23,000	101,397	4%
Leisure and Community Facilities	1,306,080	956,080	986,080	30,000	119,217	12%
Central Services	250,000	250,000	0	(250,000)	0	-
Total Excluding Exempt	57,416,170	57,416,170	35,236,880	(22,179,290)	7,679,732	22%
Exempt Schemes	11,217,900	11,217,900	8,230,400	(2,987,500)	3,155,950	38%
Total Including Exempt	68,634,070	68,634,070	43,467,280	(25,166,790)	10,835,682	25%

3.4 The Capital Programme above has included some projects which netted off grant funding to show the cost to the Council rather than the project budget. These funding/grants have now been removed from tables and this report now reflects the gross budget based on the revised table shown below.

Table 4

Revised Format	Capital Programme 2022/23	Revised Budget as at 31st Oct 2022	Budget Movement	Actual as at 31st Oct 2022	Spend Percentage
	£	£		£	%
Major Projects	53,082,350	30,835,860	(22,246,490)	7,515,881	25%
Community and Partnerships	2,480,680	2,510,680	30,000	1,076,797	43%
Resources	383,460	383,460	0	99,040	26%
Programme and Projects	67,200	301,400	234,200	100,501	33%
Property and Projects	339,830	339,830	0	25,581	8%
Operational and Commercial Services	2,897,460	2,920,460	23,000	244,397	8%
Leisure and Community Facilities	1,016,080	1,046,080	30,000	119,217	11%
Central Services	250,000	0	(250,000)	0	-
Total Excluding Exempt	60,517,060	38,337,770	(22,179,290)	9,181,414	24%
Exempt Schemes	11,217,900	8,230,400	(2,987,500)	3,155,950	38%
Total Including Exempt	71,734,960	46,568,170	(25,166,790)	12,337,364	27%

3.6 Service managers have undertaken a detailed review of commitments against all current schemes and budgets have been reduced where possible to reflect updated requirements. Approval is requested for amendments of (3,729,430) and rephasing of (£7,128,770) to the 2022/2023 capital programme as summarised in the table below and detailed in section 3.7 to 3.11 and section 1 of the exempt report. The Revised Capital Programme 2022/2023 is detailed at Appendix 1 and Appendix 2.

Table 5

	Revised Capital Programme 2022/2023 October Monitoring £	Amendments £	Rephasing to future years £	Revised Budget 2022/2023 £
Major Projects	30,835,860	(3,872,410)	(5,612,950)	21,350,500
Community and Partnerships	2,510,680	-	(56,850)	2,453,830
Resources	383,460	-	-	383,460
Programme and Projects	301,400	-	-	301,400
Property and Projects	339,830	17,980	(28,000)	329,810
Operational and Commercial Services	2,920,460	60,000	(1,726,630)	1,253,830
Leisure and Community Facilities	1,046,080	(35,000)	(154,340)	856,740
Central Services	-	-	-	-
Total	38,337,770	(3,829,430)	(7,578,770)	26,929,570
Major Projects (Exempt)	8,230,400	1,856,400	(2,000,000)	8,086,800
Total Capital Programme	46,568,170	(1,973,030)	(9,578,770)	35,016,370

3.7 Major Projects The two main amendments are:-

- NORA 4 total reduction of £3,180,090 in 2022-23, due to a Capital Swap with LEP for £1,856,400 which transferred to an exempt project, effectively reversing a previous swap (net effect nil) in order to utilise eligible grant.
- a further £1,323,690 was re-profiled budget into future years for remedial work and completion of the work as per revised Project plan. Secondly, Salter Road a reprofiled budget of £570,000 was undertaken into future years.
- rephasing of Enterprise Zone Infrastructure budget of £2,800,000 to 2023/24, as a result of the Main Developer encountering adverse weather conditions leading to a delay of 3 months.
- The Two Housing Developments in Hunstanton i.e. Bus Station £738,000 & Southend Road £1,690,000 effectively on hold, with reports submitted, waiting on further instructions and advice.

3.8 Community and partnerships £56,850 has been rephased to 2023/2024 for replacement vehicles due to lead times in new vehicles.

3.9 Property and Projects

- £17,980 has been added to the capital programme for the final works of the original Arts Centre Complex works.

- £28,000 has been rephased to 2023/2024 for the sewage treatments works refurbishment which remains a statutory need.

3.10 Operational and Commercial.

- £60,000 has been added to the capital programme for the purchase of refuse and recycling bins.

- £1,726,630 has been rephased to future years for various projects as shown in appendix 2. The larger of these projects are;

- £556,250 for replacement vehicles, to reflect manufacturing times

- £361,800 for car park resurfacing

- £200,000 CCTV control room upgrade, now on a rolling programme of £50,000 each year.

- £187,550 is rephased for the purchase of replacement Christmas lights.

- £180,000 is moved to 2024/2025 for replacement pay and display ticket machines.

3.11 Leisure and Community Facilities.

- £35,000 has been removed from the current capital programme for the replacement boiler and plant at Lynnsport. It is now expected to last beyond the current programme.

- A collective £154,340 has been rephased to future years, the larger of these being;

- £31,610 for the completion of the Lynnsport athletics cage and lighting upgrade is to complete in 2023/2024.

- £25,000 moved to 2023/2024 and £22,250 moved to 2024/2025 for works within Downham Market leisure centre dance studio.

4.2 Major Projects - Major Housing Development

For each approved Phase of the Major Housing Development project the monitoring arrangements are:

- a. Monthly update by the corporate projects team liaising with Finance;
- b. Weekly and monthly meetings with the contractor;
- c. Monthly Officer Project Management Group oversees project delivery, project management, logistics, project support/resources, recommendations to Member/Officer Board, operational decisions;
- d. Reports to Management Team on a bi-monthly basis;
- e. Quarterly (once construction commences on site) Member/Officer Board meetings (Strategic Overview, Strategic decisions, Programme Management, including recommendations to Cabinet on Trigger Point approvals).

In order to obtain approval to commence the build for a further phase of the Major Housing Project, the arrangements are in line with the procedures set out in the Cabinet report of 3rd February 2015 as detailed below:

- a. Cabinet - Recommendations to Council re Programme approval and sign off of each phase;
- b. Council - Programme approval, sign off, commencement of each phase.

5. Capital Programme New Bids

Table 6 - schemes proposed for inclusion in the 2023-2027 capital programme.

