

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



Joint Panel Meeting

Agenda

Wednesday, 29th January, 2025
at 4.30 pm

in the

**Council Chamber, Town Hall, Saturday
Market Place, King's Lynn 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

Tuesday 21st January 2025

Dear Member

Joint Panel Meeting

You are invited to attend a meeting of the above-mentioned Task Group which will be held on **Wednesday, 29th January, 2025 at 4.30 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. **Appointment of Chair for the meeting**
2. **Appointment of Vice Chair for the meeting**
3. **Apologies for absence**
To receive any apologies for absence.
4. **Declarations of Interest** (Page 5)

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.

Those 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. Urgent Business

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

6. Members Present Under Standing Order 34

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

7. Minutes from the Previous Meeting (Pages 6 - 12)

To approve the minutes of the Joint Panels Meeting held on the 3rd December 2024.

8. Cabinet Report- Financial Plan- 2024-2029 (Pages 13 - 154)

9. Cabinet Report- Capital Strategy (Pages 155 - 174)

10. Cabinet Report- Treasury Management Strategy (Pages 175 - 213)

11. Cabinet Report- Capital Programme and Resources 2024-2029 (Pages 214 - 250)

12. Exclusion of Press and Public

To consider passing the following resolution:

“That under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act”.

13. Exempt- Capital Programme and Resources 2024-2029 (Pages 251 - 255)

14. Date of the next meeting

The next Joint Panel meeting is scheduled to take place on the **18th March 2025** at **4:30pm**.

To Members of the:

- Environment and Community Panel
- Regeneration and Development Panel
- Corporate Performance Panel

Portfolio Holders:

Councillor Beales- Leader
Councillor Morley- Portfolio Holder for Finance

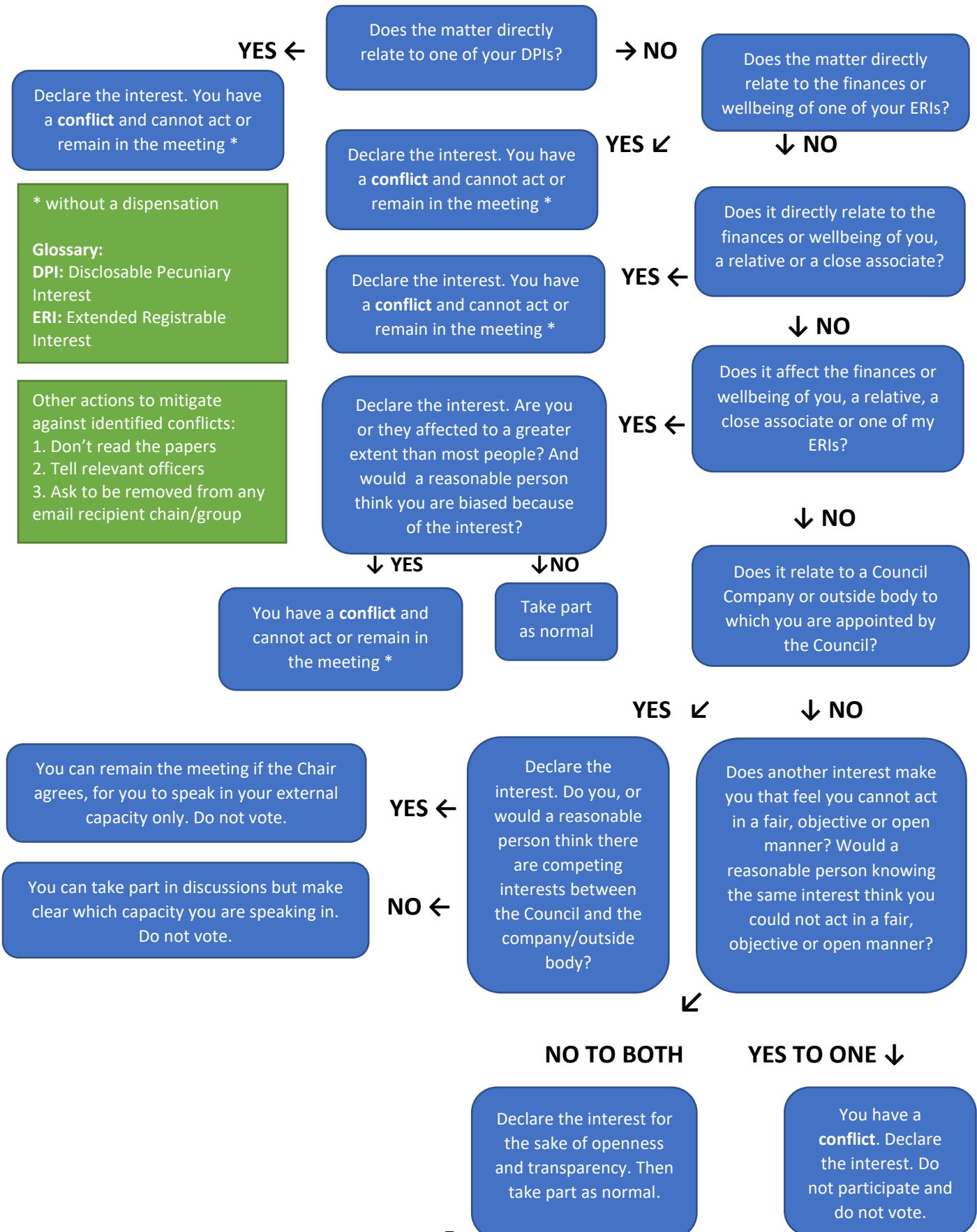
Officers

Kate Blakemore- Chief Executive
Michelle Drewery- Assistant Director for Resources and Section 151 Officer

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



Declare the interest. You have a **conflict** and cannot act or remain in the meeting *

* without a dispensation

Glossary:

DPI: Disclosable Pecuniary Interest

ERI: Extended Registrable Interest

Other actions to mitigate against identified conflicts:

1. Don't read the papers
2. Tell relevant officers
3. Ask to be removed from any email recipient chain/group

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**JOINT PANEL MEETING**

Minutes from the Meeting of the Joint Panel Meeting held on Tuesday, 3rd December, 2024 at 4.30 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillor S Collop (Chair)
Councillors S Bearshaw (Vice- Chair), Osborne, Jones. Kemp, Devulapalli, Dickinson (Substitute for Councillor Spikings), Ryves, Rose, Crofts, Lintern, Long, Blunt and Kunes.

PRESENT UNDER STANDING ORDER 34 ON ZOOM: Councillor Bone, Heneghan and Bhondi.

OFFICERS:

Honor Howell – Corporate Governance Manager
Paul Billington – Interim Assistant Director (Leisure, Arts and Entertainment)
Siobhan Cleeve – Head of Leisure
Kate Blakemore – Chief Executive
Michelle Drewery- Assistant Director (Resources) and Section 151 Officer

10 **APPOINTMENT OF CHAIR FOR THE MEETING**

RESOLVED: Councillor Collop was appointed Chair for the meeting.

11 **APPOINTMENT OF VICE CHAIR FOR THE MEETING**

RESOLVED: Councillor Bearshaw was appointed Vice-Chair for the meeting.

12 **MEMBERS PRESENT UNDER STANDING ORDER 34**

Councillor Heneghan, Bone and Bhondi via Zoom and Councillor Beales, Ring, Rust, de Whalley were present Under Standing Order 34.

13 **DECLARATIONS OF INTEREST**

Councillor Jones declared an interest as the current Chair of Alive West Norfolk.

14 **MINUTES FROM THE PREVIOUS MEETING**

RESOLVED: The minutes from the meeting held on the 18th June 2024 were agreed as a correct record and signed by the chair.

CABINET REPORT - INVESTMENT OPTIONS FOR LEISURE ASSETS

[Click here to view a recording of this item on YouTube.](#)

The Corporate Governance Manager gave a presentation to the Panel on the renewal plan for the leisure centres. She provided background to the Panel which included residents' activity levels which were low and obesity levels which were high and consequently a healthy life expectancy was low. She brought to the Panel's attention St James and Oasis which were at the end of their economic life, with Lynnsport requiring investment within 5-10 years' time. She advised Downham Market currently operated well with no pressing or significant change needed. She outlined the strategic options for the Council to consider.

The Chair invited questions from the Panel regarding the first part of the Presentation.

Councillor Crofts sought clarification on Oasis facilities and specifically the indoor bowls facilities used. He commented there was a lack of use in other leisure centres such as North Walsham and the Reef leisure centre. He referred to Oasis being on the sea front and added the toilets needed updating and to charge people for the facilities and commented this was a source of income which other Council's use.

The Interim Assistant Director for Leisure, Arts and Entertainment advised the indoor bowls facilities were important particularly for older residents. However, he advised that even during peak months the average utilisation of an indoor bowls hall was only around 20% usage and even at it highest in February there was only 40%. In response to Councillor Crofts, he commented at Lynnsport there was indoor bowls facilities including five rinks which could continue to be provided and was within a reasonable travel distance from Hunstanton.

Councillor Crofts commented that surrounding areas such as Wisbech did not have indoor bowls facilities and they were difficult to maintain as there was not the support for the facilities. He commented further he would support that the facilities at Hunstanton be closed and better facilities at Lynnsport provided to encourage usage.

The Corporate Governance Manager reminded the Panel that no decisions had been made on the future of the facilities and this the beginning of the project with further opportunity for consultation.

Councillor Collingham commented a renewal, and better indoor facilities were needed for tourism and for children to ensure a slump of inactivity did not occur. She added there was an opportunity for indoor racket activities to be provided in the community. She added the new swimming pools should be the same as at the Reef with being able to moderate the depth of the pool.

Councillor Long added the facilities were not appealing and what the council were trying to provide needed to be considered. He added the facilities needed to be affordable to encourage people to use them and niche facilities did not get the most usage.

The Corporate Governance Manager advised that the experience of other Councils was being considered and new facilities did bring in new customers therefore more usage meant an increase revenue following investment.

The Interim Assistant Director for Leisure, Arts and Entertainment agreed the current facilities were not attractive but that new facilities would be much better used with higher income and therefore this would provide more flexibility for the council on future pricing.

Councillor Ryves sought clarification on an alternative solution such as private investors being considered.

The Corporate Governance Manager referred to the previous report which was brought to the Panel about Alive West Norfolk. She added the facilities were not attractive to private investors in the current state however this was an option to consider in the future. She explained the importance on the Borough Council being the lead with improving the facilities due to the priority being health and wellbeing of residents.

Councillor Ryves commented private enterprise could build new facilities and what was the best value for the Council needed to be considered.

The Interim Assistant Director for Leisure, Arts and Entertainment explained it was unlikely private investment would be forthcoming for public facilities.

The Chief Executive responded to Councillor Ryves and advised Alive West Norfolk was coming back in house from the 1st April 2025 as part of the Borough Council. She added in relation to the Reef, North Norfolk Council had made a capital investment into the new site and used a procurement exercise for the operation of the site. She explained the management of the site was private. She encouraged members to consider neighbouring authorities arrangements regarding their leisure facilities.

Councillor Lintern added that the Council needed to be mindful of the cost involved and offer the best facilities.

Councillor Collingham commented further on the facilities of the Council's leisure centres and that they needed to compete against the private sector health clubs and the facilities they provided. She added the Council needed to be ambitious and not compromise on the facilities.

Councillor Jones commented as the Chair of Alive West Norfolk the current facilities were not dangerous but needed to be renewed and stressed the importance of investing in these facilities.

Councillor Bearshaw explained his views on the opportunity this had given, and the Council needed to invest. He referred to the previous work which had been done surrounding the Oasis site and asked if this was being considered.

The Corporate Governance Manager explained the previous work was the levelling up application for Oasis and added this work would be revisited.

The Interim Assistant Director for Leisure, Arts and Entertainment added, the work which had previously been done on the Oasis site was challenging and lessons had been learnt.

Councillor Dickinson commented it was disappointing the previous work on Oasis did not work out and there was already speculation on the location for the site. She added she felt the Borough Council should own the location and ensure there was adequate parking.

Councillor Ring, Portfolio Holder encouraged the ambition but reminded Members it needed to be within the means of the Borough Council. He commented there was challenges such as site locations and provisions. He added it was important to ensure there was value for the subsidy from the Council and reminded Members not many other Council's provided and delivered leisure facilities.

The Interim Assistant Director for Leisure, Arts and Entertainment gave the remainder of the presentation to the Panel and outlined the four priorities. The first priority was to finalise options for St James Pool alternative sites. The second priority was to replace Oasis in Hunstanton, and the third priority was to review and invest in existing dryside facilities at Lynnsport. He explained, finally the fourth priority was Downham Market. He outlined to the Panel the recommended priorities were priority one and two and explained the capital funding.

The Corporate Governance Manager concluded the presentation with the next steps which included further feasibility and options analysis on St James and the initial call for funding of £450k to progress options analysis and RIBA Stage 2 for St James and Oasis.

The Chair thanked officers for the presentation and invited any further questions and comments from the Panel.

Councillor Kemp referred to the levelling up application previously made for Oasis and commented the site location for the renewal of St James and Oasis needed to be accessible for residents in rural areas.

Councillor Long commented on the importance of providing the correct information when a consultant was used. He commented further, the location should not be fixated on at this stage of the project and questioned the relevance of Oasis remaining on the Seafront. He referred to the Reef swimming pool location and commented the location would not be important if the offer on the facilities was correct. He added free parking would encourage custom and stressed the importance of these facilities for the residents of West Norfolk instead of tourism as there was private facilities such as Searles.

Councillor Kunes sought clarification on the timescales for the renewal of St James and referred to the recent budget report which included funding for lighting to be replaced at St James. He questioned if this was to go ahead even with the renewal in place.

The interim Assistant Director for Leisure, Arts and Entertainment confirmed spending on St James pool was being minimised during the current period whilst replacement facilities were being considered but that the existing facility would remain satisfactory and safe for public use.

Councillor Ryves sought clarification on the breakdown of contribution made by tourism and contributions made by residents of West Norfolk currently and projected.

The Head of Leisure provided an estimate during holidays and explained there was 50% increase on income across secondary spend and usage based on the resident. She confirmed she would provide a further breakdown in response to Councillor Ryves.

Councillor Crofts referred to the Reef swimming pool being privately owned which previously had indoor bowls facilities but closed a couple of years ago due to not being profitable. He commented on the Reef facilities and North Walsham which were privately owned and expressed his concern on continuing with facilities which were not being used and costing money. He commented he did not understand why consultants were being used when Members knew the area better. He added, once the toilet facilities at Hunstanton were renewed, people should be charged to use them and encouraged this idea.

The interim Assistant Director for Leisure, Arts and Entertainment confirmed to the Panel the Reef was owned by North Norfolk Council but the day-to-day operations were managed privately. He commented further there was advantages to using consultants as this was an external perspective and provide a wide range of data and expertise that wasn't available in the council

Councillor Devulapalli commented she endorsed the facilities to be renewed and added they needed to be accessible by bus early in the morning and late at night.

Councillor Long referred to commercial gyms which operated 24 hours and commented this needed to be considered with the new facilities.

Councillor Rust commented as Portfolio Holder for Health and Wellbeing, she endorsed the positive response and comments from the Panel. She expressed the importance of the facilities being renewed along with the size of the pool and the benefits of the pool having additional lanes. She added with a bigger pool there was more space available to hire and therefore greater income generation.

Councillor Ring reiterated that ambition needed to match financial ability and there had been positive communication with members of the community surrounding the renewal of the leisure facilities. He added there had previously been good consultation regarding the work previously done for Oasis and added it was important to take this into consideration. He commented better facilities would encourage health experience for residents.

RESOLVED: The Joint Panel support the following recommendations to Cabinet:

1. That Cabinet Resolves to authorise officers to progress Option Three detailed in Section 3.3.3 of the report and the related Options One and Two, detailed in Section 5 of the report, to RIBA Stage Two to enable a full Business Case to be developed for presentation to Cabinet in due course.
2. That Cabinet agree funding of £450k is allocated to the project from the 'Invest to Save' fund to enable work to be progressed to the stage set out in 6.1.1.
3. That Cabinet gives delegated authority to the Chief Executive, in consultation with the Corporate Governance Manager and Monitoring Officer to enter into a Framework Contract to carry out the Project.

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EXCLUSION OF PRESS AND PUBLIC

RESOLVED: That under Section 100(A)(4) of the Local Government Act 19772, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of the Schedule 12A to the Act.

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EXEMPT- LEISURE CENTRE- CAPITAL INVESTMENT REPORT- EXECUTIVE SUMMARY

The Corporate Governance Officer presented and explained the Executive Summary to the Panel.

The Chair thanked the Corporate Governance Officer and the Interim Assistant Director for Leisure, Arts and Entertainment for the report and invited any further comments and questions from the Panel.

The Panel asked questions regarding the Executive Summary and the Corporate Governance Officer and the Interim Assistant Director for Leisure, Arts and Entertainment responded.

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DATE OF THE NEXT MEETING

The next Joint Panel meeting was scheduled to take place on the 29th January 2025 at 4:30pm.

The meeting closed at 6.09 pm

The Medium Term Financial Strategy 2024/2029

**As submitted to the
Cabinet**

4 February 2025

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

The Medium Term Financial Strategy 2024/2029

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The Medium Term Financial Strategy - 2024/2029

1 Executive Summary

- 1.1 As part of the council tax setting process the Council updates its Medium-Term Financial Strategy (MTFS) to take account of any changes in financial settlements, inflation on service costs and revised priorities of the administration.
- 1.2 In February 2024 the Council approved its Medium-Term Financial Strategy and set its budget for the financial year 2024/2025. A significant budget gap was identified in 2024/2025 which could be managed through the use of reserves. However, the indicative position outlined for the period 2025/2026 to 2027/2028 forecast an unfunded budget gap totalling £9.227m.
- 1.3 This report sets out the Council's Finance Strategy for the financial year 2025/2026 and provides an update to the Medium-Term Financial Strategy (MTFS) forecast position for the period covering 2024/2029.
- 1.4 The council continues to deliver services in the face of uncertainty around local government finance reforms which have been continued to be delayed year on year. Following the General Election in July 2024, which resulted in a change in Government administration, it has since been announced that a further one-year finance settlement will be provided for 2025/2026 with a strengthened commitment to multi-year settlements from 2026/2027 onwards following the outcome of an upcoming Spending Review. This is outlined in the HM Treasury Report [Autumn Budget 2024 Fixing the Foundations to Deliver Change](#).
- 1.5 The Ministry of Housing, Communities and Local Government (MHCLG) released the Local Government Finance Policy Statement for 2025 to 2026 on 28 November 2024. The report stated that "Government is under no illusion about the scale of the issues facing local government, and we won't shy away from the challenge. We know that the demand for, and cost of, services has increased significantly – and that this has made the job for councils in recent years much harder. We are taking immediate action to address these challenges. We will target money towards areas with greater need and demand for services and less ability to raise income locally". Government have set out that they want to fundamentally improve the way councils are funded by building on the previous review of relative needs and resources and a reset to the business rates retention system from 2026/2027. The aim is to match funding to where it is needed most. It is expected that a number of grants will change or be discontinued as a result of this.
- 1.6 As stated in the previous Medium-Term Financial Strategy, the Council took a view to use reserves to close the funding gap which was in response to the previous Governments request that local authorities 'consider how they can use their reserves to maintain services'. However, this was only a short term measure and increased reliance on reserves in the early years of the Strategy. It was never a

solution to resolving the deficit in future years where the unfunded budget gap remained.

- 1.7 Ensuring financial sustainability is now a key issue facing the majority of local authorities. Continuous reductions in core funding and ongoing uncertainty on local funding reforms add further pressure on the Council to achieve a sustainable financial position. Interest rates and inflation also impact on this Financial Strategy. Inflation impacts on the predictability for forecasting the cost of utilities and other supplies and services that the Council accesses to provide its services. This means that any savings or income generating options can quickly be outweighed by increased costs which may in turn require difficult decisions thereby adding to the impact of cost of living increases to the Councils services users.
- 1.8 Business Rates Revaluation and Retention Scheme – the Government have set out its intention to apply a full reset to the scheme from 2026/2027. This means that authorities will receive a new recalculated baseline funding level assessed as to meet each authorities needs. This will mean that any growth achieved since the scheme began in 2013 will be redistributed. The Government is proposing that transitional arrangements will be put in place to manage the impact of any potential 'cliff edges'.
- 1.9 In the Autumn Statement released on 30 October 2024 the government announced:
- the small business multiplier will be frozen at 49.9p
 - the standard multiplier will be uprated in April 54.6p to 55.5p
- 1.10 Business Rates Retention from Growth is currently projected to be £1,067,770 in 2025/2026. 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.
- 1.11 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 £3,186,040 of income in 2025/2026. This is another area of considerable risk if the Government makes changes to current policy on this part of the business rates retention scheme as the council could lose a significant portion of this income.
- 1.12 The Norfolk authorities have opted to continue with the Business Rates Pool arrangement for 2025/2026. A Memorandum of Understanding (MOU) sets out how growth retained by the pool is allocated across Norfolk Authorities. There has been a change in the allocations which results in an improved position for this council for 2025/2026.

- 1.13 The provisional Local Government Settlement was announced on 18 December 2024 and included the following government grants:-
- Revenue Support Grant (RSG).
 - Recovery Grant (new grant following removal of Rural Services Delivery Grant)
 - Funding Floor Grant (following changes to grant allocations)
 - One year payment of New Homes Bonus
 - Domestic Abuse Safe Accommodation Grant (following changes to grant allocations)
 - Internal Drainage Board Grant (allocations not yet known)
 - National Insurance Grant (allocations not yet known)
 - Business Rates Levy Surplus (allocations not yet known)
- 1.14 This Medium Term Financial Strategy demonstrates the Council is moving towards a much stronger and sustainable financial position. The report presents a funded budget for all four years, with 2025/2026 being fully met through income generation rather than reliance on reserves as seen previously (see Appendix 1). The General Fund Reserve Balance is projected to deplete over the medium term. However, the expected gap is much reduced from levels seen in the previous MTFs where there was not sufficient reserves to cover the latter years. Now, each year can be funded and there remains an estimated balance of £1.8m in reserve which covers the minimum reserve level required. The council will continue working on proposals to bring forward to improve this position further. Whilst this is a significant improvement for the Council in its aim to achieve financial sustainability, the uncertainty in the funding projections in future years remains. This is mainly due to Government intentions to implement funding reforms from 2026/2027 onwards. The council is unable to determine with any certainty the future funding position beyond 2026/2027, which is a considerable downside risk.
- 1.15 The Council approved the 2023/2028 Financial Strategy at its meeting 7 February 2024. The Financial Strategy 2024/2029 has been developed to replace this and revises many of the assumptions that were made in the 2023/2028 plan. Appendix 3 details the changes and movements in budget from that previous plan.
- 1.16 The Government's focus is on 'Fixing the Foundations to Deliver Change' which aims to allocate funding where it is needed most. The provisional financial settlement for 2025/2026 announced on 18 December 2024 sets out Councils' 'core spending power' in England will increase in real terms by 3.5%. However, there is no change to the overall core spending power total as published for this authority when compared to 2024/2025. However, as set out in the report there are other grants outside of CSP where allocations are yet to be announced. It should also be noted that the core spending power tables published by 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 permitted under the Council Tax Referendum Principles.
- 1.17 The Council previously set out its approach for a cost management and income

generation plan to reduce costs, generate additional income streams or identify other opportunities to achieve a sustainable financial position by the end of 2027/2028. This report provides details on a list of proposals totalling £3.479m to be delivered in 2025/2026 which delivers a fully funded budget for the year and puts the Council in a strong position to deliver a funded budget in the remaining years instead of placing reliance on the use of depleting reserves. Work will continue to evaluate and bring forward other proposals during the year to support future years of the MTFs.

- 1.18 As approved by Council on 28 February 2023 the MTFs includes a final repayment to the general reserves in respect of an early payment option on the pension lump sum which saved the Council £351k compared to the annual payment of the lump sum. The next review of the pension fund is due for 2026/2027. An increase in the assumptions is reflected in the budget from 2026/2027 onwards.
- 1.19 The costs for Council services have been updated. Inflation forecasts have been updated into 2025/2026 where appropriate and includes Council employee costs, utility costs and other supplies and services that the Council requires to provide its services.
- 1.20 On 30 July 2024 Cabinet resolved that the governance and operation of Alive West Norfolk is to be returned to in-house council management. This is currently being progressed for implementation from 1 April 2025. Awn Board are currently reviewing budget proposals for 2025/2026. This budget currently assumes a cost neutral position with the removal of the £412k Management Fee which will be fully offset by savings made in year. The budget will be updated ahead of Full Council following budget discussions with the Board.
- 1.21 The Government's Office for Budgetary Responsibility (OBR) predicted a sharp drop in inflation following the 41 year high of 11.1% (CPI) in October 2022. The OBR in their forecast as at May 2024 forecast inflation to fall to 1.1% in the first quarter of 2025 and then rise and remain at a steady 1.6% throughout the remainder of 2025/2026. Whilst inflation had dropped to 1.7% in September 2024, it has since crept up to 2.6% as at November 2024 which is above market expectations, mainly due to a shift upwards following the rise in the energy price cap in October 2024. Inflation affects the Councils running costs but also individuals and business in the Borough. Due to the volatile nature of forecasting for inflationary increases, this has led to a cautious approach when projecting funding and costs within the budget.
- 1.22 The Council has a number of services for which fees are charged. The level of the fee can be determined locally (discretionary) or by central government (Statutory). The discretionary fees and charges of the Council have been kept below inflation or frozen in previous years whilst operating and supplier costs had markedly increased. For 2025/2026 a review has been undertaken and in general an increase of approximately 7.57% has been applied to the Council's discretionary fees. This increase will align the Council's fees and charges with where they would

have been had they been kept in line with inflation over the last 5 years. There are some areas where a different rate has been applied due to other factors.

- 1.23 In order to maintain fees and charges at a realistic and acceptable level going forward, the Council has developed a Fees and Charges Policy which sets out its aim and strategy for charging fees and the basis of reviewing those fees annually or within the financial year. The Council reviews its fees in services where there are inflationary pressures or an ability to benchmark fees to align with other suppliers.
- 1.24 The Financial Strategy 2024/2029 (see Appendix 1) demonstrates that the Council can present a balanced budget position for 2025/2026 due to the incorporation of the savings proposals as set out in the report. However, there is a budget gap in excess of £1.7m to address in 2026/2027 which increases each year thereafter. Whilst the planned approach for the use of the General Fund Reserve balance has always been to support the revenue budget, the reliance on this resource has significantly reduced in the early years of the Medium-Term Financial Strategy. However, there is still some risk to delivering the savings proposals in full and with the uncertainty of Government funding levels from 2026/2027, there remains the case for keeping the reserves balance at an appropriate level.
- 1.25 The figures shown in the Financial Strategy for 2024/2029 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 contained within the budget of Special Expenses for the unparished areas of the Borough.
- 1.26 There remains significant uncertainty and risk from 2026/2027. As set out throughout the report, the Government intends to implement its changes to how local authorities are funded from 2026/2027. The Funding Review will determine the starting point for resource allocations under the Business Rates Retention scheme. This Council will continue to support 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 reforms could mean we face a larger budget gap from 2026/2027 onwards and the general fund reserve depletes earlier than currently estimated.
- 1.27 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 2024/2025 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 8.

Recommendation 3

It is recommended that Council :

- 1) Approves the budget requirement of £26,329,130 for 2025/2026 and notes the projections for 2026/2027, 2027/2028 and 2028/2029.**
- 2) Approves the Fees and Charges 2025/2026 detailed in Appendix 4a and 4b and approves the new Fees and Charges Policy at Appendix 4c**
- 3) Approves the Pay Policy at Appendix 5**
- 4) Approves the level of Special Expenses for the Town/Parish Councils as detailed in the report (Appendix 7).**
- 5) Approves a Band D council tax of £152.87 for 2025/2026.**

Recommendation 4

It is recommended that Council approves a minimum requirement of the General Fund balance for 2025/2026 of £1,316,460 (5% of estimated budget requirement).

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 2025/2026.

The REVENUE BUDGET 2024/2025

2 The Revenue Budget 2024/2025

- 2.1 The budget for 2024/2025 was presented to Cabinet on 7th February 2024 and approved by Council on 22nd February 2024 in accordance with the process for approving the financial plan 2023 - 2028.
- 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 £308,946 against a budgeted transfer of £2,199,130 decreasing the estimated balance as at 31st March 2025 to £7,899,630.

Revenue	Approved budget 2024/2025	Forecast budget position 2024/2025	Forecast Variance 2024/2025
	£	£	£
Borough Spend	26,930,950	27,525,496	594,546
Financing	(24,731,820)	(25,017,420)	(285,600)
Contributions to/(from) General Fund Reserve	(2,199,130)	(2,508,076)	(308,946)

- 2.3 The following table compares the period to 30 September 2024 to the original budget for 2024/2025. Any variances are reported to Members in monitoring reports throughout the year.

Q2 Forecast Outturn Position	Approved budget 2024/2025	Forecast budget position 2024/2025	Forecast Variance 2024/2025
Service	£	£	£
Central Services	3,713,440	3,748,440	35,000
Chief Executive	55,000	55,000	-
Environment and Planning	2,285,260	2,595,260	310,000
Health Wellbeing and Public Protection	1,120,410	1,126,050	5,640
Legal, Governance and Licensing	978,140	978,140	-
Leisure and Community Facilities	2,428,740	2,449,740	21,000
Operations and Commercial	2,484,690	2,566,980	82,290
Programme and Project Delivery	(195,370)	(191,870)	3,500
Property and Projects	(1,366,970)	(1,366,970)	-
Regeneration Housing & Place	1,501,480	1,452,060	(49,420)

Q2 Forecast Outturn Position	Approved budget 2024/2025	Forecast budget position 2024/2025	Forecast Variance 2024/2025
Resources	8,493,860	8,680,396	186,536
Financing Adjustment	1,929,380	1,929,380	-
Internal Drainage Boards	3,502,890	3,502,890	-
Borough Spend	26,930,950	27,525,496	594,546
Contributions to/(from) General Fund Balance	(2,199,130)	(2,508,076)	(308,946)
Borough Requirement	24,731,820	25,017,420	285,600

- 2.4 Any further variances between the revised budget and actual outturn for 2024/2025 will be shown in Monitoring Reports for the remainder of the financial year and in the Final Accounts Outturn Report for 2024/2025.
- 2.5 The net impact of the projected outturn 2024/2025, as detailed above, on the overall level of General Fund balance is as follows:

Projected Movements in General Fund Reserve Balance	2024/2025 £
Revised balance brought forward 1 April 2024 (following 23/24 audit)	8,597,706
Estimated contribution to/(from) General Fund Reserve	(2,508,076)
Pension lump sum replenishment	1,810,000
Projected General Fund Balance 31 March 2025	7,899,630

- 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 Strategy 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 2024/2025 as set out in the report.

The Financial Strategy 2024/2029

3 The Medium-Term Financial Strategy 2024/2029 - Funding

3.1 Revenue Support Grant (RSG)

3.1.1 The provisional local government finance settlement was announced for consultation on the 18 December 2024 confirming the funding of a one-year settlement for 2025/2026. MHCLG has allowed for a 3.6% increase on RSG for 2025/2026. However, it is also clear that there will be fundamental changes to grants from 2026/2027 so it is assumed that this grant will be replaced through a new grant as set out in Section 3.2.

3.1.2 The RSG funding that BCKLWN will receive is set out in the table below (compared to current year allocation). The following grants were combined into Revenue Support Grant in 2023/2024 and deemed to still be included in the allocation for 2025/2026:-

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

Receipt of Funding	RSG £
2024/2025	(1,015,164)
2025/2026	(1,052,270)
2026/2027	0
2027/2028	0
2028/2029	0

3.2 Other Government Funding

3.2.1 MHCLG also announced the following funding as part of the provisional settlement figures for 2025/2026 (compared to current year allocations):

Grant	2024/2025	2025/2026	Changes
Rural Services Delivery Grant (Ended)	628,535	0	Grant ceased and repurposed to support areas that need it most
Funding Guarantee Grant (Ended)	520,418	0	Grant ceased. Only ever intended to be short term.
Service Grant (Ended)	38,339	0	Grant ceased and repurposed to support Governments ambition to reduce number of small funding pots.
New Homes Bonus	338,621	293,369	Final year of current scheme - one year payment only
Recovery Grant (New)	N/A	552,330	One off grant targeting need using deprivation as a proxy

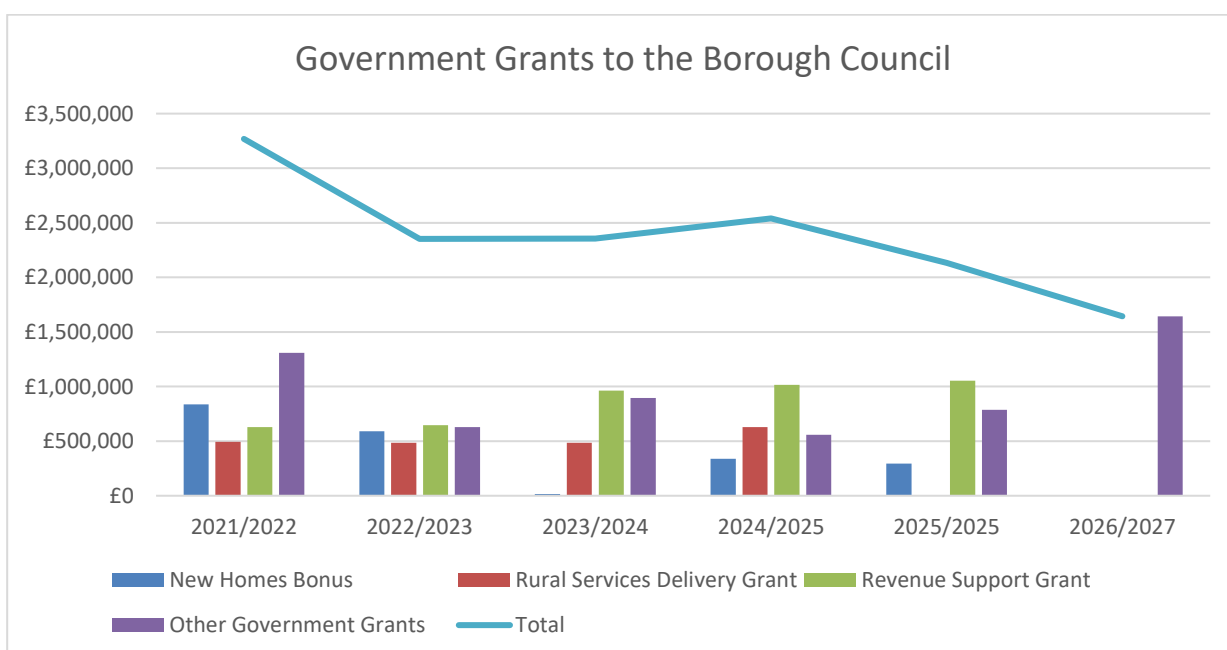
Funding Floor Grant (New)	N/A	198,912	Guarantee that no authority will see a reduction in their Core Spending Power after taking into account increase in Council Tax levels
Domestic Abuse Safe Accommodation Grant	N/A	35,808	Existing grant now consolidated as new separate line in settlement figures
Total	1,525,912	1,080,419	

3.2.2 The provisional settlement also states that further funding will be announced as part of the final settlement figures. These include the following grants. In the absence of any certainty on these amounts, a prudent allocation has been included in the budget. The budget will be updated for any confirmed allocations prior to Full Council approval of the MTFS:

- Internal Drainage Board Fund (allocation from £3m total Grant available) – £150,000
- National Insurance Funding – to compensate local authorities for the Governments decision to increase the employers NI contribution rate - £219,470 based on 40% of total cost

3.2.3 Due to the significant changes in Government funding anticipated, the grant funding will be held at £1.6m for the remainder of the medium term (from 2026/2027 onwards).

3.2.4 The following chart summarises the decreasing availability of government grant to the borough Council from funding settlements.



3.3 Addressing the Funding Gap in 2026/2027

3.3.1 The Financial Strategy in previous years has been reliant upon drawdown from the general fund reserve balance. The forecast budget for 2025/2026 was reliant on a drawdown of £4m from the general fund reserve balance and then a further £1.6m before it was depleted to minimum levels. This still left an unfunded gap in 2026/2027 of £3.3m to be addressed. The use of reserves is only ever a temporary measure which clearly cannot be sustained. Therefore, in order to move towards a more sustainable financial position, the Council has undertaken a review across its services to identify efficiencies and alternative income streams with the aim of bringing spend in line with income for 2025/2026. This means that being able to set a balanced budget position, the general fund reserve balance can be held for its intended purpose which is to help mitigate for unforeseen circumstances that may arise.