	2023/2024	2024/2025	2025/2026	2026/2027	
	£	£	£	£	
Funded from General Capital Resources					
Bergen Way Industrial Estate roof replacement	250,000				
Factory Unit 1 - New Depot Site	72,000				
Adapt grant				367,193	*
Community Projects				50,000	*
Community Projects - Members				55,000	*
ICT Development				150,000	*
DMLC - Flooring Replacement		40,000			#
DMLC - Replacement Lighting Pool	20,000				#
DMLC - Replacement Distribution Boards	25,000				#
DMLC - Changing room refurb		30,000			#
DMLC - Pool Cover				15,000	#
DMLC - Window Replacement (dryside)		15,000			#
DMLC - Plate Heat Exchanger	10,000				#
L/Sport Track and Barn Line marking			15,000		#
L/Sport Window replacement			40,000		#
St James Flooring (changing area)	50,000				#
St James Pool Hall replacement lighting	20,000				#
St James Cubical replacement	50,000				#
St James wetside toilet refurb	25,000				#
St James Fire Alarm System				50,000	#
Oasis Pool Hall lighting			15,000		#
Oasis Cubicles replacement			50,000		#
Oasis distribution board replacement				30,000	#
Town Hall Redecoration			30,000	30,000	#
TH Replacement flooring/stairs			20,000	20,000	#
TH Stone Mason external works			20,000		#
Funded from Grants					
Disabled facilities grants				618,200	*
Adapt grant				1,014,607	*
Low level prevention grants				150,000	*
Town Centre Replacement Stage	50,000				
Funded from Reserves					
Public Toilets	400,000				
Replacement Play Area Equipment				20,000	*
CCTV Safer Streets	50,000				
The Walks Crazy Golf Equipment	120,000				
Bandstand Roof Replacement Hunstanton	30,000				
Resort Chalet Window Replacement	100,000				
L/Sport 3G Replacement	300,000				
Funded from Unsupported Borrowing					
Careline-Replacement Alarm Units				60,000	*
Waste and Recycling Bins (all colours)				160,000	*
Grounds Maintenance Vehicles				118,570	*
St James Locker replacement	50,000				#
Oasis lockers replacement	20,000				#
Funded from Reserves TBC					
Corn Exchange - Auditorium LED Lighting		30,000			#
L/Sport 3G LED Lighting	25,000				#
L/Sport Roof		160,000			#
L/Sport Flooring (changing/toilets/reception)			30,000		#
L/Sport Cubical and locker replacement	10,000				#
L/Sport Basket Ball fittings replacement		15,000			#
St James Flooring (reception/corridors/viewing)		15,000			#
St James Pool plate heat exchange	10,000				#
Oasis Fitness Flooring bowls hall/fitness stairs		10,000			#
Town Hall (TH) Roofing	10,000	60,000			#
Town Hall Electrical Switch Replacement		40,000			#
Town Hall Redecoration		30,000			#
TH Replacement flooring/stairs					#
TH Stone Mason external works		20,000			#
TH Prep Kitchen Replacement		10,000			#
Fairstead Replacement Flooring				15,000	#
Total	1,697,000	475,000	220,000	2,923,570	

5.2 During 2022 a survey was completed across the leisure and community facilities. The items marked with a hashtag # are a result of this survey for replacement. There fall within funding from both general capital resources and reserves.

5.3 Items marked with an asterisk * above are operational items that are on a rolling requirement to maintain the current levels of service.

5.4 Additions funded via general capital resources;

£250,000 has been added to the capital programme for the replacement roofs at North Lynn industrial estates in Bergen Way. These were earmarked for replacement for some time as the roof structure is beyond its economic life and we are no longer in a position to patch repair effectively.

The flat roof at the depot has failed and is beyond its economic life, it is now necessary to replace the roof, £72,000 has been added to the project in 2023/2024.

5.5 Additions funded via grants;

£50,000 has been added to the capital programme for a replacement stage for the town centre for use during Festival Too. This is to be funded from a Community Infrastructure Levy grant.

5.6 Additions funded via reserves;

A budget has been created to refurbish public toilets at a cost of £400,000.

CCTV Safer Streets £50,000 has been added to encompass main-road walking routes to Gaywood, South Lynn including the South Gates areas and Wisbech Road and retain the temporary cameras to South Wootton.

Crazy Golf Equipment is to be installed at The Walks following a successful Jubilee Event trial at a cost of £120,000.

£30,000 is required for the replacement roof of the bandstand at Hunstanton.

£100,000 is required to fund the replacement windows at the North Promenade Chalets. These are long overdue for replacement.

The existing 3G pitch at Lynnsport is due for a surface replacement at a cost of £300,000.

6. Capital Programme 2023-2027

6.1 This part of the report deals with the medium-term capital programme 2023-2027 and first looks at a revision to the current approved programme.

The full Capital Programme 2021-2026 was last reported at the Cabinet meeting on 2 August 2022 and years 2023-2026 from this report are summarised in the table below.

Table 7

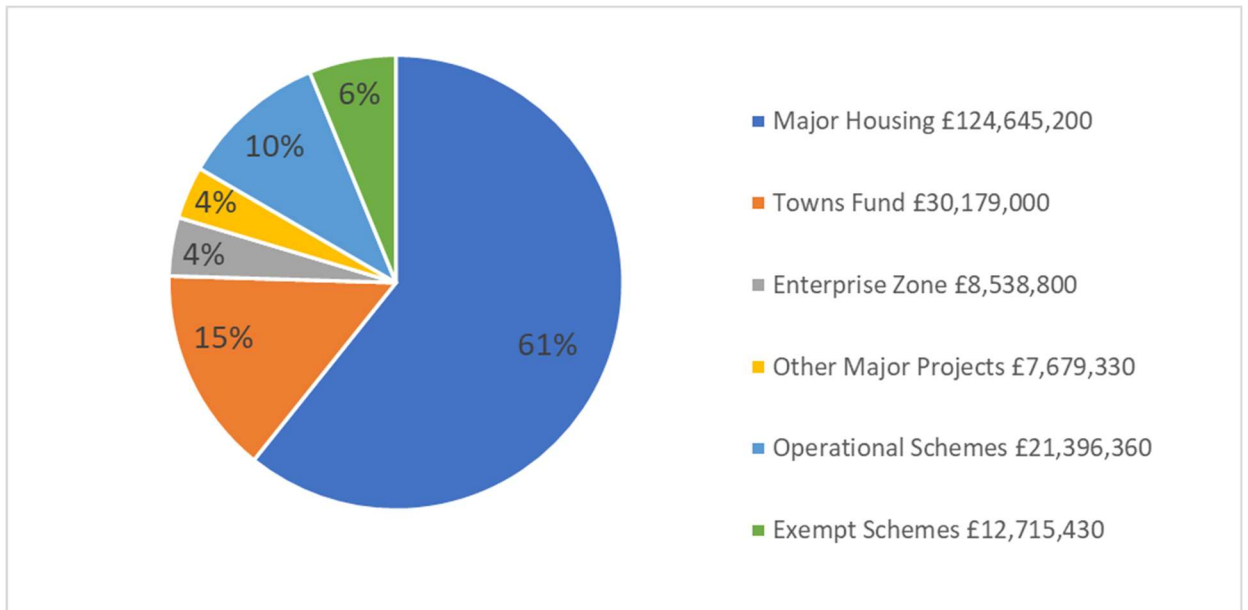
	2023/2024	2024/2025	2025/2026
	£	£	£
Major Projects (see note 1)	44,877,550	27,693,050	23,215,110
Community and Partnerships	2,315,000	2,315,000	2,315,000
Resources (S151 Officer)	150,000	450,000	300,000
Property and Projects	0	0	0
Operational and Commercial Services	789,390	149,680	20,000
Leisure and Community Facilities	90,000	15,000	15,000
Central Services	0	0	0
Total Excluding Exempt	48,221,940	30,622,730	25,865,110
Exempt Schemes	5,466,130	1,941,660	0
Total Including Exempt	53,688,070	32,564,390	25,865,110

Following the detailed review of the Capital Programme, amendments have been made to some schemes to reflect updated costs and timing of works. Rephrasing is also proposed where schemes have been carried forward to/from 2022/2023 as detailed in section 3, or where schemes are now not expected to be completed as originally planned in 2023/2024, 2024/2025 and 2025/2026.