3.3.2 The preparation of the proposed MTFs 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 uncertainty on future budgets identified during 2022 was the cost of gas and electricity. The Council 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 also purchases its utilities through a government purchasing consortium which enables the benefits of larger purchasing power and purchasing future supplies at lower costs. A review of use and future prices for 2025/2026 against current budget provision has resulted in the below favourable revisions to budget:

	Original Budget	Proposed Budget	Reduction
	2025/2026	2025/2026	
	£	£	£
Gas	255,480	192,990	(62,490)
Electricity	1,525,880	1,219,820	(306,060)
Total	1,781,360	1,412,810	(368,550)

- The Council continues to review reserves that are earmarked for specific obligations and risk. These reserves are utilised to reduce the burden on the revenue budget for one off areas of spend but also options to fund capital spend from borrowing are considered. Where proven to improve cost-effectiveness, then reserves will be utilised to the best advantage.
- The Council, as with any organisation of its size, can derive savings during the

period that an employee role is vacant. The Council has continued to see a higher than average number of vacant posts held at any one time and changes in the employment market continue to add to recruitment difficulties causing posts to be vacant for longer periods. This contributes towards a savings target from employee turnover and after allowing for costs to cover or recruit to a vacancy, the Council is still set to achieve £1m turnover savings in 2024/2025. This budget proposes the target is held at £1m for 2025/2026 and reduced back to £550,000 thereafter. The staff turnover will continue to be monitored alongside recruitment timescales and challenges to mitigate where possible impact on resources and service delivery.

3.4 Transformation Programme and Savings/Efficiency Proposals

3.4.1 As set out in 3.3.1, in developing this Financial Strategy, the Council has carried out an exercise to identify opportunities for savings and efficiencies and further income streams to close the budget gap for 2025/2026 and reduce the gap considerably for the remaining years in the MTFS.

3.4.2 The following table summarises the initiatives, identified to date, that will support the reduction of the budget gap. These are incorporated into the budget and will be monitored as part of budget monitoring during the year.

	2025/2026 £	2026/2027 £
More efficient systems and processes	136,000	136,000
More efficient use of the Council's buildings	15,000	15,000
Optimise income streams - including improved cost recovery of chargeable services, council tax premiums on second/empty homes, grant income and review of rental incomes.	2,846,500	2,265,000
Reduction of some operating budgets reflecting reducing spend and changed ways of working.	254,000	360,000
Savings identified in services through reduction in vacant posts, more efficient systems and processes	227,000	227,000
Space utilisation - more efficient use of the Council's buildings to enable increased commercial income.	-	50,000
Total	3,478,500	3,053,000

- 3.4.3 The Council has also been actively developing a Transformation Framework which will enable the council to be the best possible council it can be, ensuring that the council is effective and operates efficiently so that it can deliver the Council's strategic ambitions. A report was presented to Cabinet on 14 January 2025 which sets out the programme of works and how the Transformation Programme will be governed. It is expected that this programme will formally commence on 1 April 2025 and will span over 2 years.
- 3.4.4 It is expected that there will need to be investment in order to progress with transformation. However, this is expected to be on an invest to save basis.
- 3.4.5 As can be seen in Appendix 1 and set out throughout this report, the savings proposals outlined above only serve to close the budget gap for 2025/2026. Further work will continue during 2025/2026 to progress other opportunities with a view of closing the remaining gap of £1.7m in 2026/2027 ahead of next years budget setting process.
- 3.4.6 This budget also covers the Council's approach to setting fees and charges. This is covered in Section 4.3.

3.5 Retained Business Rates

- 3.5.1 The baseline business rates funding allocation was announced on 18 December 2024. The Government has specified that the Small Business multiplier and Standard multiplier are independent of each other and can be uprated separately. In addition all businesses with a RV under £51,000 will have their bill calculated using the Small Business multiplier. For 2025/2026, the Small Business multiplier remains frozen at 49.9p, however the Standard multiplier is uprated from 54.6p (2024/2025 rate) to 55.5p.
- 3.5.2 We will receive compensation in lieu for the loss of business rates due to the freeze in the Small Business multiplier and are 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.
- 3.5.3 Rateable Values (RVs) are reviewed and updated by the Valuation Office. This now takes place every three years. The latest RVs came into effect in April 2023 and the next revaluation is due in 2026. The revaluation redistributes the rates burden and is nationally cost neutral. A transitional relief scheme is applied which spreads the cost of large increases in business rates bills at a revaluation.
- 3.5.4 The Government has set out its intention to deliver a fair business rates system that protects the high street and incentivises investment and will be introducing permanently lower business rate multipliers for high street retail, hospitality and leisure properties from 2026/2027 which is aimed to be funded by a higher multiplier for properties with a rateable value of over £500,000. However, until

then the following relief is confirmed for 2025/2026:

- A discount for all eligible retail, hospitality and leisure businesses, regardless of their rateable value, at 40% in 2025/2026, subject to a cash cap of £110,000 per ratepayer.

3.5.5 A pooling arrangement has been agreed for the 2025/2026 financial year. The financial benefit to Norfolk as a whole (from the current 50% Business Rates Retention Scheme) is estimated at £8.9m representing the additional growth that will be retained locally and shared between the District Councils and County Council. This Councils contribution is estimated at around £2.136m of which we will see 50% returned to us which is an improvement from the agreement in the current year where we receive approximately £44% return. As this is expected to be the last year under the current Business Rates Scheme, the funds are incorporated into the budget to support delivery of a balanced budget in 2025/2026.

3.5.6 In the Local Government Finance Policy Statement published on 28 November 2024, Government confirmed its intention for a full reset of the business rates retention scheme from 2026/2027 in order to improve how councils are funded and to direct funding to where it is needed most based on an up to date assessment of need and the ability of areas to raise income from local taxation. The implications of a full reset is that any growth achieved above the baseline since the system was introduced in 2013 will be redistributed according to a new updated formula based on needs. The council has benefitted from retained growth and expects this will have a detrimental impact on the business rates figures in the budget from 2026/2027. It is difficult to forecast with any certainty what this means financially. However, Government are also proposing transitional arrangements are put in place to minimise risks of the funding reforms on local authorities which will include the reset. A technical consultation on the proposals for the Business Rates Retentions System is due to be published in early 2025 which will provide more detail.

3.5.7 The current baseline funding for 2025/2026 is the amount that was published on 18 December 2024 as part of the Provisional Local Government Finance Settlement for 2025/2026. The business rate assumption included in the Financial Strategy 2024/2029 is shown in Appendix 1.

3.5.8 In preparing the Financial Strategy 2024/2029 there are no assumptions for any new growth in business rates from 2025/2026 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.

- 3.5.9 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 £3,186,040 of income in 2025/2026. This is another area of considerable risk if the council loses some or all of this income as part of the Government reforms to the Business Rates Retention Scheme from 2026/2027 onwards.

3.5.10 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 apply to the Council. There is currently no surplus included in the Financial Strategy 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.

3.6 New Homes Bonus

- 3.6.1 The government have announced a new round of New Homes Bonus payments as part of the Provisional Finance Settlement for 2025/2026 and are not intending to change the method for calculating the payments for 2025/2026. The threshold over which the bonus is paid remains at 0.4 per cent.
- 3.6.2 The allocation to the Council for 2025/2026 is £293,369 which is a reduction of £45,251 compared to 2024/2025. The payment includes a premium payment for the level of affordable units completed in the area.
- 3.6.3 The Government have stated that 2025/2026 will be the final year of the scheme in its current format and councils should consider this in their financial planning. The Government will consult on detailed proposals for arrangements beyond 2025/2026 in the first half of 2025. As the Scheme is funded through a topslice of the Revenue Support Grant, it is expected that this will cease to exist and Government will replace existing grants with a system that allocates all settlement funding under a new methodology although there is a possibility that through wider spending review decisions, a housebuilding incentive outside the settlement may emerge.

3.7 Collection Fund Surplus – Council Tax

- 3.7.1 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 Strategy. 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.

- 3.7.2 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.
- 3.7.3 The borough council's share of the Collection Fund surplus/deficit is not shown in the Medium Term Financial Strategy as it is expected to be minimal and difficult to forecast with any certainty due to the impact of the economy on council tax arrears and property construction in the Borough.
- 3.7.4 We are also seeing a reduction in any surplus in the Collection Fund as the growth in the tax base continues to more accurately reflect the tax base estimate and the period of uncertainty of impacts from inflation comes to an end.

3.8 Council Tax

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

Band	Value £	Weighting of band
A	Up to £40,000	6/9ths
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

- 3.8.2 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

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

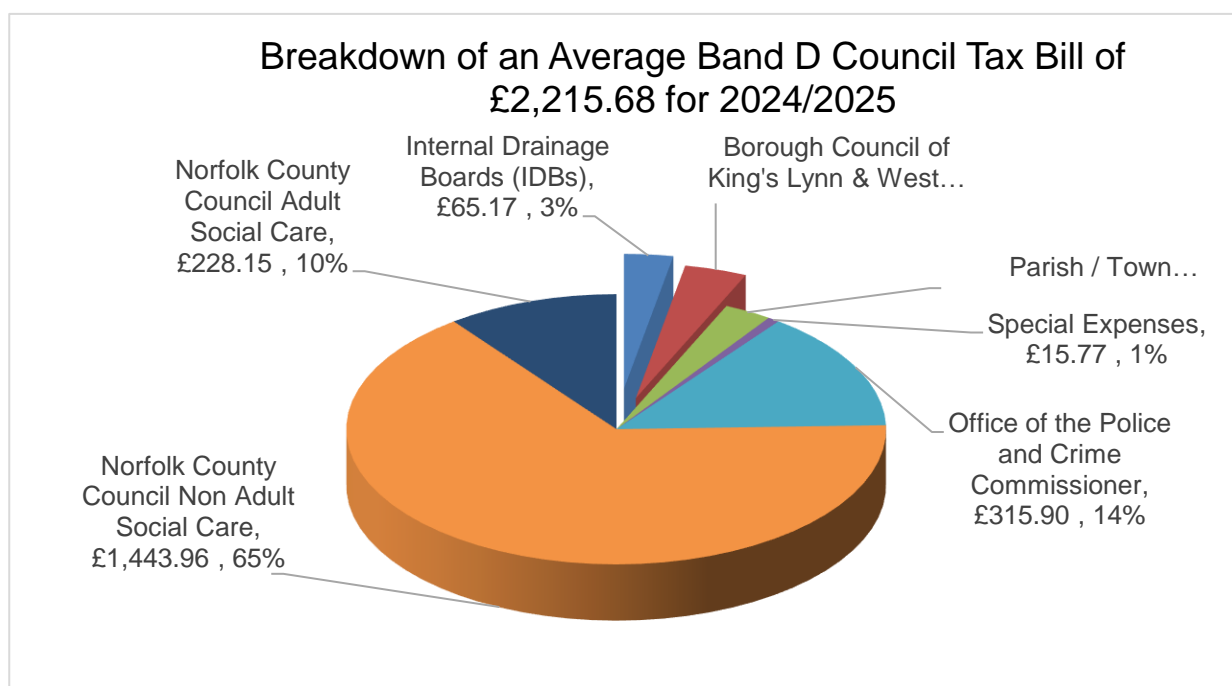
3.8.4 The full tax base for 2024/2025 is 53,748. For 2025/2026 the tax base is assumed to be 56,674, an increase of 2,927 Band D equivalent properties. This is a significant increase on previous years which is mainly due to the implementation of a 100% council tax premium for Second Homes as per the report to Council on 30th January 2025 'Council Tax Discounts and Premiums for Empty Properties and Second Homes'. For the remaining years of the Financial Strategy the assumption is that the tax base will rise by the equivalent of 300 Band D properties per annum.

3.8.5 Council Tax 2024/2025

The Borough Council element of the full council tax bill in 2024/2025 for a Band D property is £148.37 out of a total of £2,215.68 (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 2024/2025 the Borough Council's charge forms a very small part of the overall bill (£83.20, 3.8% of a Band D Council Tax bill) collected from every council taxpayer. The balance from the £148.37 is collected for Internal Drainage Boards (£65.17, 2.9% of a Band D Council Tax bill).

Council Tax Levels – Band D

3.8.6 The table below shows the elements of a council tax Band D charge of £2,215.68 for 2024/2025.

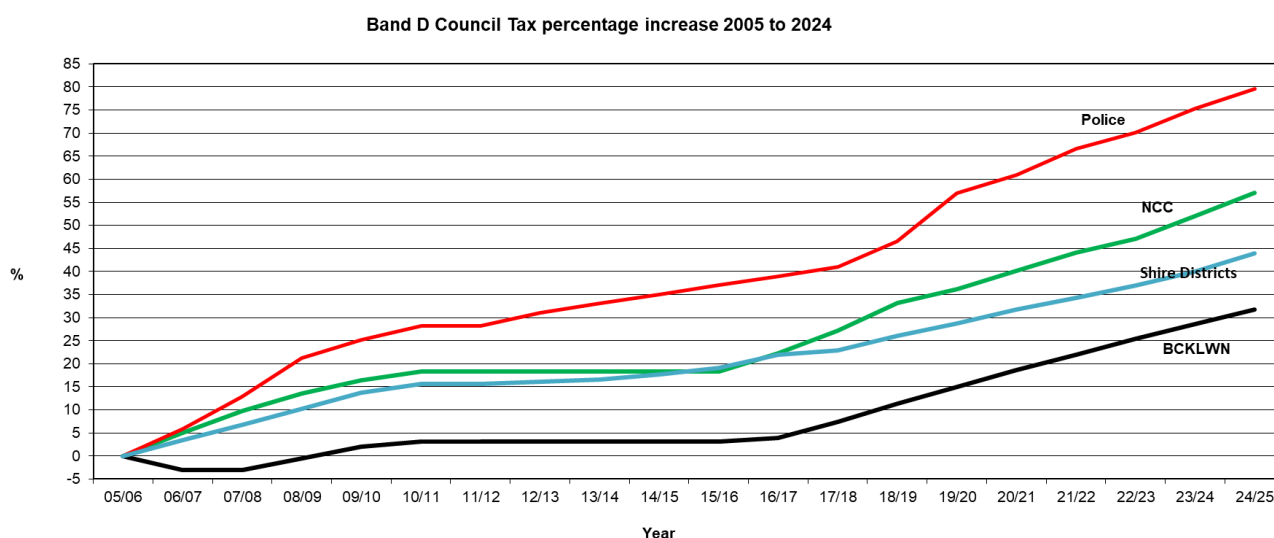


2024/2025	Average Band D	%
Internal Drainage Boards ¹	£65.17	2.9%
Borough Council of King's Lynn & West Norfolk ¹	£83.20	3.8%
Parish / Town Councils (Average)	£63.53	2.9%
Special Expenses (Average)	£15.77	0.7%
Office of the Police and Crime Commissioner	£315.90	14.3%
Norfolk County Council Non-Adult Social Care	£1,443.96	65.2%
Norfolk County Council Adult Social Care	£228.15	10.3%
Total	£2,215.68	100.0%

¹The total Borough Council Band D equivalent charge for Council Tax must currently include the levies required by the Internal Drainage Boards. This total is subject to the Referendum limits set out at paragraph 3.8.10 below, with the drainage board levies taking priority over the amounts the Borough Council retains.

3.8.7 Over the period since April 2005 the Council has held council tax to a level where in 2024/2025 the cumulative Band D charge of £148.37 amounts to an increase of 36.5% above the 2005/2006 figure of £108.67. The average cumulative increase in council tax for shire district areas in England over the same period 2005/2006 to 2024/2025 has been 48.3%. The Consumer Price Index (CPI) has increased by over 52% across the same period (and Retail Price Index over 71%). The Council's council tax increases have remained lower than inflation and the average of shire districts increases throughout the whole period since 2005/2006.

3.8.8 The graph below shows how the various elements of the council tax bill in West Norfolk have increased over the period 2005/2006 to 2024/2025. The increase in the County Council precept from 2020/2021 includes the additional permitted increase for Adult Social Care.



Council Tax 2024/2025 and Future Years

- 3.8.9 The Government remains focused on Councils' 'core spending power' which is based on a local authorities ability to generate local taxation. 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.
- 3.8.10 The Provisional limits for 'Referendums Relating to Council Tax Increase (Principles) (England) Report 2025/2026' published on 18 December 2024 state that for the borough council the principles for 2025/2026 no more than :
- (a) 3%, or more than 3%, greater than its relevant basic amount of council tax for 2024/2025; and
 - (b) more than £5 greater than its relevant basic amount of council tax for 2024/2025.
- 3.8.11 The figures shown in the Financial Strategy for 2024/2029 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.
- 3.8.12 The Borough Council proposed levels of council tax for 2025/2026 are:

Band	2025/2026
	£
A*	84.93
A	101.91
B	118.90
C	135.88
D	152.87
E	169.86
F	220.81
G	254.78
H	305.74

* The Council reduces the charge to a property classed as Band A to £84.93 per annum when it is eligible for Disabled relief (5/9th of Band D).