6.2 The table below supersedes the table in 6.1 summarising the revised Capital Programme 2023-2027 and includes all amendments, rephrasing and new bids detailed above in section 5. The detailed Programme 2023-2027 is presented at Appendix 2.

Table 8

	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	£	£	£	£	£
Major Projects	21,350,500	49,751,110	57,649,360	32,670,560	9,620,800
Community and Partnerships	2,453,830	2,371,850	2,315,000	2,315,000	2,315,000
Resources	383,460	150,000	450,000	300,000	150,000
Programme and Projects	301,400	0	0	0	0
Property and Projects	329,810	278,000	0	0	0
Operational and Commercial Services	1,253,830	2,114,110	770,780	430,640	348,570
Leisure and Community Facilities	856,740	576,090	512,250	235,000	185,000
Central Services	0	0	0	0	0
Total Excluding Exempt	26,929,570	55,241,160	61,697,390	35,951,200	12,619,370
Exempt Schemes	8,086,800	4,628,630	0	0	0
Total Capital Programme	35,016,370	59,869,790	61,697,390	35,951,200	12,619,370



7. Capital Resources 2022-2027

- 7.1 The Capital Outturn report to Cabinet on the 2 August 2022 updated the total capital resources available for the period 2021 to 2026. It has been possible to fund the proposed capital programme 2022-2027. However, the risk of increasing cost for materials and the impact on capital receipts of slower property sales will be subject to heightened monitoring and may require revision to funding sources or reprofiling and rephasing of schemes.
- 7.2 The Table below provides details of the revised estimated capital resources for the period 2022-2027, updated for amendments and rephasing detailed in sections 3 and 4 above and new bids detailed in section 5 above. Where rephasing is made between years, the funding will follow. Where external borrowing is required the borrowing costs are included in the revenue estimates. The revenue budget will be amended as part of the estimates process to reflect this position. These changes are reported as part of the Financial Plan 2022-2027 on this Cabinet Agenda.

	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Capital Programme: Operational Schemes, S106 and Other Major Projects Expenditure	11,046	12,409	18,746	11,631	5,422	59,255
1.1 SOURCES OF FINANCE						
1.2 Specific Capital Grants (Better Care Fund)	1,783	1,783	1,783	1,783	1,783	8,915
1.3 Specific Capital Grants (Town's Fund)	1,913	3,949	11,542	6,194	1,011	24,609
1.4 Specific Government Grants (Decarbonisation)	1,239	0	0	0	0	1,239
1.5 Misc Government Grants	580	1,589	2,610	2,157	1,412	8,348
1.4 Capital Receipts (5.6)	3,147	1,539	1,315	1,228	1,111	8,339
1.5 Reserves	1,228	1,743	842	80	45	3,938
1.6 Unsupported Borrowing	1,156	1,806	654	190	60	3,866
1.7 Total Funding	11,046	12,410	18,746	11,631	5,422	59,255
Major Housing Development						
2.1 Opening Borrowing Brought forward	13,210					13,210
2.2 Prior Year Borrowing Brought forward		2,435	11,176	30,285	29,338	
2.3 In Year Expenditure	12,636	37,575	42,916	24,320	7,198	124,645
2.4 Sales Receipts	(24,495)	(30,153)	(26,583)	(25,267)	(7,980)	(114,478)
2.5 Land Value to BCKLWN	1,084	2,865	2,775	0	0	6,724
2.6 Funded from Reserves	0	(1,546)				(1,546)
2.7 Net Borrowing Position	2,435	11,176	30,285	29,338	28,556	28,556
Enterprise Zone (25 Year Project)						
3.1 Opening Borrowing Brought Forward	2,717					2,717
3.2 Prior Year Borrowing Brought Forward	0	5,616	10,525	10,212	9,864	
3.3 In Year Expenditure	3,247	5,257	35	0	0	8,539
3.4 Business Rates Receipts 85% (via NALEP)	(348)	(348)	(348)	(348)	(348)	(1,740)
3.5 Net Borrowing Position	5,616	10,525	10,212	9,864	9,516	9,516
4 TOTAL NET BORROWING POSITION	8,051	21,701	40,497	39,202	38,071	38,071
	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£'000	£'000	£'000	£'000	£'000	£'000
5 Useable Capital Receipts						
5.1 Useable Capital Receipts at 1 April 2022	4,947					4,947
5.2 Prior Year Brought Forward	0	4,024	5,650	7,110	5,882	
5.3 Capital Receipts MHP Land	1,084	2,865	2,775	0	0	6,724
5.4 Capital Receipts General	1,140	300	0	0	0	1,440
5.5 Capital Receipts used to fund Capital Programme (1.3)	(3,147)	(1,539)	(1,315)	(1,228)	(1,111)	(8,339)
5.6 Capital Receipts Transferred to Reserves	4,024	5,650	7,110	5,882	4,772	4,772

- 7.3 The corporate schemes to deliver cost managements/new income streams will be funded using capital receipts reserve or borrowing.
- 7.4 Clearly the Council's commitment to a number of major projects means that the disposals programme and generation of capital receipts, and securing external funding is crucial.

8. Equality Impact Assessment

- 8.1 The Council has a statutory requirement to carry out Equality Impact Assessments (EIAs) as part of the service planning and policy proposal processes. This includes significant policy or significant changes to a service and includes potential capital bids, revenue growth bids and proposed reductions in service.
- 8.2 The Council may be required to carry out an impact assessment if the proposal impacts on any of the following:
- Equalities (including impact on issues of race, gender, disability, religion, sexual orientation, age)
 - Community cohesion (whether there is a potential positive or negative impact on relations between different communities)
- 8.3 The relevant service managers, with the assistance of the Policy officers, review each capital programme scheme to check and assess any impact of the intended outcome. Although a provisional capital budget will be included in the capital programme, it will be necessary for a report on the impact to be made to Cabinet before the scheme progresses.

9. Prudential Framework

- 9.1 The Prudential Framework for local authority capital investment was introduced as part of the Local Government Act 2003 with effect from the 1 April 2004. This was developed by CIPFA as a professional code of practice to support local authorities' decision making on the areas of capital investment and financing. Authorities are required by regulation to have regard to the Prudential Code.

The key objectives of the Prudential Code are:

- Capital plans and investment plans are affordable and proportionate
- All borrowing and other long-term liabilities are within prudent and sustainable levels
- Risks associated with investment are proportionate to financial capacity
- Treasury management decision are in accordance with good professional practice

The prudential code was revised in December 2021 and the Authority is required to formally adopt the reporting requirements in 2023-2024. One of the key changes to the Prudential Code is the explicitly stated requirement that authorities must not borrow to invest primarily for financial return, and this requirement came into force

with immediate effect.

- 9.2 Within the Revenue Budget 2022-2027 the Council will enter into unsupported borrowing 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 Capital Programme 2022-2027 includes details of the borrowing under the framework and this is confirmed as being affordable and is included within the Budget and Council Tax calculations.
- 9.3 The proposed borrowing will be met within the Prudential Indicators set as the Operational Boundary (Limit of Borrowing) under the Treasury Management Strategy. The current Operational Boundary in 2021/2022 is set at £72m with a maximum of 40% of the total value being held as short-term loans or variable rate loans.

10. Financial Implications

- 10.1 The financing arrangements for the capital programme are within budget. Where rephasing is to be made then the funding will follow.
- 10.2 The revenue implications of all capital schemes will be included in the estimates to be reported to the Cabinet meeting on 07 February 2023.
- 10.3 On delivery income / cost savings relating to cost management will be fed into the revenue budget as they are achieved.

11. Risk Implications and Sensitivity Analysis

- 11.1 Risk is inherent in any projection of future funding. The estimated resources available to fund the capital programme 2022-2027 and the risk implications and sensitivity/consequences are detailed in the table below. The level of risk is based on the impact on the funding of the capital programme 2022-2027 if the resources are not achieved at the estimated level or at the time expected. This section has been updated to reflect the position in the Capital Programme and Resources for 2022-2027.

Source of Funding	Risk Implications and Sensitivity	Level of Risk
<p>Capital Grants</p> <p>Third Party Contributions</p>	<p>Risk The capital grant and specific grant included in the resources is a contribution towards private sector housing assistance - Disabled Facilities Grants (DFG). The level of grant included for 2022/2023 is based on the confirmed level of grant from the Better Care Fund. Future years show no assumed growth rate but remain at a constant level for the rest of the programme as no indications of growth have been provided. The level of grant is confirmed by Central Government annually and can vary from year to year.</p> <p>Sensitivity/Consequences This funding represents 20% of current total general fund reserve balance. If the level of grants were to vary significantly the budget allocated for DFGs and the proposed schemes within the programme would need to be revised.</p>	Medium
Capital Receipts	<p>Risk Capital receipts over the 5-year capital programme 2022-2027 represent 100% of the current general fund reserve balance. The actual amount and timing of capital receipts can vary significantly. The achievement of capital receipts is monitored and reported in the monthly monitoring reports to ensure no over commitment.</p> <p>Sensitivity/Consequences Capital receipts represent a high proportion of the total general fund resources available to fund the capital programme. The actual level of capital receipts that are achieved is sensitive to market conditions including demand for land and buildings, values and interest rates. The sum total of capital receipts included in the funding table of £2m plus £7m of sales receipts from the housing joint venture and £110m from the Major Housing Project is a challenging target in the current economic climate. In the event that capital receipts are not achieved at the level or within the year estimated it may be necessary to take on additional temporary borrowing at the prevailing interest rates.</p>	High
Major Housing Project	<p>Risk The impact of market prices as the scheme proceeds to each phase may increase. The housing market may slow and sales may not be achieved as planned.</p> <p>Sensitivity/Consequences Business case review prior to proceeding to end stage. Local Authority Housing Company has been established to hold any surplus units for rent.</p>	High

Source of Funding	Risk Implications and Sensitivity	Level of Risk
Unsupported Borrowing	<p>Risk The proposed capital programme 2022-2027 includes unsupported borrowing for the purchase of equipment and vehicles. The unsupported borrowing will be funded through internal borrowing whenever it is most financially advantageous to do so. Internal borrowing is the use of internal funds (short term cash flows and reserves and balances not immediately required) rather than taking external debt.</p> <p>Sensitivity/Consequences The Council will enter into unsupported borrowing 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.</p>	Low
Temporary Borrowing External and Internal	<p>Risk Temporary borrowing is included for cash flow purposes to ensure a balanced funding of the capital programme in each of the financial years and in advance of capital receipts. Internal borrowing will be used whenever it is most financially advantageous to do so. Internal borrowing is the use of internal funds (short term cash flows and reserves and balances not immediately required) rather than taking external debt. Funds currently in short term investments may be withdrawn and used in place of external borrowing.</p> <p>Sensitivity/Consequences The actual required temporary borrowing will depend on rephasing in the capital programme and capital receipts achieved in each year. Temporary borrowing will be maintained at the minimum level required and reported as part of the outturn. The cost of funding planned temporary borrowing is included in the revenue budget and is confirmed as affordable. In the event that additional temporary borrowing is required during the financial year the impact on the revenue budget will be reported in the monthly monitoring reports to Members.</p> <p>Fixed term external borrowing may be taken and drawn down as expenditure is required and rates are favourable. External borrowing will be sourced through market loans or PWLB depending on the most favourable rates.</p>	Low

Source of Funding	Risk Implications and Sensitivity	Level of Risk
Reserves	<p>Risk Contributions from reserves are based on actual balances as at 1 April 2022 and take into account budgeted contributions to/from reserves.</p> <p>Sensitivity/Consequences The reserves are available and as such the sensitivity is low. In the event that reserves are not available as estimated in the capital resources, temporary borrowing would be incurred to ensure a balanced funding of the capital programme in each of the financial years.</p>	Low
Sales Value Reduces / Costs Increase	<p>Risk Brexit</p> <p>Sensitivity/consequences The Brexit situation continues to affect market confidence. This could impact on sales values and cost of materials and labour. The Council will review regularly in determining how to proceed with schemes and, for example, whether to sell or rent properties through the Housing Company.</p>	Medium

11.2 Experience shows that the costs of schemes can also vary. Expenditure on the capital programme is included as part of the monthly monitoring report. Any significant variations on individual schemes will be reported and appropriate action taken

12. Policy Implications

The establishment and management of the capital programme are in accordance with the Council's Capital, Treasury Management and Investment Strategy.