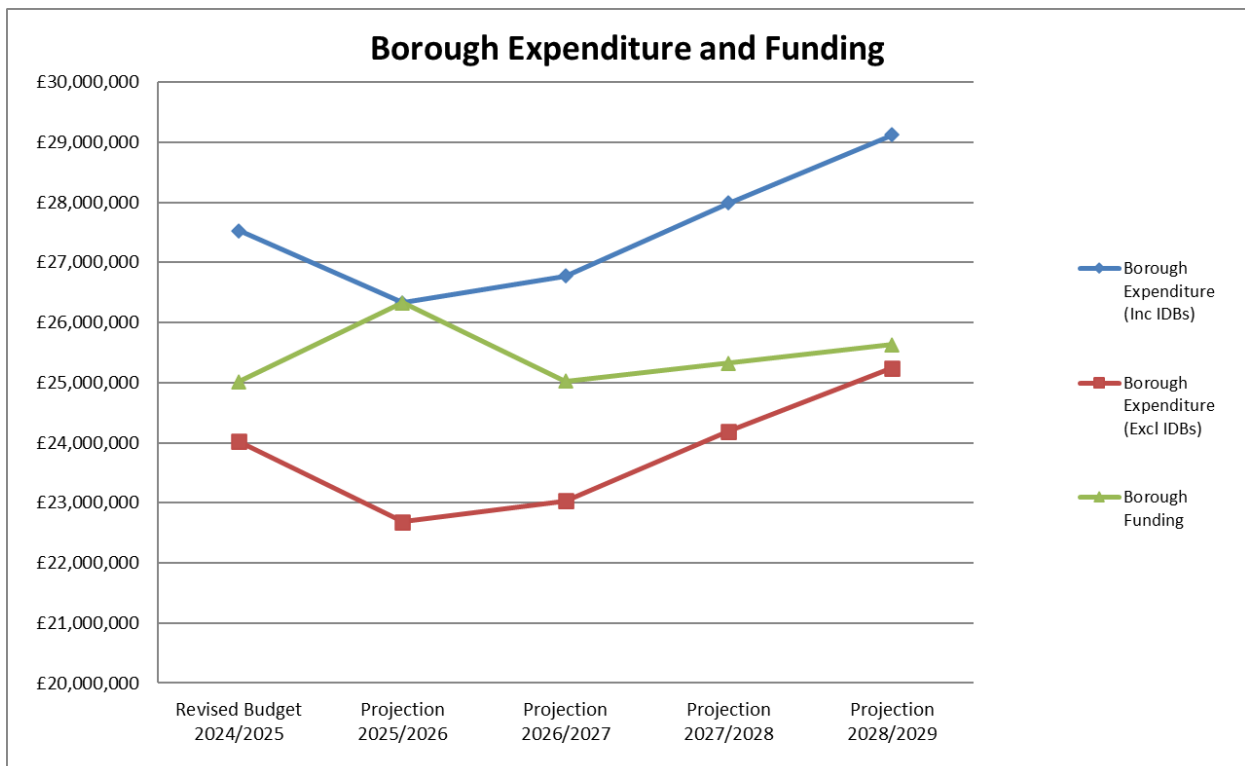
3.9 Overall Funding Position

- 3.9.1 In the Local Government Finance Policy Statement (dated 28 November 2024), MHCLG has set out the intention to change the current funding system for local

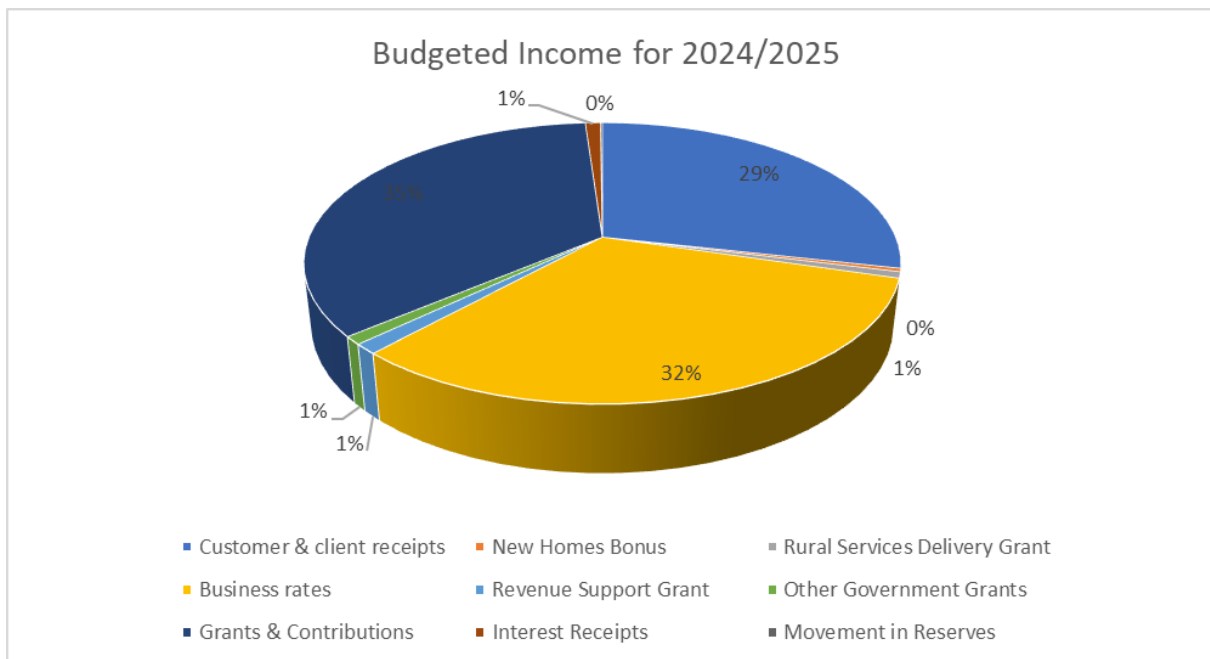
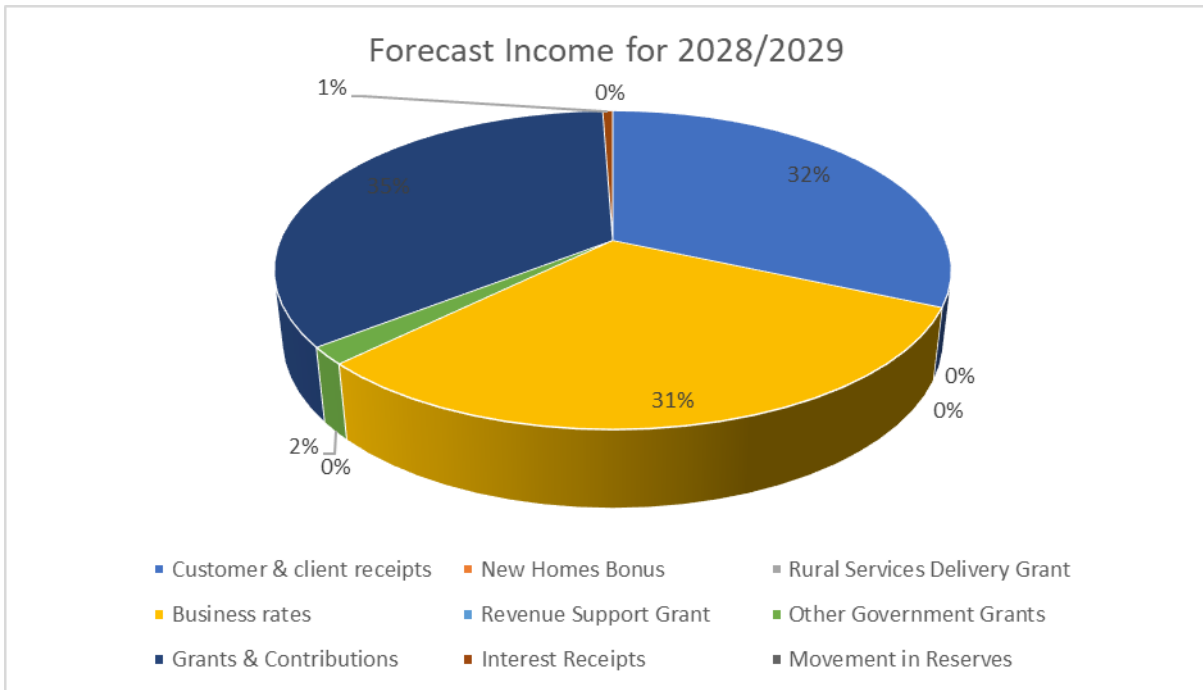
authorities to enable local government to focus on its priorities. A one year settlement was announced for 2025/2026 along with a firm commitment to move to multi year settlements from 2026/2027 as part of the funding reforms which will inform local authority funding based on an assessment of the best available evidence. A full reset to Business Rates growth has also been announced. Changes to the Revenue Support Grant, Rural Services Delivery Grant alongside other grant funding announcements is set out in more detail at section 3.2.

3.9.2 The council has previously highlighted the potential significant risks from any implementation of funding reforms by Government. However, this risk has not yet materialized with the numerous repeated delays to reforms each year. Following the publication of the Local Government Finance Policy, there is now more certainty and commitment that these reforms will be implemented from 2026/27 and consultation on these changes has already commenced. The aim of these reforms is to allocated funding to where it is needed most and to simplify numerous Government grants.

3.9.3 The graph below shows how the gap between expenditure and funding is forecast to change over the period of the Financial Strategy. It also shows the impact that the cost of Internal Drainage Board levies has on the financial position.



3.9.4 A comparison of the overall funding streams is shown in the following diagrams. A comparison of expenditure by theme is shown in the next section.

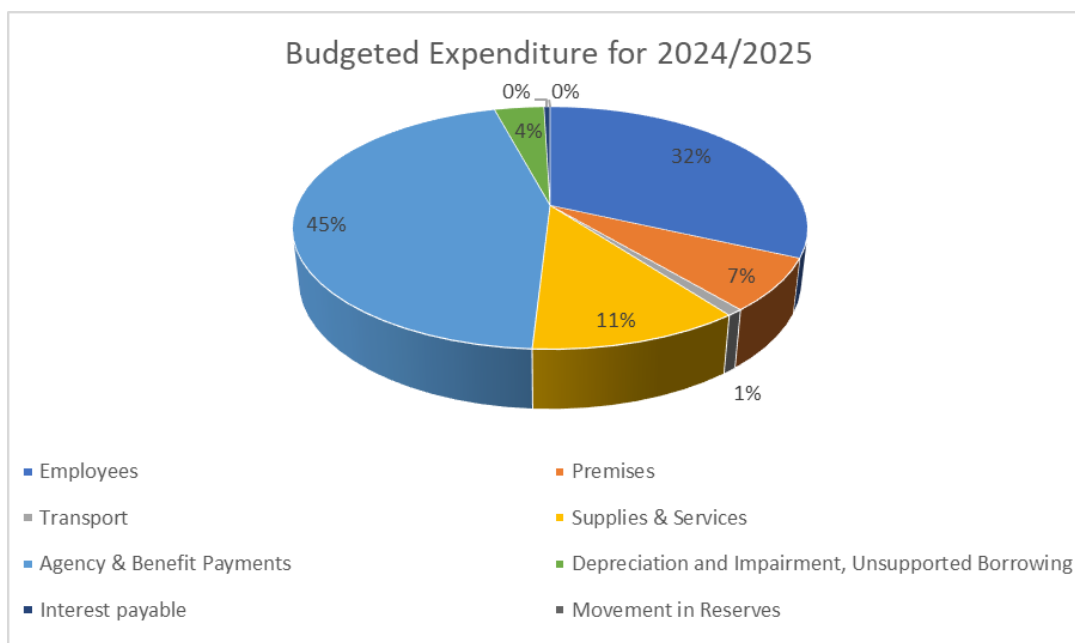


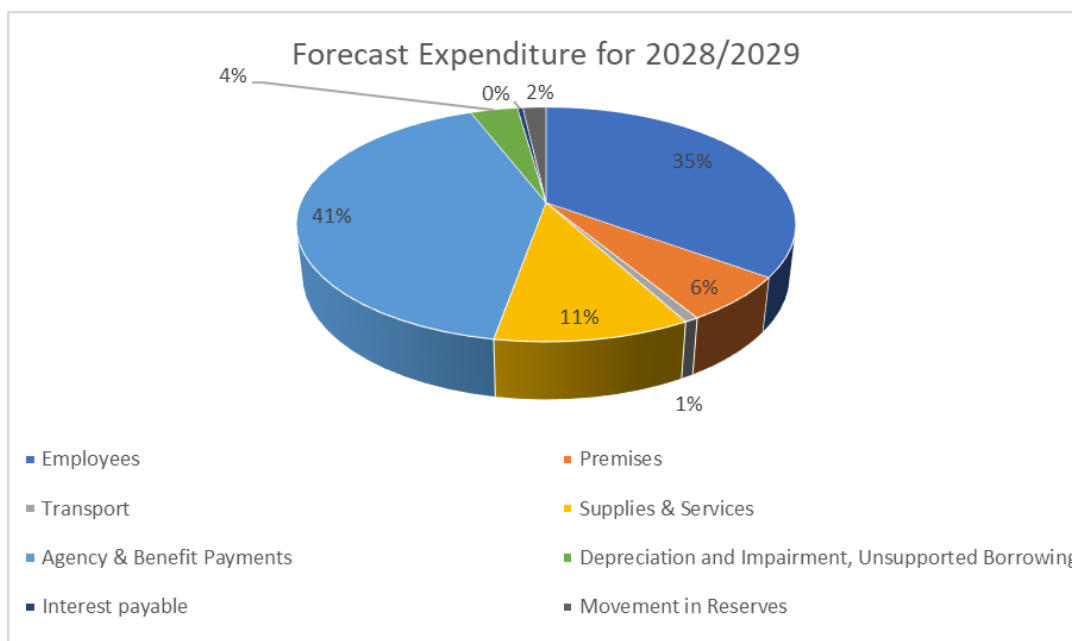
4. Cost of Services

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 October 2022 and continues to fluctuate as the economy reacts to impacts nationally and globally. The Council has seen continuing increases in costs in many supplies and services in recent years. The following table sets out the estimated inflationary impact included in the Medium-Term Financial Strategy across a number of key areas:

Inflation assumptions	2025-2026 %	2026-2027 %	2027-2028 %	2028-2029 %
CPI	2.57	2.40	1.83	2.00
Bank Rate	4.00	3.25	3.00	3.00
Salaries (cost of living)*	2.50	2.50	2.50	2.50
Business rates	2.00	2.00	2.00	2.00
Electricity	(9.54)	2.40	1.83	2.00
Gas	17.40	2.40	1.83	2.00
Water	2.57	2.40	1.83	2.00
Vehicle Fuel	2.57	2.40	1.83	2.00
IDB's	2.57	2.40	1.83	2.00

4.1.2 A comparison of spend in the first and last year of the MTFS is shown in the following charts.





4.2 Changes to the Current Financial Strategy

4.2.1 The projections for the years 2024/2025, 2025/2026, 2026/2027 and 2027/2028 were revised as part of developing the new Financial Strategy. The table below updates those projections and shows how the revision of service costs has impacted positively on the Financial Strategy.

Financial Strategy	2024/2025 £	2025/2026 £	2026/2027 £	2027/2028 £
Estimates projection February 2024	26,930,950	28,150,640	29,518,670	30,798,600
Net adjustments as part of developing the 2024/2025 to 2028/2029 Financial Strategy	594,550	(1,821,510)	(2,748,000)	(2,808,520)
New Budget projection	27,525,500	26,329,130	26,770,670	27,990,080

*Quarter 2 - 2024/2025 Monitoring

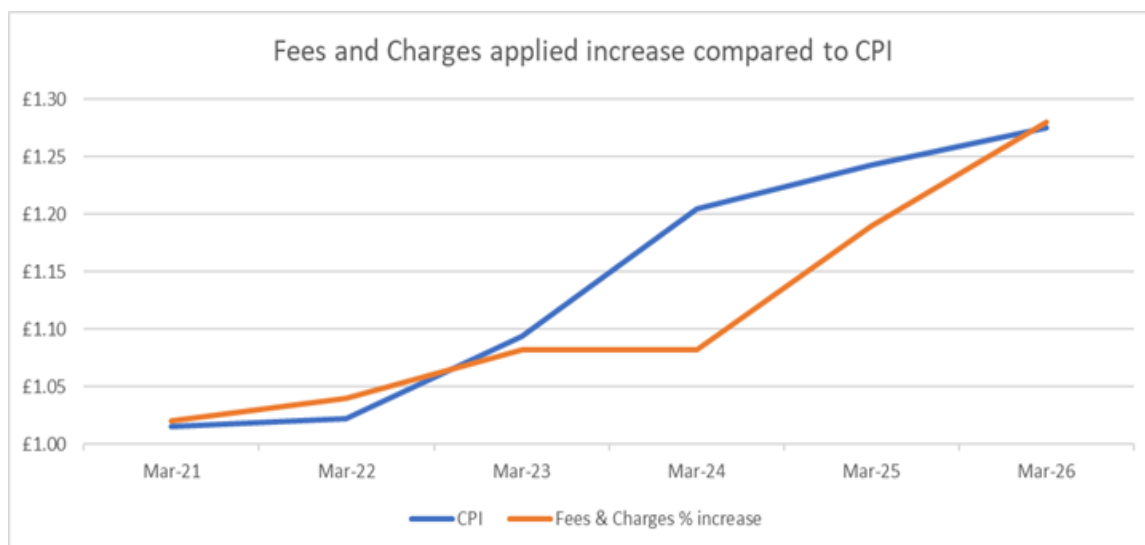
4.2.2 The detailed service budgets of the Financial Strategy 2024/2029 are shown at Appendix 2. A detailed analysis for 2025/2026 of the changes and movements between the “Original” budget projection made in February 2024 and the “Proposed” estimates for the 2025/2026 in the 2024/2029 Financial Strategy is provided in Appendix 3.

4.2.3 The projection for 2028/2029 has now been prepared and is included in the Strategy. The main movements are shown in the table below:

	2028/2029
	£
Borough Spend projection for 2027/2028	30,798,600
The main changes to the Plan are:	
Increase in Internal Drainage Board levies	105,980
Net impact of Insurance premium increase	245,650
Inflation on Salary costs	1,166,240
Decrease in Utility costs	(354,630)
Other premises	21980
Decrease of leased car charges	(38,770)
Refuse and recycling grants	(2,400,000)
Refuse and recycling contracted service costs	746,320
Decrease in other grants and contributions	56,080
Customer and client receipts	(1,675,270)
Movements in reserves	227,910
Increases to supplies and services	226,230
New budget projection for 2028/2029	29,126,230

4.3 Fees and Charges 2025/2026

4.3.1 Fees and charges have been reviewed as part of the estimates process. The council has previously tried to keep increases to fees and charges low and even froze prices in 2023/2024, with the exception of trade waste and some crematorium fees. However, operating and supplier costs have continued to increase and this had been reflected in the fees charged by other providers. In 2024/2025, the Council applied a general increase of 10% to help recover some of its inflationary costs of service provision. However, as can be seen in the graph below, the council is still falling behind inflation and in order to address this, a general principle is to apply an increase allowing for forecast CPI plus 5% (7.57%) across discretionary fees and charges.



- 4.3.2 Private hire and Hackney Carriage Licenses have been reviewed separately and a consultation has been undertaken to inform these prices. These have been updated in the Fees and Charges Schedule.
- 4.3.3 A number of fees and charges have also been considered as part of the proposals for savings and initiatives to support closing the budget gap for 2026/2027. Taking this into consideration, there will be some fees and charges increased in excess of the proposed 7.57%. However, there will also be some fees and charges which have been retained at the same levels or increased below the proposed 7.57%.
- 4.3.4 Income from charges for services which the Council delivers supports recovery of 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 4a.
- 4.3.5 With Alive West Norfolk coming back under Council control from 01 April 2025, the board have reviewed the company's fees and charges. The proposed schedule of fees and charges is included under Appendix 4b.
- 4.3.6 In recognition of the volatility of inflation and the impact this has had on the cost of service delivery and the Council's financial position, a Fees and Charges Policy has been developed for consideration and adoption in 2025/2026. The Policy sets out the Council's aim and strategy for charging fees and the basis of reviewing fees annually or within the financial year. The Policy sets out that the principle will be to apply a maximum inflationary increase to general fees and charges and sets out areas where there may be exceptions to this. This will ensure that increases

going forward are more in line with expectations around market and economic conditions.

4.4 Corporate Business Plan, Service Plans and Investment

4.4.1 On 23 November 2023 the Council approved the current corporate strategy 2023-2027 which covers the period to the next local elections due in 2027. This sets out the priorities for the new administration. The key priorities for the Council are incorporated within the following overarching themes;

- Promote growth and prosperity to benefit West Norfolk
- Protect our environment
- Support our communities
- Efficient and effective delivery of our services

4.4.2 The corporate strategy sets out the high level commitments for the Council and these are translated into deliverable actions through the annual plan each year. These are reflected in our service plans and individual employee objectives. The Financial Strategy has been developed to underpin delivery of the Annual Plan for 2025/2026.