13. Statutory Considerations

None

14. Consultations

Management Team

15. Access to Information

Cabinet Reports
Financial Plan 2021-2026
Financial Plan 2022-2027
Monitoring Reports 2022/2023
The Capital Strategy 2023-2024
The Treasury Management and Investment Strategy 2023/24

Capital Programme 2022/2027	Total Historical Spend	Actuals to date 2022/2023	Monitoring Revised Projected Outturn 2022/2023	Estimate Amendments 2022/2023	Estimate Rephasing 2022/2023	Estimates Revised Projected Outturn 2022/2023
	£	£	£	£	£	£
APPENDIX 1						
MAJOR PROJECTS						
Enterprise Zone						
Project Mgmt / Marketing	128,980	1,796	38,970			38,970
Roads / Infrastructure	3,072,907	210,272	6,008,270		(2,800,000)	3,208,270
Premises	91,803	4,732	0			0
Total Enterprise Zone (AD Property and Projects)	3,293,690	216,801	6,047,240	0	(2,800,000)	3,247,240
Major Housing Development						
Salter's Road - Contractor Cost	2,504,005	1,145,938	2,606,870	(570,000)		2,036,870
Alex'dra Rd Hun'ton BCKLWNCost	93,646	2,883	15,370			15,370
Phase 3-Lynnsport 1	457,939	110,810	193,000		(89,190)	103,810
Phase 2 -Lynnsport 4 /5	14,997,651	58,712	174,530			174,530
Major Housing Management	672,802	2,379	8,000			8,000
MHP Unallocated Budget	0		68,090			68,090
Parkway - Gaywood	4,064,129	337,864	800,000		604,310	1,404,310
Nora Phase 4	9,400,415	3,536,716	9,716,820	(3,180,090)		6,536,730
Nora Phase 5	1,738	9,288	383,640			383,640
Hunstanton Regeneration Bus Station & NCC Library	786,832	10,708	750,000		(738,000)	12,000
Hunstanton Regeneration Southend Road Car Park	635,654	643,910	3,582,770		(1,690,070)	1,892,700
Total Major Housing Development (AD Companies and Housing)	33,614,811	5,859,206	18,299,090	(3,750,090)	(1,912,950)	12,636,050
Other Major Projects						
Towns Fund						
Town Centre Public Realm	28,430	6,301	216,570			216,570
St Georges Guildhall Complex	77,601	1,533	321,060			321,060
Active and Clean Connectivity	219,328	32,691	144,000			144,000
Riverfront Regeneration	0	77,084	300,000			300,000
Multi User Community Hub	22,324	237,135	750,000	(22,320)		727,680
Programme Management	34,572	59,345	84,430			84,430
Total Towns Fund	382,255	414,089	1,816,060	(22,320)	0	1,793,740
Purfleet Floating Restaurant	16,006		0			0
NORA Remediation	136,662		216,480			216,480
South Quay Somerfield Thomas Silo	43,532	60,961	517,530			517,530
Factory Unit 1 - New Depot Site	120,393	3,611	192,310			192,310
Air Source Heat Pump Project - Enterprise Works	0		296,720			296,720
Total for AD Property and Projects	1,101,940	64,572	1,223,040	0	0	1,223,040
Decarbonisation Re:Fit 2	0	914,458	942,730			942,730
Total for AD Planning	0	914,458	942,730	0	0	942,730
Southgate Regen Area Business Rate Pool Contrib	0	12,400	540,560			540,560
ICI/Active Travel Hub (KLIC2)	364,963	20,265	141,320			141,320
Nelson Quay Redevelopment	689,668		100,000	(100,000)		0
Chapel Street	0	14,090	14,090			14,090
South Quay Stage 3	0		120,000			120,000
UK Shared Prosperity Fund	0		55,720			55,720
Rural England Prosperity Fund	0		0			0
Total for AD Regeneration	1,054,631	46,755	971,690	(100,000)	0	871,690
Re:Fit Project	1,132,525		636,010			636,010
L/Sport New 3G Pitch	84,000		900,000		(900,000)	0
Total for Leisure and Community Facilities	986,010	0	1,536,010	0	(900,000)	636,010
Total Major Projects	40,433,337	7,515,882	30,835,860	(3,872,410)	(5,612,950)	21,350,500

Capital Programme 2022/2027	Total Historical Spend	Actuals to date 2022/2023	Monitoring Revised Projected Outturn 2022/2023	Estimate Amendments 2022/2023	Estimate Rephasing 2022/2023	Estimates Revised Projected Outturn 2022/2023
	£	£	£	£	£	£
APPENDIX 1						
OPERATIONAL SCHEMES						
AD Community and Partnerships						
Disabled Facilities Grant	6,406,785	269,760	618,200			618,200
Adapt Grant	7,660,012	622,084	1,445,840			1,445,840
	14,066,797	891,844	2,064,040	0	0	2,064,040
Preventative Works						
Home Repair Assistance Load	44,809		0			0
Emergency Repair Grant	31,135	500	0			0
Careline Grant	164,883	3,435	25,000			25,000
Safe and Secure Grant	193,392	29,005	0			0
Discretionary Adaptation Assistance	195,673		0			0
Low Level Prevention Fund	684,946	109,410	125,000			125,000
Preventative Works Total	1,314,839	142,350	150,000	0	0	150,000
Total Private Sector Housing Assistance	0	1,034,194	2,214,040	0	0	2,214,040
Careline-Replacement Alarm Uni	328,063		60,000			60,000
Careline - Replacement Vehicles	23,528		56,850		(56,850)	0
Community Projects	349,238	42,603	78,890			78,890
Community Projects - Members	0		70,900			70,900
Community Safety Vehicle	0		30,000			30,000
Total for AD Community & Partnerships	700,829	1,076,797	2,510,680	0	(56,850)	2,453,830
AD Resources (\$151 Officer)						
ICT Development Programme	1,059,241	93,570	356,180			356,180
Standard Desktop Refresh	27,720	5,470	27,280			27,280
Total for AD Resources (\$151 Officer)	1,086,961	99,040	383,460	0	0	383,460
AD Programme and Projects						
Heacham Toilets South Beach	8,061	100,501	101,400			101,400
Downham Market Public Conveniences	0	0	200,000			200,000
Total for AD Programme and Projects	8,061	100,501	301,400	0	0	301,400
AD Property and Projects						
Arts Centre Complex	132,347			17,980		17,980
Princess Theatre Roof Replacement	20,000	3,155	246,600			246,600
Sewage Treatment Works Refurb/Connect Public Sewer	18,576		28,000		(28,000)	0
Estate Roads - Resurfacing	11,545		30,500			30,500
Kings Court Flat Roof	76,492	22,426	34,730			34,730
Total for AD Property and Projects	469,293	25,581	339,830	17,980	(28,000)	329,810
AD Operational and Commercial Services						
Car Parks						
Resurfacing (various car parks)			361,800		(361,800)	0
Car Parks P&D Machine Replace	77,310		240,000		(180,000)	60,000
Car Pk MS Barrier Ticket Mach	111,869		38,130			38,130
Car Prk MS Lighting + Controls	7,957		192,000			192,000
Mintlyn Crem - Extend Car Park	6,620		140,000		(140,000)	0
Heacham North Beach P&D Infrastructure	0		23,000			23,000
Decrim Car Park Fiesta Vans			49,150			49,150
CCTV						
CCTV Control Room Upgrade	138,043		271,050		(200,000)	71,050
CCTV Kettlewell Gadens	20,062		24,840			24,840
CCTV Multistorey	43,645		9,890			9,890
CCTV Crem	32,966		7,730			7,730
Christmas Lights Replacement	7,452		187,550		(187,550)	0
Parking/Gladstone Server Upgrade	37,068		12,030		(12,030)	0
Digital Signge Installation - NTP	0		43,000			43,000
High Street Public Realm TF Accelerated project	160,265	9,256	45,120			45,120
NSF Events Equipment	0		135,000			135,000

Capital Programme 2022/2027	Total Historical Spend	Actuals to date 2022/2023	Monitoring Revised Projected Outturn 2022/2023	Estimate Amendments 2022/2023	Estimate Rephasing 2022/2023	Estimates Revised Projected Outturn 2022/2023
	£	£	£	£	£	£
APPENDIX 1						
Refuse and Recycling						
Refuse - Black Bins	1,446,586	35,881	25,000	15,000		40,000
Brown Bins/Compost	315,027	21,758	25,000	15,000		40,000
Green Bins/Recycling	311,570	25,434	25,000	15,000		40,000
Trade Bins	136,739	6,300	25,000	15,000		40,000
Refuse Vehicles	0		18,010		(18,010)	0
Replacement Play Area Equipment						
Replacement Play Area Equipment	73,229	12,511	40,000			40,000
Play Area Equipment - King's Lynn (KLAC)	41,963		8,000			8,000
Replacement Dog Bins	0		21,000			21,000
Downham Market Play Equipment						
Downham Market Play Equipment	0	98,707	100,000			100,000
Resort Replacement Play Area Equipment						
Resort Replacement Play Area Equipment	0		28,000		(28,000)	0
Resort - Beach Safety Signage	0		15,000			15,000
Resort - Visitor Digital Sign	0		50,000		(50,000)	0
Tourist Signs A47	4,000		21,000		(21,000)	0
Grounds Maintenance Equipment						
Grounds Maintenance Equipment	505,120	34,550	43,500		10,000	53,500
Grounds Maintenance Vehicles	184,929		254,120		(96,700)	157,420
Public Cleansing Vehicles	1,096,141		441,540		(441,540)	0
Total for AD Operations and Commercial	4,948,087	244,397	2,920,460	60,000	(1,726,630)	1,253,830
Leisure and Community Facilities						
Corn Exchange						
Corn Exchange -Internal Dec	24,887	3,684	10,000			10,000
Corn Exchange -Refurbish Seating	49,111	7,802	15,000			15,000
Corn Exchange - Replace Speakers	0	71,446	100,000			100,000
Downham Market Leisure Centre						
DMLC - Replacement Spin Bikes	0		23,000			23,000
DMLC - Replace Heat/Cool AHU Dance Studio	0		25,000		(25,000)	0
DMLC - Fitness Room Flooring	0		30,000			30,000
DMLC - Hall/Dance Studio Reseal	10,750		22,250		(22,250)	0
DMLC - Fitness Equipment	0		60,000			60,000
Lynnsport						
Lynnsport - Fitness Equipment	10,169		108,000			108,000
L/Sport - Floor Surface Reseal	72,130		40,000		(17,000)	23,000
L/Sport Fire Alarm Upgrade	8,550		15,000		(15,000)	0
L/sport Boilers & Plant	0		35,000	(35,000)		0
L/Sport Athletics Cage replacement and athletics lighting upgrade	0	36,286	97,900		(31,610)	66,290
L/Sport Toilets & Changing Room	54,083		32,480		(32,480)	0
L/Sport Spin Bikes	0		17,000			17,000
L/Sport Spin Room	0		10,000			10,000
L/Sport Female Changing Room Sauna	0		0			0
L/Sport Wellness Studio	0		150,000			150,000
L/Sport Spin Ventilation	0		35,000			35,000
L/Sport Fitness Flooring	0		40,000			40,000
St James Pool						
St James - Floor/Surface Replace	132		25,000			25,000
St James Fitness Equipment	0		30,000			30,000
St James Pool Covers	7,109		11,000		(11,000)	0
St James Spin Bikes	0		20,000			20,000
St James Replacement Plant	3,548		9,450			9,450
Oasis						
Oasis Fire Doors	0		15,000			15,000
Oasis Fitness Equipment	0		50,000			50,000
Oasis Fitness Flooring	0		20,000			20,000
	0					
Total for Leisure and Community Facilities	240,468	119,217	1,046,080	(35,000)	(154,340)	856,740
AD Central Services						
Technology and Other Equipment (Flexible Working)	0		0			0
Total AD Central Services	0	0	0	0	0	0
Total Operational Schemes	7,453,699	1,665,533	7,501,910	42,980	(1,965,820)	5,579,070
Total Capital Programme (Non Exempt)	47,887,036	9,181,415	38,337,770	(3,829,430)	(7,578,770)	26,929,570

Capital Programme 2022/2027	Estimates Revised Projected Outturn 2022/2023	Estimates Revised Projected Outturn 2023/2024	Estimates Revised Projected Outturn 2024/2025	Estimates Revised Projected Outturn 2025/2026	NEW Projected Outturn 2026/2027	Total Budgeted Project Spend
	£	£	£	£	£	£
APPENDIX 2						
MAJOR PROJECTS						
Enterprise Zone						
Project Mngt / Marketing	38,970	35,000	35,000	0	0	108,970
Roads / Infrastructure	3,208,270	5,221,560	0	0	0	8,429,830
Premises	0	0	0	0	0	0
Total Enterprise Zone (AD Property and Projects)	3,247,240	5,256,560	35,000	0	0	8,538,800
Major Housing Development						
Salterns Road - Contractor Cost	2,036,870	9,696,590	570,000	0	0	12,303,460
Alex'dra Rd Hun'ton BCKLWNCost	15,370	2,450,000	3,036,570	0	0	5,501,940
Phase 3-Lynnsport 1	103,810	1,336,310	8,462,090	8,395,310	2,061,080	20,358,600
Phase 2 -Lynnsport 4 /5	174,530	0	0	0	0	174,530
Major Housing Management	8,000	8,000	2,510	0	0	18,510
MHP Unallocated Budget	68,090	0	0	0	0	68,090
Parkway - Gaywood	1,404,310	18,338,270	16,922,510	12,658,020	1,074,760	50,397,870
Nora Phase 4	6,536,730	764,210	900,000	0	0	8,200,940
Nora Phase 5	383,640	391,190	841,090	3,266,780	4,061,730	8,944,430
Hunstanton Regeneration Bus Station & NCC Library	12,000	738,000	10,181,380	0	0	10,931,380
Hunstanton Regeneration Southend Road Car Park	1,892,700	3,852,750	2,000,000	0	0	7,745,450
Total Major Housing Development (AD Companies and Housing)	12,636,050	37,575,320	42,916,150	24,320,110	7,197,570	124,645,200
Other Major Projects						
Towns Fund						
Town Centre Public Realm	216,570	0	0	0	0	216,570
St Georges Guildhall Complex	321,060	795,830	1,899,800	6,656,560	2,423,230	12,096,480
Active and Clean Connectivity	144,000	2,706,350	2,272,600	825,350	0	5,948,300
Riverfront Regeneration	300,000	1,000,000	2,100,000	778,940	0	4,178,940
Multi User Community Hub	727,680	221,000	6,429,000	0	0	7,377,680
Programme Management	84,430	92,000	95,000	89,600	0	361,030
Total Towns Fund	1,793,740	4,815,180	12,796,400	8,350,450	2,423,230	30,179,000
Purfleet Floating Restaurant	0	0	0	0	0	0
NORA Remediation	216,480	0	545,890	0	0	762,370
South Quay Somerfield Thomas Silo	517,530	0	0	0	0	517,530
Factory Unit 1 - New Depot Site	192,310	72,000	0	0	0	264,310
Air Source Heat Pump Project - Enterprise Works	296,720	0	0	0	0	296,720
Total for AD Property and Projects	1,223,040	72,000	545,890	0	0	1,840,930
Decarbonisation Re:Fit 2	942,730	0	0	0	0	942,730
Total for AD Planning	942,730	0	0	0	0	942,730
Southgate Regen Area Business Rate Pool Contrib	540,560	0	0	0	0	540,560
ICI/Active Travel Hub (KLIC2)	141,320	0	0	0	0	141,320
Nelson Quay Redevelopment	0	0	0	0	0	0
Chapel Street	14,090	0	0	0	0	14,090
South Quay Stage 3	120,000	0	0	0	0	120,000
UK Shared Prosperity Fund	55,720	57,940	233,570	0	0	347,230
Rural England Prosperity Fund	0	374,110	1,122,350	0	0	1,496,460
Total for AD Regeneration	871,690	432,050	1,355,920	0	0	2,659,660
Public Conveniences		400,000				400,000
Total for AD Operational and Commercial Services	0	400,000	0	0	0	400,000
Re:Fit Project	636,010	0	0	0	0	636,010
L/Sport 3G Replacement	0	300,000	0	0	0	300,000
L/Sport New 3G Pitch	0	900,000	0	0	0	900,000
Total for Leisure and Community Facilities	636,010	1,200,000	0	0	0	1,836,010
Total Major Projects	21,350,500	49,751,110	57,649,360	32,670,560	9,620,800	171,042,330