4.4.3 The corporate strategy will be monitored and reported on regularly to allow for consideration of new or emerging issues and to ensure it remains relevant to the current needs of our communities.

4.4.4 The key areas of priority for investment as part of the Financial Strategy are as follows:

Promote growth and prosperity to benefit West Norfolk

- Work with partners to develop a shared vision for a vibrant borough
- Attract new businesses to the borough to expand the local economy
- Support the borough's new and existing businesses to grow and thrive
- Work with partners and local employers to equip our local workforce with the necessary skills and knowledge to meet current and future needs
- Maximise opportunities to transform and regenerate our high streets and heritage assets
- Increase the number of good quality new homes and associated infrastructure built through direct provision, and by working with registered social landlords and private sector developers
- Encourage private sector housing development that supports local need, delivers on local infrastructure, and meets environmental and biodiversity requirements
- Promote West Norfolk as a desirable leisure, cultural and tourism destination
- Support a year-round programme of events, festivals and activities for residents

and visitors

Protect our environment

- Lead by example by reducing our own carbon emissions and considering our impact on the climate with all our projects and initiatives
- Work with partners, locally and across Norfolk to minimise carbon emissions from new and existing properties, housing and other developments
- Support others to minimise carbon emissions by promoting good practice, providing information, and highlighting available grants from government
- Encourage active travel by reducing barriers to walking and cycling. In addition, improve EV (electric vehicles) infrastructure when appropriate grants permit
- Minimise domestic and corporate waste by encouraging reuse, recycling and responsible disposal
- Take timely and proportionate planning and environmental enforcement action to protect the West Norfolk
- Increase biodiversity where we can and create wildflower and pollinator opportunities
- Work with other agencies to manage and protect our coastline, rivers and streams and to improve sea water quality

Support our communities

- Work with partners, and provide access to leisure, cultural and outreach experiences, to reduce isolation, improve health and wellbeing, and support people to live independently at home for longer
- Tackle social and health inequalities, encourage healthy, active lifestyles and help prevent avoidable hospital admissions working with the NHS and other partners
- Seek improvements to provision of NHS dentists in West Norfolk, working with the NHS and partners
- Work with schools and colleges to improve educational opportunities, inclusion, attainment, and ambition
- Support the local voluntary sector as a vital element of the local community
- Improve access to affordable homes and work to improve the quality of rented accommodation
- Actively monitor food safety, housing standards, air quality and other statutory issues to minimise environmental health risks
- Address all types of anti-social behaviour and encourage respect for each other
- Promote and maintain attractive public open spaces across the borough for all to enjoy

Efficient and effective delivery of our services

- Provide value for money through efficient and effective service delivery
- Focus our capital expenditure on priority areas

- Manage our finances to remove any projected budget deficit over the 4-year Financial Strategy
- Provide information to local people, businesses and visitors in a timely and accessible manner
- Consult and engage with our communities, staff, parish councils and members to include measurement of how satisfied they are
- Retain a highly skilled and motivated workforce, with appropriate training and development available to support current and future corporate priorities and statutory services
- Actively and continually examine and review the way we deliver our services in-house, through our companies, through procurement and other channels to ensure they are value for money and meet the needs of our communities
- Expand our support to help parish councils with governance and to attract new members
- Undertake a review of the cabinet governance structure of the council
- Consider appropriate resources to investigate a town council for the unparished area of King's Lynn and the adoption of West Norfolk as the name of the borough
- Bring forward proposals to enable the King's Lynn Advisory and Consultative Committee (KLACC) to become a decision-making body

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 actively monitors its permanent establishment at a level and reports on this via the quarterly performance report to Cabinet. Approval for additional posts is generally only given if a compensating reduction in the establishment can be offered, if the posts are subject to external funding or if the posts are required to meet new commercially funded operations where there is a clear business benefit to the borough council. Staffing is also monitored through the operation of the payroll.

4.6.2 Section 38 of the Localist Act 2011 requires local authorities in England to prepare, approve and publish an annual pay policy statement for each financial year. The statement must detail the Authority's policies towards a range of issues relating to the pay of its workforce, in particular it's senior staff ('Chief Officers', as defined in the Act) and its lowest paid staff. The Act sets out requirements on the content of the pay policy statement, which must include information on the Council's policies for the coming financial year in relation to:

- The remuneration of its Chief Officers
- The remuneration of its lowest paid employees, and

- The relationship between:
 - The remuneration of its Chief Officers and
 - The remuneration of its employees who are not Chief Officers

4.6.3 The Council's Pay Policy Statement for 2025/26 is set out in Appendix 5 and has been drafted in accordance with the requirements set out by legislation.

4.6.4 Whilst it is a requirement to agree and publish a pay policy statement, each local authority, as an individual employer, retains the right to make its own decisions on pay that are appropriate to local circumstances and which deliver value for money for local tax payers. 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.

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)
2023/2024	£1,925 or 5%, minimum wage of £11.59 per hour and a non-consolidated £750 flat rate
2024/2025	£1,290 or 2.5%, minimum pay of £12.26 per hour

4.6.5 The Financial Strategy 2024/2029 includes a contingency sum to mitigate uncertainty around the level of pay award for 2025/2026 given the absence of any information on whether a % or lump sum amount will be offered again. The level of increase will be determined in year. Any unused contingency will be used to support the General Fund Reserve.

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.

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
	£	£	£	£	£
Interest Charged for Unsupported Borrowing	(308,710)	(310,700)	(326,440)	(337,890)	(325,560)
External Interest Payments	382,000	382,000	382,000	382,000	382,000

Internal Interest Payable	10,000	10,000	10,000	10,000	10,000
External Interest Receipts - investment	(688,990)	(419,630)	(376,170)	(361,570)	(361,570)
Minimum Revenue Provision	937,820	844,880	866,130	879,500	1,043,030
REFCUS	1,774,840	2,212,170	2,212,170	2,212,170	2,212,170
Interest Receivable (West Norfolk Housing Company)	(177,580)	(176,080)	(174,510)	(173,310)	(173,310)
TOTAL	1,929,380	2,542,640	2,593,180	2,610,900	2,786,760

4.7.2 Interest rates – The UK Bank Rate is currently at 4.75%. Whilst inflation had dropped to 1.7% in September 2024, it has since crept up to 2.6% as at November 2024. This is having a knock on impact on decisions made by the Bank of England to reduce the interest rates meaning that they are not falling in line with earlier market expectations. This has had an impact on both the interest paid on borrowing and our interest received on investment income.

4.7.3 The future of the timing of changes 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 has an impact on the council taxpayer who picks up the residual costs. Because of reductions in Revenue Support Grant over the years, any increase in IDB levies going forward will have to be met from council tax or cost savings. The budget of £3,647,520 for 2025/2026 is based on estimated inflationary increases (as discussed with Drainage Boards) of between 7% to 12.5% for inflation. These estimated precepts are listed in Appendix 6.

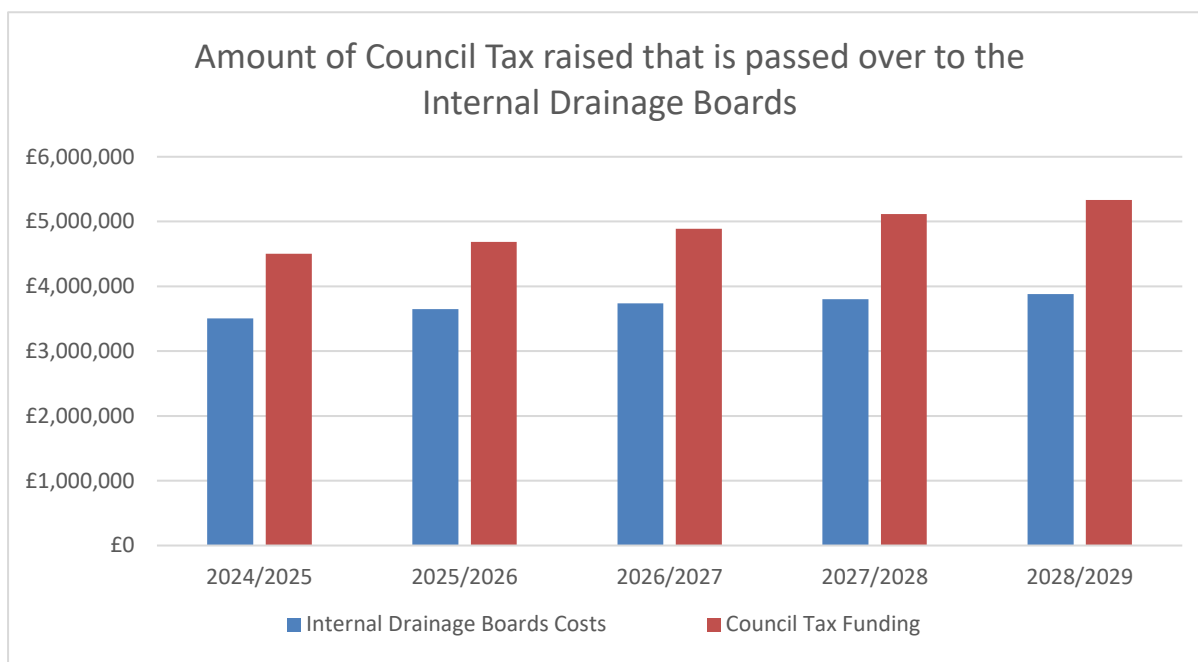
4.8.2 The following shows how much of the council tax (excluding the additional income from second homes premium) to be collected by the authority (based on Council Tax Band D property charge) is estimated¹ to be paid across to Internal Drainage Boards the current year 2024/2025 and estimated for 2025/2026:

	2025/2026		2024/2025		Increase/(Decrease) per Band D Property	
Internal Drainage Boards	£66.91	44%	£65.17	44%	£1.74	2.7%
Borough Council	£85.96	56%	£83.20	56%	£2.76	3.3%

Total	£152.87	100%	£148.37	100%	£4.50	2.9%
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¹ The above is based on proposed increases notified by Internal Drainage board. The figure may change, when all IDBs have approved their own budgets.

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



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 2025/2026, the cost of services provided to towns and parishes 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 towns and parishes under Special expenses is included in the MTFs at £1,037,360, whilst the amount that can be collected via Council Tax is £921,530. A shortfall of £115,830, which for 2025/2026, the Council will have to absorb into its own costs. The Council is considering the arrangements for these related services as part of the savings and efficiency proposals to support closing the budget gap in future years.

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 7.

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 Financial Strategy requires a drawdown from balances from 2026/2027 onwards in order to “balance the budget”.

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
	£	£	£	£	£
Estimated Contribution To/(From) General Fund Balance to balance the budget	(2,508,080)	Nil	(1,749,800)	(2,664,260)	(3,492,770)

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 Strategy 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 The use of reserves 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.

4.10.7 Cabinet reviewed the Earmarked Reserves balances and limits at its meeting July 2024 as part of the 2023/2024 outturn report. The limits have been considered against current reserve balances and it is proposed that limits are remain unamended from the updates made at Cabinet in July 2024 as reported in Appendix 8 to this report.

4.10.8 Current and Proposed Reserve limits.

Reserves Policy Area	Forecast balance 1 April 2025	Current Minimum balance to be held £'000	Current Maximum balance to be held £'000	Proposed new maximum balance to be held £'000
Amenity Areas	50	0	300	100
Capital Programme Resources	5,392	0	8,500	7,500
Insurance Reserve	218	50	300	250
Restructuring Reserve	271	150	800	300
Repairs and Renewals Reserve	1,875	500	2,700	2,000
Holding Accounts	2,745	200	3,500	3,000
Ring Fenced Reserves	6,191	50	7,000	7,000
Climate Change Strategy	515		1,250	600
Planning Reserves	366	0	800	500
Grants Reserves	3,498	0	4,800	4,000
Collection Fund Adjustment Reserve	4,847	0	7,000	5,500
Projects Reserve	4,434	0	4,400	4,500
Other Total	244	0	200	300
	30,646	950	41,800	35,550

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 8.

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 8.

4.11 Budget Requirement 2025/2026

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 2025/2026 the Budget Requirement for the Council is £26,329,130. This sum is to be met from Government Formula Funding, Business Rates growth retention, New Homes Bonus, any Collection Fund surplus and Council Tax.

5 Parish Precepts

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

5.2 The Provisional Financial Settlement 2024 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. In 2024/2025, the average Band D parish precept in West Norfolk increased by 8.8%. (8.5% nationally¹).

¹ Council Tax levels set by local authorities in England 2024 to 2025 - GOV.UK (www.gov.uk)

6 Full Council Tax 2025/2026

6.1 In order to calculate the full Council Tax for 2025/2026 it will be necessary to add the County Council, Police Authority and parish precept requirements to the Council's element as previously shown.

Recommendation 3

It is recommended that Council :

- 1) Approves the budget requirement of £26,329,130 for 2025/2026 and notes the projections for 2026/2027, 2027/2028 and 2028/2029.
- 2) Approves the Fees and Charges 2025/2026 detailed in Appendix 4a and 4b and approves the new Fees and Charges Policy at Appendix 4c
- 3) Approves the Pay Policy at Appendix 5
- 4) Approves the level of Special Expenses for the Town/Parish Councils as detailed in the report (Appendix 7).
- 5) Approves a Band D council tax of £152.87 for 2025/2026.

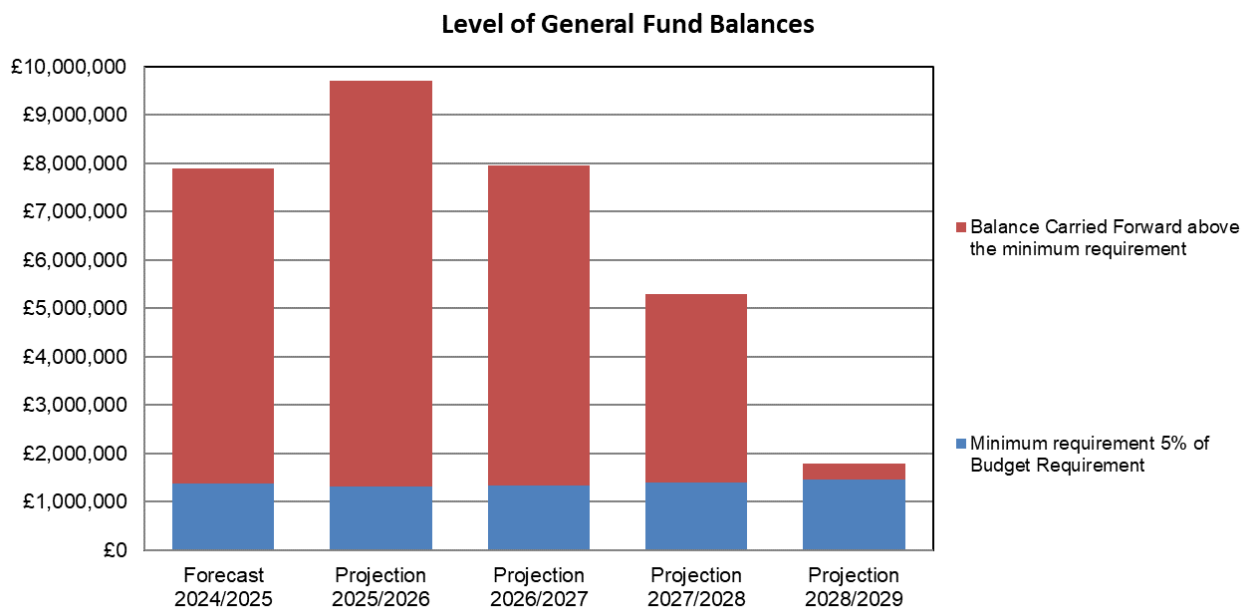
7 General Fund Financial Overview

7.1 This part of the report deals with the Council's General Fund balance based on the proposed Financial Strategy 2024/2029. The projected position for the period of the Financial Strategy is provided in the following table.

Projected Movements in General Fund Balances:

	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
	£	£	£	£	£
Opening Balance	8,597,700	7,899,620	9,709,620	7,959,820	5,295,560
Pension Lump Sum Replenishment	1,810,000	1,810,000	0	0	0
Estimated contribution to / (from) GF Fund Budget	(2,508,080)	0	(1,749,800)	(2,664,260)	(3,492,770)
Closing Balance	7,899,620	9,709,620	7,959,820	5,295,560	1,802,790

7.2 The chart below shows how the General Fund Balances are used over the period of the Financial Strategy with the balance in 2028/2029 reducing to the 5% minimum requirement.



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 2028/2029. Target savings will need to be identified and achieved prior to 2028/2029 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 2025/2026 of £1,316,460 (5% of estimated budget requirement).

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 4 February 2025. 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 Strategy.
- 9.2 The framework within which the Council's budget setting process operates and within which the Financial Strategy 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 Strategy 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.

Robustness of Estimates – Overview

9.4 Following the provisional Funding Settlement announcement on 18 December 2024, the Council still awaits confirmation of the final settlement figures. Revisions to the funding settlement impact upon the Council's use of reserves and the data to support the Council's consideration of precepts and determination of the Council Tax Resolution. **The Council's Section 151 Officer will undertake an assessment of economic, financing, business rate growth and legislative risks prior to the budget being presented to Council for consideration on 27 February 2025.**

9.5 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 Strategy 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 Strategy 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 savings proposals and efficiencies or initiatives 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.

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 2025/2026.

10 Budget Consultation and Engagement

- 10.1 A survey was conducted on the Council's budget. The objectives for seeking views on the council's budget proposals were to:
- Engage with key stakeholder groups and local residents;
 - Understand resident priorities for different areas of the council's work; and
 - Seek views on general spending and income generation priorities.
- 10.2 The survey was promoted through the council's website, social media channels and in local media. Partners and community groups assisted with promotion and the council actively engaged with a number of groups directly, for example the Stroke Association and Vision Norfolk. Councillors, parishes and MPs were also engaged.
- 10.3 The survey ran for six weeks from 21 October to 1 December. 1,093 people participated, from a wide and generally representative demographic.
- 10.4 Waste and recycling collection was identified as residents' most important priority, followed by anti-social behaviour and crime, managing coastal change and flood risk, and supporting people who need daily help in their lives. Many and varied comments and suggestions were made, which broadly suggested that people want the council to focus on delivering the basics well and meet the needs of residents, especially those who need more help. Results of the budget survey can be found via the following link: www.west-norfolk.gov.uk/annualbudget
- 10.5 The Council also met with representatives of the business and voluntary sector

community on 22 January 2025 to seek their opinions. Draft notes of the meeting will be made available to Cabinet on 4 February 2025.

- 10.6 A number of staff briefings have taken place throughout December 2024 and during January 2025. 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.
- 10.7 As part of the budget process a Joint Panel Meeting will be held on 29 January 2025 and the draft minutes from the meeting will be presented to Cabinet on 4 February 2025.

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 Strategy 2023-2028
Capital Programme 2023-2028
Monitoring Reports 2024/2025

Finance Settlement

The suite of supporting documents for the provisional local government finance settlement 2025/2026 can be found by clicking on the following link:

[Provisional-local-government-finance-settlement-england-2025-to-2026](#)

Budget Book Service Description

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.

Corporate Policy

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

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.

Chief Executive

Councillor Community Grants Scheme

A grants scheme which is available to Local constituted groups or organisations whose primary purpose is to benefit the residents of their community.

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 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, Governance and Licensing

Legal Services

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

Climate Change

This budget covers staffing and projects which assist in meeting climate change initiatives.

Corporate Governance

Support the governance of the council and the development of the Corporate Business Plan and undertake close monitoring and analysis of performance against key performance indicators.

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.

Licensing

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 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.

Housing Subsidiaries

This covers receipts due to the council from both West Norfolk Housing Company Limited and West Norfolk Property Limited. This also covers costs incurred by the council that need recharging to the companies.

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 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.

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.

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.

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

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.

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.

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.

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

	Original Budget 2024-25 £	Forecast Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Communications	501,560	536,560	522,550	540,040	558,250	577,200
Corporate Policy	272,200	272,200	288,200	339,440	381,330	397,910
Councillors	710,430	710,430	731,600	762,760	784,050	811,600
Customer Info Centre	785,960	785,960	750,150	784,520	820,370	857,760
Democratic Process & Events	433,190	433,190	447,230	464,000	481,480	499,720
Elections	387,030	387,030	455,490	464,110	472,520	481,280
Mayoral Allow	45,090	45,090	48,400	50,230	52,070	53,900
Personnel Services	577,980	577,980	656,140	621,850	639,020	656,770
Total for Service	3,713,440	3,748,440	3,899,760	4,026,950	4,189,090	4,336,140

Central Services

	Original Budget 2024-25 £	Forecast Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Communications						
Employees	419,820	419,820	413,040	430,800	449,320	468,640
Premises	17,660	17,660	16,970	17,160	17,210	17,260
Supplies & Services	102,030	137,030	137,030	137,030	137,030	137,030
Total Expenditure	539,510	574,510	567,040	584,990	603,560	622,930
Customer & client receipts	(20,310)	(20,310)	(20,310)	(20,310)	(20,310)	(20,310)
Total Income	(20,310)	(20,310)	(20,310)	(20,310)	(20,310)	(20,310)
Direct Service Cost	519,200	554,200	546,730	564,680	583,250	602,620
Central Support Services	12,860	12,860	12,860	12,860	12,860	12,860
Movement in Reserves	1,500	1,500	1,500	1,500	1,500	1,500
Recharge to Services	(32,000)	(32,000)	(38,540)	(39,000)	(39,360)	(39,780)
Total Service Cost	501,560	536,560	522,550	540,040	558,250	577,200
Corporate Policy						
Employees	314,510	314,510	334,510	349,750	365,640	382,220
Transport	1,000	1,000	1,000	1,000	1,000	1,000
Supplies & Services	89,370	89,370	85,370	5,370	5,370	5,370
Total Expenditure	404,880	404,880	420,880	356,120	372,010	388,590
Direct Service Cost	404,880	404,880	420,880	356,120	372,010	388,590
Central Support Services	9,170	9,170	9,170	9,170	9,170	9,170
Movement in Reserves	(142,000)	(142,000)	(142,000)	(26,000)	0	0
Recharge to Services	150	150	150	150	150	150
Total Service Cost	272,200	272,200	288,200	339,440	381,330	397,910
Councillors						
Employees	9,800	9,800	9,800	9,800	9,800	9,800
Premises	720	720	720	720	720	720
Transport	460	460	460	460	460	460
Supplies & Services	606,610	606,610	627,470	658,290	679,200	706,750
Total Expenditure	617,590	617,590	638,450	669,270	690,180	717,730
Direct Service Cost	617,590	617,590	638,450	669,270	690,180	717,730
Central Support Services	89,730	89,730	89,730	89,730	89,730	89,730
Movement in Reserves	0	0	0	0	0	0
Recharge to Services	3,110	3,110	3,420	3,760	4,140	4,140
Total Service Cost	710,430	710,430	731,600	762,760	784,050	811,600

Customer Info Centre

Employees	809,030	809,030	799,240	833,610	869,460	906,850
Transport	2,000	2,000	600	600	600	600
Supplies & Services	7,050	7,050	8,450	8,450	8,450	8,450
Total Expenditure	818,080	818,080	808,290	842,660	878,510	915,900
Direct Service Cost	818,080	818,080	808,290	842,660	878,510	915,900
Central Support Services	(32,120)	(32,120)	(58,140)	(58,140)	(58,140)	(58,140)
Total Service Cost	785,960	785,960	750,150	784,520	820,370	857,760

Democratic Process & Events

Employees	376,190	376,190	390,230	407,000	424,480	442,720
Premises	640	640	640	640	640	640
Transport	860	860	860	860	860	860
Supplies & Services	27,480	27,480	27,480	27,480	22,480	22,480
Total Expenditure	405,170	405,170	419,210	435,980	448,460	466,700
Direct Service Cost	405,170	405,170	419,210	435,980	448,460	466,700
Central Support Services	29,390	29,390	29,390	29,390	29,390	29,390
Movement in Reserves	(5,000)	(5,000)	(5,000)	(5,000)	0	0
Recharge to Services	3,630	3,630	3,630	3,630	3,630	3,630
Total Service Cost	433,190	433,190	447,230	464,000	481,480	499,720

Elections

Employees	238,020	238,020	197,130	205,600	213,990	222,740
Premises	42,020	42,020	41,900	42,040	42,050	42,060
Transport	1,640	1,640	1,640	1,640	1,640	1,640
Supplies & Services	120,610	120,610	120,160	120,160	120,160	120,160
Total Expenditure	402,290	402,290	360,830	369,440	377,840	386,600
Customer & client receipts	(15,850)	(15,850)	(15,850)	(15,850)	(15,850)	(15,850)
Grants & Contributions	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Total Income	(21,850)	(21,850)	(21,850)	(21,850)	(21,850)	(21,850)
Direct Service Cost	380,440	380,440	338,980	347,590	355,990	364,750
Central Support Services	10,600	10,600	10,600	10,600	10,600	10,600
Movement in Reserves	(40,000)	(40,000)	70,000	70,000	70,000	70,000
Recharge to Services	35,990	35,990	35,910	35,920	35,930	35,930
Total Service Charge	387,030	387,030	455,490	464,110	472,520	481,280

Mayoral Allow

Employees	29,230	29,230	31,550	32,800	34,050	35,350
Transport	2,800	2,800	2,850	2,890	2,920	2,920
Supplies & Services	12,560	12,560	13,450	13,930	14,430	14,960
Total Expenditure	44,590	44,590	47,850	49,620	51,400	53,230
Direct Service Cost	44,590	44,590	47,850	49,620	51,400	53,230
Recharge to Services	500	500	550	610	670	670
Total Service Cost	45,090	45,090	48,400	50,230	52,070	53,900

Personnel Services

Employees	604,900	616,900	690,170	658,850	678,340	698,670
Premises	7,450	7,450	7,450	7,450	7,450	7,450
Transport	1,330	1,330	1,330	1,330	1,330	1,330
Supplies & Services	77,670	77,670	77,670	77,670	77,670	77,670
Total Expenditure	691,350	703,350	776,620	745,300	764,790	785,120
Customer & client receipts	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Total Income	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Direct Service Cost	686,350	698,350	771,620	740,300	759,790	780,120
Central Support Services	10,690	10,690	6,680	6,680	6,680	6,680
Movement in Reserves	0	(12,000)	0	0	0	0
Recharge to Services	(119,060)	(119,060)	(122,160)	(125,130)	(127,450)	(130,030)
Total Service Cost	577,980	577,980	656,140	621,850	639,020	656,770
Central Services Total	3,713,440	3,748,440	3,899,760	4,026,950	4,189,090	4,336,140

Chief Executive

	Original Budget 2024-25 £	Forecast Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Councillors Community Grant	55,000	55,000	55,000	55,000	55,000	55,000
Total for Service	55,000	55,000	55,000	55,000	55,000	55,000

Chief Executive

	Original Budget 2024-25 £	Forecast Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Councillors Community Grant						
Supplies & Services	55,000	55,000	55,000	55,000	55,000	55,000
Total Expenditure	55,000	55,000	55,000	55,000	55,000	55,000
Direct Service Cost	55,000	55,000	55,000	55,000	55,000	55,000
Chief Executive Total	55,000	55,000	55,000	55,000	55,000	55,000

Environment & Planning

	Original Budget 2024-25 £	Forecast Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Back office	253,100	253,100	266,980	277,930	289,450	301,440
CIL	0	0	0	0	0	0
Development Control	740,540	1,050,540	900,270	635,600	654,000	695,760
Emergency Planning	107,870	118,690	123,260	128,020	131,400	135,650
Flood Defence	138,580	149,400	150,480	151,680	152,930	154,240
Local Land Charges	1,410	1,410	(144,830)	(50,270)	(45,470)	(41,410)
Planning Policy	657,150	657,150	798,710	822,520	847,360	873,260
Pollution Monitoring	329,370	379,790	357,390	372,140	387,370	402,470
Street Naming & Numbering	24,780	24,780	38,870	41,940	45,140	48,480
Total for Service	2,252,800	2,634,860	2,491,130	2,379,560	2,462,180	2,569,890

Environment & Planning

	Original Budget 2024-25 £	Forecast Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Back office						
Employees	244,840	244,840	264,550	275,930	287,790	300,160
Premises	5,500	5,500	5,500	5,500	5,500	5,500
Supplies & Services	103,770	103,770	103,740	103,740	103,740	103,740
Total Expenditure	354,110	354,110	373,790	385,170	397,030	409,400
Direct Service Cost	354,110	354,110	373,790	385,170	397,030	409,400
Central Support Services	9,680	9,680	(1,320)	(1,320)	(1,320)	(1,320)
Movement in Reserves	0	0	0	0	0	0
Recharge to Services	(110,690)	(110,690)	(105,490)	(105,920)	(106,260)	(106,640)
Total Service Cost	253,100	253,100	266,980	277,930	289,450	301,440
CIL						
Employees	88,090	88,090	100,680	105,010	109,530	114,240
Transport	100	100	100	100	100	100
Supplies & Services	1,151,500	1,151,500	1,551,500	1,551,500	1,551,500	1,551,500
Total Expenditure	1,239,690	1,239,690	1,652,280	1,656,610	1,661,130	1,665,840
Direct Service Cost	1,239,690	1,239,690	1,652,280	1,656,610	1,661,130	1,665,840
Customer & client receipts	(1,500,000)	(1,500,000)	(2,658,000)	(2,658,000)	(2,658,000)	(2,658,000)
Total Income	(1,500,000)	(1,500,000)	(2,658,000)	(2,658,000)	(2,658,000)	(2,658,000)
Direct Service Cost	(260,310)	(260,310)	(1,005,720)	(1,001,390)	(996,870)	(992,160)
Movement in Reserves	260,310	260,310	1,005,720	1,001,390	996,870	992,160
Total Service Cost	0	0	0	0	0	0

Development Control

Employees	1,893,640	1,893,640	1,805,580	1,865,850	1,920,720	2,003,320
Transport	54,330	54,330	43,620	44,420	45,220	45,220
Supplies & Services	206,180	206,180	106,980	106,980	106,980	106,980
Agency & Benefit Payments	62,410	62,410	62,410	62,410	62,410	62,410
Total Expenditure	2,216,560	2,216,560	2,018,590	2,079,660	2,135,330	2,217,930

Customer & client receipts	(1,521,780)	(1,171,780)	(1,310,280)	(1,627,220)	(1,655,320)	(1,686,590)
Grants & Contributions						
Total Income	(1,521,780)	(1,171,780)	(1,310,280)	(1,627,220)	(1,655,320)	(1,686,590)

Direct Service Cost	694,780	1,044,780	708,310	452,440	480,010	531,340
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Central Support Services	104,800	104,800	104,800	104,800	104,800	104,800
Movement in Reserves	(62,280)	(102,280)	83,920	75,120	65,950	56,380
Recharge to Services	3,240	3,240	3,240	3,240	3,240	3,240

Total Service Cost	740,540	1,050,540	900,270	635,600	654,000	695,760
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Emergency Planning

Employees	75,710	86,530	90,860	94,760	98,830	103,080
Premises	4,840	4,840	4,840	4,840	4,840	4,840
Transport	3,340	3,340	3,500	3,500	3,500	3,500
Supplies & Services	13,970	13,970	13,970	14,750	13,970	13,970
Total Expenditure	97,860	108,680	113,170	117,850	121,140	125,390

Direct Service Cost	97,860	108,680	113,170	117,850	121,140	125,390
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Central Support Services	5,920	5,920	5,920	5,920	5,920	5,920
Recharge to Services	4,090	4,090	4,170	4,250	4,340	4,340

Total Service Cost	107,870	118,690	123,260	128,020	131,400	135,650
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Flood Defence

Employees	16,230	27,050	27,970	29,170	30,420	31,730
Premises	195,000	195,000	150,000	150,000	150,000	150,000
Transport	350	350	510	510	510	510
Supplies & Services	17,000	17,000	17,000	17,000	17,000	17,000
Total Expenditure	228,580	239,400	195,480	196,680	197,930	199,240

Customer & client receipts	(90,000)	(90,000)	(45,000)	(45,000)	(45,000)	(45,000)
Total Income	(90,000)	(90,000)	(45,000)	(45,000)	(45,000)	(45,000)

Direct Service Cost	138,580	149,400	150,480	151,680	152,930	154,240
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Movement in Reserves	0	0	0	0	0	0
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Total Service Cost	138,580	149,400	150,480	151,680	152,930	154,240
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Local Land Charges

Employees	83,750	83,750	86,760	90,490	94,380	98,440
Supplies & Services	850	850	850	850	850	850
Agency & Benefit Payments	82,760	82,760	82,760	82,760	82,760	82,760
Total Expenditure	167,360	167,360	170,370	174,100	177,990	182,050
Customer & client receipts	(100,000)	(100,000)	(250,000)	(250,000)	(250,000)	(250,000)
Grants & Contributions	(90,000)	(90,000)	(90,000)	0	0	0
Total Income	(190,000)	(190,000)	(340,000)	(250,000)	(250,000)	(250,000)
Direct Service Cost	(22,640)	(22,640)	(169,630)	(75,900)	(72,010)	(67,950)
Central Support Services	16,520	16,520	16,520	16,520	16,520	16,520
Recharge to Services	7,530	7,530	8,280	9,110	10,020	10,020
Total Service Cost	1,410	1,410	(144,830)	(50,270)	(45,470)	(41,410)

Planning Policy

Employees	472,810	472,810	553,820	577,630	602,470	628,370
Premises	600	600	600	600	600	600
Transport	12,660	12,660	13,210	13,210	13,210	13,210
Supplies & Services	247,800	247,800	286,560	279,290	246,800	246,800
Total Expenditure	733,870	733,870	854,190	870,730	863,080	888,980
Customer & client receipts	(165,000)	(165,000)	(90,000)	(80,000)	(80,000)	(80,000)
Grants & Contributions	(80,000)	(80,000)	(120,000)	(100,000)	(80,000)	(80,000)
Total Income	(245,000)	(245,000)	(210,000)	(180,000)	(160,000)	(160,000)
Direct Service Cost	488,870	488,870	644,190	690,730	703,080	728,980
Central Support Services	29,830	29,830	29,830	29,830	29,830	29,830
Movement in Reserves	135,820	135,820	122,060	99,330	111,820	111,820
Recharge to Services	2,630	2,630	2,630	2,630	2,630	2,630
Total Service Cost	657,150	657,150	798,710	822,520	847,360	873,260

Pollution Monitoring

Employees	291,620	342,040	321,890	335,730	350,160	365,210
Premises	2,780	2,780	2,810	2,880	2,930	2,980
Transport	8,290	8,290	6,010	6,010	6,010	6,010
Supplies & Services	44,350	50,350	51,550	52,390	53,140	53,140
Total Expenditure	347,040	403,460	382,260	397,010	412,240	427,340

Customer & client receipts	(23,000)	(23,000)	(24,200)	(24,200)	(24,200)	(24,200)
Total Income	(23,000)	(23,000)	(24,200)	(24,200)	(24,200)	(24,200)

Direct Service Cost	324,040	380,460	358,060	372,810	388,040	403,140
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Central Support Services	5,320	5,320	5,320	5,320	5,320	5,320
Movement in Reserves	0	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Recharge to Services	10	10	10	10	10	10

Total Service Cost	329,370	379,790	357,390	372,140	387,370	402,470
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Street Naming & Numbering

Employees	57,470	57,470	71,420	74,490	77,690	81,030
Premises	15,000	15,000	15,000	15,000	15,000	15,000
Transport	120	120	260	260	260	260
Total Expenditure	72,590	72,590	86,680	89,750	92,950	96,290

Customer & client receipts	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Grants & Contributions	(4,700)	(4,700)	(4,700)	(4,700)	(4,700)	(4,700)
Total Income	(54,700)	(54,700)	(54,700)	(54,700)	(54,700)	(54,700)

Direct Service Cost	17,890	17,890	31,980	35,050	38,250	41,590
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Central Support Services	6,890	6,890	6,890	6,890	6,890	6,890
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Total Service Cost	24,780	24,780	38,870	41,940	45,140	48,480
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Environment & Planning Total	2,252,800	2,634,860	2,491,130	2,379,560	2,462,180	2,569,890
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Health, Wellbeing and Public Protection

	Original Budget 2024-25 £	Forecast Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Care & Repair	(1,336,350)	(1,336,300)	(1,806,750)	(1,776,330)	(1,744,590)	(1,711,900)
Careline	(66,900)	(67,920)	(57,530)	(60,560)	(73,230)	(112,650)
Comm Safety & Nuisance	888,910	865,900	904,490	922,780	937,930	970,060
Community Transport	115,890	115,890	115,180	115,180	115,180	115,180
Corporate Health & Safety	4,710	4,710	4,620	4,530	4,460	4,380
Financial Assistance	326,390	332,030	316,250	290,270	290,270	290,270
Food Hygiene	690,790	638,600	726,340	755,800	786,530	818,490
Housing Standards	571,900	573,140	603,050	567,370	591,230	616,110
Total for Service	1,195,340	1,126,050	805,650	819,040	907,780	989,940