Capital Programme 2022/2027	Estimates Revised Projected Outturn 2022/2023	Estimates Revised Projected Outturn 2023/2024	Estimates Revised Projected Outturn 2024/2025	Estimates Revised Projected Outturn 2025/2026	NEW Projected Outturn 2026/2027	Total Budgeted Project Spend
	£	£	£	£	£	£
APPENDIX 2						
OPERATIONAL SCHEMES						
AD Community and Partnerships						
Disabled Facilities Grant	618,200	618,200	618,200	618,200	618,200	3,091,000
Adapt Grant	1,445,840	1,381,800	1,381,800	1,381,800	1,381,800	6,973,040
	2,064,040	2,000,000	2,000,000	2,000,000	2,000,000	10,064,040
Preventative Works						
Home Repair Assistance Load	0	0	0	0	0	0
Emergency Repair Grant	0	0	0	0	0	0
Careline Grant	25,000	25,000	25,000	25,000	25,000	125,000
Safe and Secure Grant	0	0	0	0	0	0
Discretionary Adaptation Assistance	0	0	0	0	0	0
Low Level Prevention Fund	125,000	125,000	125,000	125,000	125,000	625,000
Preventative Works Total	150,000	150,000	150,000	150,000	150,000	750,000
Total Private Sector Housing Assistance	2,214,040	2,150,000	2,150,000	2,150,000	2,150,000	10,814,040
Careline-Replacement Alarm Uni	60,000	60,000	60,000	60,000	60,000	300,000
Careline - Replacement Vehicles	0	56,850	0	0	0	56,850
Community Projects	78,890	50,000	50,000	50,000	50,000	278,890
Community Projects - Members	70,900	55,000	55,000	55,000	55,000	290,900
Community Safety Vehicle	30,000	0	0	0	0	30,000
Total for AD Community & Partnerships	2,453,830	2,371,850	2,315,000	2,315,000	2,315,000	11,770,680
AD Resources (S151 Officer)						
ICT Development Programme	356,180	150,000	150,000	150,000	150,000	956,180
Standard Desktop Refresh	27,280	0	300,000	150,000	0	477,280
Total for AD Resources (S151 Officer)	383,460	150,000	450,000	300,000	150,000	1,433,460
AD Programme and Projects						
Heacham Toilets South Beach	101,400	0	0	0	0	101,400
Downham Market Public Conveniences	200,000	0	0	0	0	200,000
Total for AD Programme and Projects	301,400	0	0	0	0	301,400
AD Property and Projects						
Arts Centre Complex	17,980	0	0	0	0	17,980
Princess Theatre Roof Replacement	246,600	0	0	0	0	246,600
Sewage Treatment Works Refurb/Connect Public Sewer	0	28,000	0	0	0	28,000
Estate Roads - Resurfacing	30,500	0	0	0	0	30,500
Kings Court Flat Roof	34,730	0	0	0	0	34,730
Bergen Way Industrial Estate roof replace	0	250,000	0	0	0	250,000
Total for AD Property and Projects	329,810	278,000	0	0	0	607,810
AD Operational and Commercial Services						
Car Parks						
Resurfacing (various car parks)	0	100,000	261,800	0	0	361,800
Car Parks P&D Machine Replace	60,000	0	180,000	0	0	240,000
Car Pk MS Barrier Ticket Mach	38,130	0	0	0	0	38,130
Car Prk MS Lighting + Controls	192,000	0	0	0	0	192,000
Mintlyn Crem - Extend Car Park	0	140,000	0	0	0	140,000
Heacham North Beach P&D Infrastructure	23,000	0	0	0	0	23,000
Decrim Car Park Fiesta Vans	49,150	0	0	0	0	49,150
CCTV						
CCTV Control Room Upgrade	71,050	50,000	50,000	50,000	50,000	271,050
CCTV Kettlewell Gadens	24,840	0	0	0	0	24,840
CCTV Multistorey	9,890	0	0	0	0	9,890
CCTV Crem	7,730	0	0	0	0	7,730
CCTV Safer Streets	0	50,000	0	0	0	50,000
Christmas Lights Replacement	0	187,550	0	0	0	187,550
Emerg Plan - Replace Radios	0	30,000	0	0	0	30,000
Gayton Road Cemetery Extension	0	145,800	0	0	0	145,800
Parking/Gladstone Server Upgrade	0	12,030	0	0	0	12,030
Digital Signge Installation - NTP	43,000	0	0	0	0	43,000
High Street Public Realm TF Accelerated project	45,120	0	0	0	0	45,120
NSF Events Equipment	135,000	0	0	0	0	135,000
Replacement Stage	0	50,000	0	0	0	50,000