Health, Wellbeing and Public Protection

	Original Budget 2024- 25 £	Revised Budget 2024- 25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Care & Repair						
Employees	699,470	699,470	745,930	778,000	811,450	846,340
Transport	31,960	29,750	20,370	20,370	20,370	20,370
Supplies & Services	402,670	402,670	387,870	388,170	388,470	388,820
Financing Costs	15,780	15,780	0	0	0	0
Total Expenditure	1,149,880	1,147,670	1,154,170	1,186,540	1,220,290	1,255,530
Customer & client receipts	0	0	(65,000)	(65,000)	(65,000)	(65,000)
Grants & Contributions	(1,833,440)	(1,833,440)	(2,266,680)	(2,269,020)	(2,271,460)	(2,274,010)
Total Income	(1,833,440)	(1,833,440)	(2,331,680)	(2,334,020)	(2,336,460)	(2,339,010)
Direct Service Cost	(683,560)	(685,770)	(1,177,510)	(1,147,480)	(1,116,170)	(1,083,480)
Central Support Services	240	240	240	240	240	240
Movement in Reserves	0	0	0	0	0	0
Recharge to Services	(653,030)	(650,770)	(629,480)	(629,090)	(628,660)	(628,660)
Total Service Cost	(1,336,350)	(1,336,300)	(1,806,750)	(1,776,330)	(1,744,590)	(1,711,900)

Careline

Employees	487,100	452,960	503,190	477,310	497,830	519,230
Transport	9,280	12,840	12,980	13,080	13,170	13,170
Supplies & Services	199,440	197,120	224,940	224,940	224,940	224,940
Financing Costs	70,450	70,450	128,760	141,760	132,380	96,320
Total Expenditure	766,270	733,370	869,870	857,090	868,320	853,660
Customer & client receipts	(715,270)	(715,270)	(768,260)	(787,080)	(806,380)	(826,160)
Grants & Contributions	(65,200)	(65,200)	(71,310)	(74,320)	(77,460)	(80,740)
Total Income	(780,470)	(780,470)	(839,570)	(861,400)	(883,840)	(906,900)
Direct Service Cost	(14,200)	(47,100)	30,300	(4,310)	(15,520)	(53,240)
Movement in Reserves	(34,140)	0	(69,410)	(37,980)	(39,610)	(41,310)
Recharge to Services	(18,560)	(20,820)	(18,420)	(18,270)	(18,100)	(18,100)
Total Service Cost	(66,900)	(67,920)	(57,530)	(60,560)	(73,230)	(112,650)

Comm Safety & Nuisance

Employees	784,140	761,130	756,640	770,880	801,680	833,810
Transport	21,780	21,780	22,400	22,400	22,400	22,400
Supplies & Services	23,170	23,170	49,870	49,870	49,870	49,870
Total Expenditure	829,090	806,080	828,910	843,150	873,950	906,080
Customer & client receipts	(5,000)	(5,000)	(3,000)	(3,000)	(3,000)	(3,000)
Grants & Contributions	(41,110)	(41,110)	(42,880)	(44,720)	(66,640)	(66,640)
Total Income	(46,110)	(46,110)	(45,880)	(47,720)	(69,640)	(69,640)
Direct Service Cost	782,980	759,970	783,030	795,430	804,310	836,440
Central Support Services	20,490	20,490	20,490	20,490	20,490	20,490
Movement in Reserves	0	0	10,000	10,000	10,000	10,000
Recharge to Services	85,440	85,440	90,970	96,860	103,130	103,130
Total Service Cost	888,910	865,900	904,490	922,780	937,930	970,060

Community Transport

Supplies & Services	115,890	115,890	115,180	115,180	115,180	115,180
Total Expenditure	115,890	115,890	115,180	115,180	115,180	115,180
Direct Service Cost	115,890	115,890	115,180	115,180	115,180	115,180
Total Service Cost	115,890	115,890	115,180	115,180	115,180	115,180

Corporate Health & Safety

Supplies & Services	8,320	8,320	8,320	8,320	8,320	8,320
Total Expenditure	8,320	8,320	8,320	8,320	8,320	8,320
Direct Service Cost	8,320	8,320	8,320	8,320	8,320	8,320
Recharge to Services	(3,610)	(3,610)	(3,700)	(3,790)	(3,860)	(3,940)
Total Service Cost	4,710	4,710	4,620	4,530	4,460	4,380

Financial Assistance

Supplies & Services	367,960	373,600	357,820	331,840	331,840	331,840
Total Expenditure	367,960	373,600	357,820	331,840	331,840	331,840
Customer & client receipts	(48,570)	(48,570)	(48,570)	(48,570)	(48,570)	(48,570)
Total Income	(48,570)	(48,570)	(48,570)	(48,570)	(48,570)	(48,570)
Direct Service Cost	319,390	325,030	309,250	283,270	283,270	283,270
Movement in Reserves	7,000	7,000	7,000	7,000	7,000	7,000
Total Service Cost	326,390	332,030	316,250	290,270	290,270	290,270

Food Hygiene

Employees	648,420	597,740	683,200	712,580	743,220	775,180
Transport	21,340	19,830	19,830	19,830	19,830	19,830
Supplies & Services	37,330	37,330	37,330	37,330	37,330	37,330
Total Expenditure	707,090	654,900	740,360	769,740	800,380	832,340
Customer & client receipts	(34,550)	(34,550)	(32,350)	(32,350)	(32,350)	(32,350)
Total Income	(34,550)	(34,550)	(32,350)	(32,350)	(32,350)	(32,350)
Direct Service Cost	672,540	620,350	708,010	737,390	768,030	799,990
Central Support Services	14,070	14,070	14,070	14,070	14,070	14,070
Recharge to Services	4,180	4,180	4,260	4,340	4,430	4,430
Total Service Cost	690,790	638,600	726,340	755,800	786,530	818,490

Housing Standards

Employees	557,200	557,200	590,470	554,790	578,650	603,530
Transport	12,390	13,630	14,250	14,250	14,250	14,250
Supplies & Services	14,050	14,050	9,050	9,050	9,050	9,050
Total Expenditure	583,640	584,880	613,770	578,090	601,950	626,830
Customer & client receipts	(21,460)	(21,460)	(20,440)	(20,440)	(20,440)	(20,440)
Total Income	(21,460)	(21,460)	(20,440)	(20,440)	(20,440)	(20,440)
Direct Service Cost	562,180	563,420	593,330	557,650	581,510	606,390
Central Support Services	13,200	13,200	13,200	13,200	13,200	13,200
Recharge to Services	(3,480)	(3,480)	(3,480)	(3,480)	(3,480)	(3,480)
Total Service Cost	571,900	573,140	603,050	567,370	591,230	616,110
Health, Wellbeing and Public Protection Total	1,195,340	1,126,050	805,650	819,040	907,780	989,940

Legal, Governance and Licensing

	Original Budget 2024-25 £	Forecast Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Legal Services	980,950	1,018,990	1,060,320	1,063,750	1,103,800	1,146,020
Licenses	6,600	58,520	81,260	134,900	134,020	120,620
Total for Service	987,550	1,077,510	1,141,580	1,198,650	1,237,820	1,266,640

Legal, Governance and Licensing

	Original Budget 2024-25 £	Forecast Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Legal Services						
Employees	787,590	824,680	902,810	941,630	982,100	1,024,320
Premises	202,000	202,000	334,350	0	0	0
Transport	1,930	2,880	1,290	1,290	1,290	1,290
Supplies & Services	165,990	165,990	130,780	95,390	94,970	94,970
Agency & Benefit Payments	0	0	0	0	0	0
Total Expenditure	1,157,510	1,195,550	1,369,230	1,038,310	1,078,360	1,120,580
Customer & client receipts	(13,140)	(13,140)	(13,140)	(13,140)	(13,140)	(13,140)
Total Income	(13,140)	(13,140)	(13,140)	(13,140)	(13,140)	(13,140)
Direct Service Cost	1,144,370	1,182,410	1,356,090	1,025,170	1,065,220	1,107,440
Central Support Services	36,780	36,780	36,780	36,780	36,780	36,780
Movement in Reserves	(202,000)	(202,000)	(334,350)	0	0	0
Recharge to Services	1,800	1,800	1,800	1,800	1,800	1,800
Total Service Cost	980,950	1,018,990	1,060,320	1,063,750	1,103,800	1,146,020
Licenses						
Employees	214,910	265,590	288,630	301,040	313,980	327,480
Transport	7,860	9,100	8,700	8,700	8,700	8,700
Supplies & Services	12,210	12,210	11,980	11,980	11,980	11,980
Total Expenditure	234,980	286,900	309,310	321,720	334,660	348,160
Customer & client receipts	(246,740)	(246,740)	(309,750)	(268,520)	(282,340)	(309,240)
Total Income	(246,740)	(246,740)	(309,750)	(268,520)	(282,340)	(309,240)
Direct Service Cost	(11,760)	40,160	(440)	53,200	52,320	38,920
Central Support Services	14,860	14,860	71,150	71,150	71,150	71,150
Recharge to Services	3,500	3,500	10,550	10,550	10,550	10,550
Total Service Cost	6,600	58,520	81,260	134,900	134,020	120,620
Legal, Governance and Licensing Total	987,550	1,077,510	1,141,580	1,198,650	1,237,820	1,266,640

Leisure & Community Facilities

	Original Budget 2024-25 £	Forecast Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Community Centres	860	2,860	(18,770)	730	750	760
KLAC	105,580	105,580	72,110	71,730	72,670	73,130
Leisure	1,662,020	1,761,420	1,567,910	1,618,350	1,670,450	1,693,270
Management Fees	250,990	170,590	(241,410)	(241,410)	(241,410)	(241,410)
Pavillions & Grounds	3,160	3,160	820	1,540	1,570	1,600
Town Hall, Stories of Lynn and Custom House	406,130	406,130	424,760	435,670	452,230	465,340
Total for Service	2,428,740	2,449,740	1,805,420	1,886,610	1,956,260	1,992,690

Leisure & Community Facilities

	Original Budget 2024-25 £	Forecast Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Community Centres						
Premises	50,960	76,960	53,870	54,570	55,080	55,630
Supplies & Services	2,420	2,420	2,420	2,420	2,420	2,420
Total Expenditure	53,380	79,380	56,290	56,990	57,500	58,050
Customer & client receipts	(100,370)	(124,370)	(124,650)	(107,620)	(109,930)	(111,650)
Total Income	(100,370)	(124,370)	(124,650)	(107,620)	(109,930)	(111,650)
Direct Service Cost	(46,990)	(44,990)	(68,360)	(50,630)	(52,430)	(53,600)
Central Support Services	9,560	9,560	9,560	9,560	9,560	9,560
Recharge to Services	38,290	38,290	40,030	41,800	43,620	44,800
Total Service Cost	860	2,860	(18,770)	730	750	760
KLAC						
Premises	81,630	81,630	50,840	49,980	50,400	50,860
Transport	0	0	0	0	0	0
Supplies & Services	17,580	17,580	15,000	15,000	15,000	15,000
Total Expenditure	99,210	99,210	65,840	64,980	65,400	65,860
Customer & client receipts	(22,320)	(22,320)	0	0	0	0
Total Income	(22,320)	(22,320)	0	0	0	0
Direct Service Cost	76,890	76,890	65,840	64,980	65,400	65,860
Recharge to Services	28,690	28,690	6,270	6,750	7,270	7,270
Total Service Cost	105,580	105,580	72,110	71,730	72,670	73,130
Leisure						
Premises	962,050	981,050	704,860	721,290	734,140	729,380
Financing Costs	140,700	140,700	119,580	116,350	116,430	112,660
Total Expenditure	1,102,750	1,121,750	824,440	837,640	850,570	842,040
Customer & client receipts	(69,480)	(69,480)	(69,480)	(69,480)	(69,480)	(69,480)
Grants & Contributions	0	0	0	0	0	0
Total Income	(69,480)	(69,480)	(69,480)	(69,480)	(69,480)	(69,480)
Direct Service Cost	1,033,270	1,052,270	754,960	768,160	781,090	772,560
Movement in Reserves	1,230	1,230	68,390	68,390	68,390	68,390
Recharge to Services	627,520	707,920	744,560	781,800	820,970	852,320
Total Service Cost	1,662,020	1,761,420	1,567,910	1,618,350	1,670,450	1,693,270

Management Fees

Supplies & Services	150,000	150,000	150,000	150,000	150,000	150,000
Total Expenditure	150,000	150,000	150,000	150,000	150,000	150,000

Grants & Contributions		0	(412,000)	(412,000)	(412,000)	(412,000)
Total Income	0	0	(412,000)	(412,000)	(412,000)	(412,000)

Direct Service Cost	150,000	150,000	(262,000)	(262,000)	(262,000)	(262,000)
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Central Support Services	590	590	590	590	590	590
Movement in Reserves	0	0	0	0	0	0
Recharge to Services	100,400	20,000	20,000	20,000	20,000	20,000

Total Service Cost	250,990	170,590	(241,410)	(241,410)	(241,410)	(241,410)
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Pavillions & Grounds

Premises	38,680	38,680	40,270	41,020	41,440	41,910
Total Expenditure	38,680	38,680	40,270	41,020	41,440	41,910

Customer & client receipts	(49,280)	(49,280)	(53,960)	(54,530)	(55,500)	(56,450)
Total Income	(49,280)	(49,280)	(53,960)	(54,530)	(55,500)	(56,450)

Direct Service Cost	(10,600)	(10,600)	(13,690)	(13,510)	(14,060)	(14,540)
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Recharge to Services	13,760	13,760	14,510	15,050	15,630	16,140
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Total Service Cost	3,160	3,160	820	1,540	1,570	1,600
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Town Hall, Stories of Lynn and Custom House

Premises	157,110	157,110	146,720	148,700	150,210	151,890
Supplies & Services	98,780	98,780	98,890	98,890	98,890	98,890
Total Expenditure	255,890	255,890	245,610	247,590	249,100	250,780

Customer & client receipts	(137,030)	(137,030)	(133,640)	(138,940)	(138,940)	(138,940)
Total Income	(137,030)	(137,030)	(133,640)	(138,940)	(138,940)	(138,940)

Direct Service Cost	118,860	118,860	111,970	108,650	110,160	111,840
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Movement in Reserves	5,000	5,000	5,000	5,000	5,000	5,000
Recharge to Services	282,270	282,270	307,790	322,020	337,070	348,500

Total Service Cost	406,130	406,130	424,760	435,670	452,230	465,340
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Leisure & Community Facilities Total	2,428,740	2,449,740	1,805,420	1,886,610	1,956,260	1,992,690
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Operations & Commercial

	Original Budget 2024-25	Forecast Budget 2024-25	Projection 2025-26	Projection 2026-27	Projection 2027-28	Projection 2028-29
	£	£	£	£	£	£
Allotments	(8,130)	(8,130)	(9,070)	(9,520)	(9,990)	(10,480)
Carparking King's Lynn & West Norfolk	(2,537,230)	(2,503,280)	(2,699,630)	(2,774,230)	(2,849,010)	(2,947,330)
Carparking Shared Services	(430,960)	(435,960)	(407,150)	(390,830)	(373,760)	(350,690)
CCTV	(228,950)	(229,130)	(236,650)	(188,150)	(213,470)	(188,130)
Cleansing & Street Sweeping	2,163,770	2,188,390	2,269,440	2,324,000	2,417,880	2,518,700
Crem & Cemeteries	(1,083,500)	(1,083,410)	(1,323,660)	(1,368,570)	(1,401,640)	(1,440,300)
Depots	113,720	143,720	117,660	121,790	125,850	126,750
Events	21,010	21,010	8,390	8,510	8,650	8,650
General Markets	(6,570)	(6,570)	(6,560)	(6,550)	(6,540)	(6,540)
Parks, Sport Grounds & Open Spaces	1,080,370	1,091,780	1,161,120	1,123,090	1,153,590	1,166,340
Play Areas	4,830	4,830	4,290	(180)	(4,830)	(9,680)
Pontoons	25,840	25,840	26,340	26,800	26,980	27,000
Public Conveniences	375,190	355,190	380,230	382,590	384,480	386,410
Refuse & Recycling	2,774,460	2,767,460	987,500	596,580	727,360	642,450
Resort	135,600	150,000	90,260	89,360	87,270	83,160
Section 106	0	0	0	0	0	0
Town Centre Operations	85,240	85,240	92,370	91,990	94,720	97,570
Total for Service	2,484,690	2,566,980	454,880	26,680	167,540	103,880

Operations & Commercial

	Original Budget 2024-25 £	Revised Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Allotments						
Premises	6,790	6,790	6,550	6,560	6,570	6,580
Supplies & Services	1,400	1,400	1,400	1,400	1,400	1,400
Total Expenditure	8,190	8,190	7,950	7,960	7,970	7,980
Customer & client receipts	(30,120)	(30,120)	(30,820)	(31,280)	(31,760)	(32,260)
Total Income	(30,120)	(30,120)	(30,820)	(31,280)	(31,760)	(32,260)
Direct Service Cost	(21,930)	(21,930)	(22,870)	(23,320)	(23,790)	(24,280)
Central Support Services	230	230	230	230	230	230
Recharge to Services	13,570	13,570	13,570	13,570	13,570	13,570
Total Service Cost	(8,130)	(8,130)	(9,070)	(9,520)	(9,990)	(10,480)
Carparking King's Lynn & West Norfolk						
Employees	764,160	764,160	800,300	833,800	868,080	903,820
Premises	1,049,970	1,049,970	1,099,110	1,103,160	1,106,700	1,109,190
Transport	1,240	6,540	2,730	2,730	2,730	2,730
Supplies & Services	414,500	437,010	457,010	457,010	457,010	457,010
Agency & Benefit Payments	40,000	40,000	0	0	0	0
Financing Costs	9,360	9,360	12,020	12,020	12,060	13,420
Total Expenditure	2,279,230	2,307,040	2,371,170	2,408,720	2,446,580	2,486,170
Customer & client receipts	(5,241,060)	(5,234,920)	(5,634,710)	(5,768,430)	(5,904,060)	(6,041,970)
Total Income	(5,241,060)	(5,234,920)	(5,634,710)	(5,768,430)	(5,904,060)	(6,041,970)
Direct Service Cost	(2,961,830)	(2,927,880)	(3,263,540)	(3,359,710)	(3,457,480)	(3,555,800)
Central Support Services	9,410	9,410	9,410	9,410	9,410	9,410
Movement in Reserves	1,210	1,210	120,280	120,280	120,280	120,280
Recharge to Services	413,980	413,980	434,220	455,790	478,780	478,780
Total Service Cost	(2,537,230)	(2,503,280)	(2,699,630)	(2,774,230)	(2,849,010)	(2,947,330)