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	£	£	£	£	£	£
APPENDIX 2						
Refuse and Recycling						
Refuse - Black Bins	40,000	40,000	40,000	40,000	40,000	200,000
Brown Bins/Compost	40,000	40,000	40,000	40,000	40,000	200,000
Green Bins/Recycling	40,000	40,000	40,000	40,000	40,000	200,000
Trade Bins	40,000	40,000	40,000	40,000	40,000	200,000
Refuse Vehicles	0	18,010	0	0	0	18,010
The Walks Crazy Golf Equipment	0	120,000	0	0	0	120,000
Bandstand Roof Replacement - Hunstanton	0	30,000	0	0	0	30,000
Replacement Play Area Equipment	40,000	20,000	20,000	20,000	20,000	120,000
Play Area Equipment - King's Lynn (KLAC)	8,000	0	0	0	0	8,000
Replacement Dog Bins	21,000	0	0	0	0	21,000
Downham Market Play Equipment	100,000	0	0	0	0	100,000
Resort Chalet Window Replacement	0	100,000	0	0	0	100,000
Resort Replacement Play Area Equipment	0	28,000	0	0	0	28,000
Resort - Beach Safety Signage	15,000	0	0	0	0	15,000
Resort - Visitor Digital Sign	0	50,000	0	0	0	50,000
Tourist Signs A47	0	21,000	0	0	0	21,000
Grounds Maintenance Equipment	53,500	143,800	42,000	139,080	0	378,380
Grounds Maintenance Vehicles	157,420	207,050	56,980	61,560	118,570	601,580
Public Cleansing Vehicles	0	450,870	0	0	0	450,870
Total for AD Operations and Commercial	1,253,830	2,114,110	770,780	430,640	348,570	4,917,930
Leisure and Community Facilities						
Corn Exchange						
Corn Exchange -Internal Dec	10,000	0	0	0	10,000	20,000
Corn Exchange -Refurbish Seating	15,000	15,000	15,000	15,000	0	60,000
Corn Exchange - Replace Speakers	100,000	0	0	0	0	100,000
Corn Exchange - Light Desk & Lights	0	50,000	0	0	0	50,000
Corn Exchange - Auditorium LED Lighting	0	0	30,000	0	0	30,000
Downham Market Leisure Centre						
DMLC - Replacement Spin Bikes	23,000	0	0	0	0	23,000
DMLC - Replace Heat/Cool AHU Dance Studio	0	25,000	0	0	0	25,000
DMLC - Fitness Room Flooring	30,000	0	0	0	0	30,000
DMLC - Hall/Dance Studio Reseal	0	0	22,250	0	0	22,250
DMLC - Fitness Equipment	60,000	0	0	0	0	60,000
DMLC - Flooring Replacement	0	0	40,000	0	0	40,000
DMLC - Replacement Lighting Pool	0	20,000	0	0	0	20,000
DMLC - Replacement Distribution Boards	0	25,000	0	0	0	25,000
DMLC - Changing room refurb	0	0	30,000	0	0	30,000
DMLC - Pool Cover	0	0	0	0	15,000	15,000
DMLC - Window Replacement (dryside)	0	0	15,000	0	0	15,000
DMLC - Plate Heat Exchanger	0	10,000	0	0	0	10,000
Lynnsport						
Lynnsport - Fitness Equipment	108,000	0	0	0	0	108,000
L/Sport - Floor Surface Reseal	23,000	17,000	0	0	0	40,000
L/Sport Fire Alarm Upgrade	0	70,000	0	0	0	70,000
L/sport Boilers & Plant	0	0	0	0	0	0
L/Sport Athletics Cage replacement and athletics lighting upgrade	66,290	31,610	0	0	0	97,900
L/Sport Toilets & Changing Room	0	42,480	0	0	0	42,480
L/Sport Spin Bikes	17,000	0	0	0	0	17,000
L/Sport Spin Room	10,000	0	0	0	0	10,000
L/Sport Wellness Studio	150,000	0	0	0	0	150,000
L/Sport Spin Ventilation	35,000	0	0	0	0	35,000
L/Sport Fitness Flooring	40,000	0	0	0	0	40,000
L/Sport 3G LED Lighting	0	25,000	0	0	0	25,000
L/Sport Roof	0	0	160,000	0	0	160,000
L/Sport Flooring (changing/toilets/reception)	0	0	0	30,000	0	30,000
L/Sport Cubical and locker replacement	0	10,000	0	0	0	10,000
L/Sport Track and Barn Line marking	0	0	0	15,000	0	15,000
L/Sport Basket Ball fittings replacement	0	0	15,000	0	0	15,000
L/Sport Window replacement	0	0	0	40,000	0	40,000
St James Pool						
St James - Floor/Surface Replace	25,000	0	0	0	0	25,000
St James Fitness Equipment	30,000	0	0	0	0	30,000
St James Pool Covers	0	0	0	0	15,000	15,000
St James Spin Bikes	20,000	0	0	0	0	20,000
St James Replacement Plant	9,450	0	0	0	0	9,450
St James Flooring (changing area)	0	50,000	0	0	0	50,000
St James Flooring (reception/corridors/viewing)	0	0	15,000	0	0	15,000
St James Pool Hall replacement lighting	0	20,000	0	0	0	20,000
St James Cubical replacement	0	50,000	0	0	0	50,000
St James Locker replacement	0	50,000	0	0	0	50,000
St James wetside toilet refurb	0	25,000	0	0	0	25,000
St James Fire Alarm System	0	0	0	0	50,000	50,000
St James Pool plate heat exchange	0	10,000	0	0	0	10,000

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	£	£	£	£	£	£
APPENDIX 2						
<u>Oasis</u>						
Oasis Fire Doors	15,000	0	0	0	0	15,000
Oasis Fitness Equipment	50,000	0	0	0	0	50,000
Oasis Fitness Flooring	20,000	0	0	0	0	20,000
Oasis Fitness Flooring bowls hall/fitness stairs	0	0	10,000	0	0	10,000
Oasis Pool Hall lighting	0	0	0	15,000	0	15,000
Oasis Cubicles replacement	0	0	0	50,000	0	50,000
Oasis lockers replacement	0	20,000	0	0	0	20,000
Oasis distribution board replacement	0	0	0	0	30,000	30,000
<u>Town Hall</u>						
Roofing	0	10,000	60,000	0	0	70,000
Electrical Switch Replacement	0	0	40,000	0	0	40,000
Redecoration	0	0	30,000	30,000	30,000	90,000
Replacement flooring/stairs	0	0	0	20,000	20,000	40,000
Stone Mason external works	0	0	20,000	20,000	0	40,000
Prep Kitchen Replacement	0	0	10,000	0	0	10,000
<u>Community Centres</u>						
Fairstead Replacement Flooring	0	0	0	0	15,000	15,000
Total for Leisure and Community Facilities	856,740	576,090	512,250	235,000	185,000	2,365,080
<u>AD Central Services</u>						
Technology and Other Equipment (Flexible Working)	0	0	0	0	0	0
Total AD Central Services	0	0	0	0	0	0
Total Operational Schemes	5,579,070	5,490,050	4,048,030	3,280,640	2,998,570	21,396,360
Total Capital Programme (Non Exempt)	26,929,570	55,241,160	61,697,390	35,951,200	12,619,370	192,438,690
YELLOW = NEW CAPITAL PROJECTS						
GREEN = PROJECTS WHICH HAVE BEEN REPROFILED						

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