Carparking Shared Services

Employees	470,200	470,200	510,690	531,950	554,090	577,160
Premises	3,000	3,000	3,000	3,000	3,000	3,000
Transport	52,170	47,170	53,350	54,180	54,920	54,920
Supplies & Services	52,090	52,090	52,090	52,090	52,090	52,090
Agency & Benefit Payments	2,236,000	2,236,000	2,236,000	2,236,000	2,236,000	2,236,000
Total Expenditure	2,813,460	2,808,460	2,855,130	2,877,220	2,900,100	2,923,170
Customer & client receipts	(3,252,170)	(3,252,170)	(3,270,800)	(3,277,430)	(3,284,180)	(3,284,180)
Total Income	(3,252,170)	(3,252,170)	(3,270,800)	(3,277,430)	(3,284,180)	(3,284,180)
Direct Service Cost	(438,710)	(443,710)	(415,670)	(400,210)	(384,080)	(361,010)
Recharge to Services	7,750	7,750	8,520	9,380	10,320	10,320
Total Service Cost	(430,960)	(435,960)	(407,150)	(390,830)	(373,760)	(350,690)

CCTV

Employees	521,220	521,220	526,700	549,350	570,750	593,070
Premises	121,790	121,790	121,150	121,250	121,330	121,420
Transport	5,560	5,770	5,870	5,910	5,950	5,950
Supplies & Services	128,130	127,740	128,130	128,130	128,130	128,130
Financing Costs	55,020	55,020	31,140	38,390	45,630	45,930
Total Expenditure	831,720	831,540	812,990	843,030	871,790	894,500
Customer & client receipts	(359,420)	(359,420)	(336,210)	(268,270)	(269,650)	(267,020)
Total Income	(359,420)	(359,420)	(336,210)	(268,270)	(269,650)	(267,020)
Direct Service Cost	472,300	472,120	476,780	574,760	602,140	627,480
Central Support Services	15,830	15,830	15,830	15,830	15,830	15,830
Movement in Reserves	0	0	35,520	35,520	35,520	35,520
Recharge to Services	(717,080)	(717,080)	(764,780)	(814,260)	(866,960)	(866,960)
Total Service Cost	(228,950)	(229,130)	(236,650)	(188,150)	(213,470)	(188,130)

Cleansing & Street Sweeping

Employees	2,029,790	2,029,790	2,176,820	2,268,820	2,360,180	2,455,420
Premises	43,210	64,240	33,460	33,480	33,500	33,520
Transport	199,280	194,900	202,280	204,390	206,250	206,250
Supplies & Services	102,000	109,970	120,020	120,020	120,020	120,020
Agency & Benefit Payments	29,560	29,560	28,340	28,340	28,340	28,340
Financing Costs	228,770	228,770	228,460	231,220	231,240	240,490
Total Expenditure	2,632,610	2,657,230	2,789,380	2,886,270	2,979,530	3,084,040
Customer & client receipts	(86,480)	(86,480)	(146,070)	(192,230)	(195,830)	(199,520)
Total Income	(86,480)	(86,480)	(146,070)	(192,230)	(195,830)	(199,520)
Direct Service Cost	2,546,130	2,570,750	2,643,310	2,694,040	2,783,700	2,884,520
Central Support Services	32,700	32,700	32,700	32,700	32,700	32,700
Movement in Reserves	0	0	5,000	5,000	5,000	5,000
Recharge to Services	(415,060)	(415,060)	(411,570)	(407,740)	(403,520)	(403,520)
Total Service Cost	2,163,770	2,188,390	2,269,440	2,324,000	2,417,880	2,518,700

Crem & Cemeteries

Employees	382,360	382,360	412,160	415,420	432,650	450,620
Premises	369,910	369,910	364,700	370,090	374,650	377,390
Transport	4,170	4,260	4,300	4,300	4,300	4,300
Supplies & Services	108,550	108,550	108,550	108,550	108,550	108,550
Financing Costs	98,770	98,770	0	0	0	0
Total Expenditure	963,760	963,850	889,710	898,360	920,150	940,860
Customer & client receipts	(2,381,770)	(2,381,770)	(2,554,690)	(2,611,130)	(2,669,020)	(2,728,390)
Total Income	(2,381,770)	(2,381,770)	(2,554,690)	(2,611,130)	(2,669,020)	(2,728,390)
Direct Service Cost	(1,418,010)	(1,417,920)	(1,664,980)	(1,712,770)	(1,748,870)	(1,787,530)
Central Support Services	19,280	19,280	19,280	19,280	19,280	19,280
Movement in Reserves	0	0	4,000	4,000	4,000	4,000
Recharge to Services	315,230	315,230	318,040	320,920	323,950	323,950
Total Service Cost	(1,083,500)	(1,083,410)	(1,323,660)	(1,368,570)	(1,401,640)	(1,440,300)

Depots

Premises	140,840	140,840	143,170	145,590	147,790	148,690
Transport	4,500	30,500	4,500	4,500	4,500	4,500
Supplies & Services	980	4,980	980	980	980	980
Total Expenditure	146,320	176,320	148,650	151,070	153,270	154,170
Customer & client receipts	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)
Total Income	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)
Direct Service Cost	127,320	157,320	129,650	132,070	134,270	135,170
Recharge to Services	(13,600)	(13,600)	(11,990)	(10,280)	(8,420)	(8,420)
Total Service Cost	113,720	143,720	117,660	121,790	125,850	126,750

Events

Employees	0	0	0	0	0	0
Premises	1,740	1,740	1,740	1,740	1,740	1,740
Transport	790	790	790	790	790	790
Supplies & Services	38,470	38,470	37,470	37,470	37,470	37,470
Total Expenditure	41,000	41,000	40,000	40,000	40,000	40,000
Customer & client receipts	(21,110)	(21,110)	(32,840)	(32,840)	(32,840)	(32,840)
Total Income	(21,110)	(21,110)	(32,840)	(32,840)	(32,840)	(32,840)
Direct Service Cost	19,890	19,890	7,160	7,160	7,160	7,160
Recharge to Services	1,120	1,120	1,230	1,350	1,490	1,490
Total Service Cost	21,010	21,010	8,390	8,510	8,650	8,650

General Markets

Premises	130	130	130	130	130	130
Transport	0	0	0	0	0	0
Supplies & Services	110	110	110	110	110	110
Total Expenditure	240	240	240	240	240	240
Customer & client receipts	(11,890)	(11,890)	(11,890)	(11,890)	(11,890)	(11,890)
Total Income	(11,890)	(11,890)	(11,890)	(11,890)	(11,890)	(11,890)
Direct Service Cost	(11,650)	(11,650)	(11,650)	(11,650)	(11,650)	(11,650)
Recharge to Services	5,080	5,080	5,090	5,100	5,110	5,110
Total Service Cost	(6,570)	(6,570)	(6,560)	(6,550)	(6,540)	(6,540)

Parks,Sport Grounds & Open Spaces

Employees	1,413,490	1,413,490	1,402,700	1,459,600	1,515,280	1,573,280
Premises	174,060	204,760	201,600	202,000	202,300	202,640
Transport	164,100	145,510	168,820	171,080	173,080	173,080
Supplies & Services	170,130	169,430	217,850	217,850	217,850	217,850
Financing Costs	116,970	116,970	159,040	161,580	156,780	143,850
Total Expenditure	2,038,750	2,050,160	2,150,010	2,212,110	2,265,290	2,310,700
Customer & client receipts	(728,800)	(728,800)	(765,800)	(874,030)	(905,500)	(938,300)
Total Income	(728,800)	(728,800)	(765,800)	(874,030)	(905,500)	(938,300)
Direct Service Cost	1,309,950	1,321,360	1,384,210	1,338,080	1,359,790	1,372,400
Central Support Services	35,140	35,140	35,140	35,140	35,140	35,140
Movement in Reserves	0	0	(15,000)	(15,000)	(15,000)	(15,000)
Recharge to Services	(264,720)	(264,720)	(243,230)	(235,130)	(226,340)	(226,200)
Total Service Cost	1,080,370	1,091,780	1,161,120	1,123,090	1,153,590	1,166,340

Play Areas

Employees	16,390	16,390	17,310	18,050	18,830	19,640
Premises	39,210	39,210	39,520	39,550	39,580	39,610
Supplies & Services	19,140	19,140	19,140	19,140	19,140	19,140
Total Expenditure	74,740	74,740	75,970	76,740	77,550	78,390
Customer & client receipts	(65,230)	(65,230)	(67,000)	(72,240)	(77,700)	(83,390)
Total Income	(65,230)	(65,230)	(67,000)	(72,240)	(77,700)	(83,390)
Direct Service Cost	9,510	9,510	8,970	4,500	(150)	(5,000)
Recharge to Services	(4,680)	(4,680)	(4,680)	(4,680)	(4,680)	(4,680)
Total Service Cost	4,830	4,830	4,290	(180)	(4,830)	(9,680)

Pontoons

Premises	15,560	15,560	15,900	16,200	16,210	16,230
Supplies & Services	14,950	14,950	14,950	14,950	14,950	14,950
Total Expenditure	30,510	30,510	30,850	31,150	31,160	31,180
Customer & client receipts	(6,950)	(6,950)	(6,950)	(6,950)	(6,950)	(6,950)
Total Income	(6,950)	(6,950)	(6,950)	(6,950)	(6,950)	(6,950)
Direct Service Cost	23,560	23,560	23,900	24,200	24,210	24,230
Recharge to Services	2,280	2,280	2,440	2,600	2,770	2,770
Total Service Cost	25,840	25,840	26,340	26,800	26,980	27,000

Public Conveniences

Premises	159,940	139,940	165,940	168,990	171,370	174,030
Total Expenditure	159,940	139,940	165,940	168,990	171,370	174,030
Customer & client receipts	(37,860)	(37,860)	(38,960)	(39,800)	(40,460)	(41,190)
Total Income	(37,860)	(37,860)	(38,960)	(39,800)	(40,460)	(41,190)
Direct Service Cost	122,080	102,080	126,980	129,190	130,910	132,840
Recharge to Services	253,110	253,110	253,250	253,400	253,570	253,570
Total Service Cost	375,190	355,190	380,230	382,590	384,480	386,410

Refuse & Recycling

Employees	461,620	461,620	483,190	465,890	484,940	504,810
Premises	14,250	11,400	14,250	14,250	14,250	14,250
Transport	5,860	5,860	5,610	5,620	5,630	5,630
Supplies & Services	475,890	478,740	533,900	502,130	504,380	504,380
Agency & Benefit Payments	6,179,910	6,179,910	6,874,110	7,075,850	7,283,620	7,497,630
Financing Costs	873,730	873,730	896,860	920,060	948,980	740,530
Total Expenditure	8,011,260	8,011,260	8,807,920	8,983,800	9,241,800	9,267,230
Customer & client receipts	(3,275,060)	(3,275,060)	(3,546,450)	(3,972,320)	(4,064,590)	(4,137,090)
Grants & Contributions	(2,025,490)	(2,032,490)	(4,302,820)	(4,479,990)	(4,516,730)	(4,554,570)
Total Income	(5,300,550)	(5,307,550)	(7,849,270)	(8,452,310)	(8,581,320)	(8,691,660)
Direct Service Cost	2,710,710	2,703,710	958,650	531,490	660,480	575,570
Central Support Services	66,490	66,490	66,490	66,490	66,490	66,490
Movement in Reserves	50,000	50,000	15,000	50,000	50,000	50,000
Recharge to Services	(52,740)	(52,740)	(52,640)	(51,400)	(49,610)	(49,610)
Total Service Cost	2,774,460	2,767,460	987,500	596,580	727,360	642,450

Resort

Employees	267,050	267,050	264,900	274,850	284,480	294,490
Premises	128,140	218,140	114,950	116,080	116,500	116,990
Transport	9,960	10,210	10,430	10,580	10,710	10,710
Supplies & Services	82,170	82,170	71,170	71,170	71,170	71,170
Total Expenditure	487,320	577,570	461,450	472,680	482,860	493,360
Customer & client receipts	(551,260)	(597,110)	(558,450)	(572,420)	(586,660)	(601,270)
Total Income	(551,260)	(597,110)	(558,450)	(572,420)	(586,660)	(601,270)
Direct Service Cost	(63,940)	(19,540)	(97,000)	(99,740)	(103,800)	(107,910)
Movement in Reserves	0	(30,000)	0	0	0	0
Recharge to Services	199,540	199,540	187,260	189,100	191,070	191,070
Total Service Cost	135,600	150,000	90,260	89,360	87,270	83,160

Section 106

Premises	20,210	20,210	20,210	20,210	20,210	20,210
Total Expenditure	20,210	20,210	20,210	20,210	20,210	20,210
Customer & client receipts	(68,650)	(68,650)	(68,650)	(68,650)	(68,650)	(68,650)
Total Income	(68,650)	(68,650)	(68,650)	(68,650)	(68,650)	(68,650)
Direct Service Cost	(48,440)	(48,440)	(48,440)	(48,440)	(48,440)	(48,440)
Recharge to Services	48,440	48,440	48,440	48,440	48,440	48,440
Total Service Cost	0	0	0	0	0	0

Town Centre Operations

Employees	56,690	56,690	60,820	63,440	66,170	69,020
Transport	1,970	1,970	1,970	1,970	1,970	1,970
Supplies & Services	30,130	30,130	33,130	30,130	30,130	30,130
Total Expenditure	88,790	88,790	95,920	95,540	98,270	101,120
Customer & client receipts	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Total Income	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Direct Service Cost	78,790	78,790	85,920	85,540	88,270	91,120
Central Support Services	1,870	1,870	1,870	1,870	1,870	1,870
Recharge to Services	4,580	4,580	4,580	4,580	4,580	4,580
Total Service Cost	85,240	85,240	92,370	91,990	94,720	97,570
Operations & Commercial Total	2,484,690	2,566,980	454,880	26,680	167,540	103,880

Programme and Project Delivery

	Original Budget 2024-25 £	Forecast Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Corporate Projects	255,440	226,940	183,570	190,690	198,090	205,690
Housing Subsidiaries	(589,780)	(557,780)	(896,970)	(1,171,180)	(1,229,010)	(1,263,730)
Total for Service	(334,340)	(330,840)	(713,400)	(980,490)	(1,030,920)	(1,058,040)

Programme and Project Delivery

	Original Budget 2024-25 £	Forecast Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Corporate Projects						
Employees	406,440	406,440	422,720	440,900	459,860	479,630
Transport	3,760	3,760	3,760	3,760	3,760	3,760
Supplies & Services	9,550	9,550	9,550	9,550	9,550	9,550
Total Expenditure	419,750	419,750	436,030	454,210	473,170	492,940
Direct Service Cost	419,750	419,750	436,030	454,210	473,170	492,940
Central Support Services	5,920	5,920	4,840	4,840	4,840	4,840
Recharge to Services	(170,230)	(198,730)	(257,300)	(268,360)	(279,920)	(292,090)
Total Service Cost	255,440	226,940	183,570	190,690	198,090	205,690
Housing Subsidiaries						
Premises	0	0	16,730	17,140	17,450	17,810
Supplies & Services	0	32,000	0	0	0	0
Total Expenditure	0	32,000	16,730	17,140	17,450	17,810
Customer & client receipts	(3,650)	(3,650)	(3,650)	(3,650)	(3,650)	(3,650)
Grants & Contributions	(508,000)	(508,000)	(774,360)	(1,046,110)	(1,101,450)	(1,133,550)
Total Income	(511,650)	(511,650)	(778,010)	(1,049,760)	(1,105,100)	(1,137,200)
Direct Service Cost	(511,650)	(479,650)	(761,280)	(1,032,620)	(1,087,650)	(1,119,390)
Movement in Reserves	3,650	3,650	3,650	3,650	3,650	3,650
Recharge to Services	(81,780)	(81,780)	(139,340)	(142,210)	(145,010)	(147,990)
Total Service Cost	(589,780)	(557,780)	(896,970)	(1,171,180)	(1,229,010)	(1,263,730)
Programme & Project Delivery Total	(334,340)	(330,840)	(713,400)	(980,490)	(1,030,920)	(1,058,040)

Property & Projects

	Original Budget 2024-25	Forecast Budget 2024-25	Projection 2025-26	Projection 2026-27	Projection 2027-28	Projection 2028-29
	£	£	£	£	£	£
General Properties	(159,680)	(159,680)	(202,970)	(198,790)	(194,230)	(193,690)
General Properties Investments	(1,960)	(1,960)	(3,800)	(3,800)	(3,800)	(3,800)
Industrial Units	(1,411,290)	(1,411,290)	(1,409,960)	(1,400,470)	(1,390,970)	(1,387,570)
KLAC Rentals	8,560	8,560	10,990	11,550	12,110	12,260
KLIC	(205,200)	(205,200)	(207,900)	(203,910)	(200,210)	(197,020)
Offices	(294,240)	(294,240)	(202,730)	(184,050)	(175,130)	(157,810)
Property Services	809,640	809,640	837,830	871,870	907,320	943,760
Shops And Offices	(233,000)	(233,000)	(205,170)	(205,290)	(198,300)	(198,280)
Street Lighting	120,200	120,200	122,040	122,810	123,400	124,070
Total for Service	(1,366,970)	(1,366,970)	(1,261,670)	(1,190,080)	(1,119,810)	(1,058,080)

Property & Projects

	Original Budget 2024-25 £	Forecast Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
General Properties						
Premises	96,470	96,470	98,160	98,710	99,270	99,820
Supplies & Services	55,070	55,070	55,070	55,070	55,070	55,070
Total Expenditure	151,540	151,540	153,230	153,780	154,340	154,890
Customer & client receipts	(342,710)	(342,710)	(390,900)	(390,900)	(390,900)	(390,900)
Total Income	(342,710)	(342,710)	(390,900)	(390,900)	(390,900)	(390,900)
Direct Service Cost	(191,170)	(191,170)	(237,670)	(237,120)	(236,560)	(236,010)
Movement in Reserves	(8,310)	(8,310)	(8,410)	(8,420)	(8,430)	(8,440)
Recharge to Services	39,800	39,800	43,110	46,750	50,760	50,760
Total Service Cost	(159,680)	(159,680)	(202,970)	(198,790)	(194,230)	(193,690)
General Properties Investments						
Premises	1,000	1,000	1,000	1,000	1,000	1,000
Financing Costs	1,840	1,840	0	0	0	0
Total Expenditure	2,840	2,840	1,000	1,000	1,000	1,000
Customer & client receipts	(4,800)	(4,800)	(4,800)	(4,800)	(4,800)	(4,800)
Total Income	(4,800)	(4,800)	(4,800)	(4,800)	(4,800)	(4,800)
Direct Service Cost	(1,960)	(1,960)	(3,800)	(3,800)	(3,800)	(3,800)
Total Service Cost	(1,960)	(1,960)	(3,800)	(3,800)	(3,800)	(3,800)
Industrial Units						
Employees	25,050	25,050	27,590	28,780	30,020	31,310
Premises	270,930	270,930	264,740	268,130	271,190	273,300
Supplies & Services	1,990	1,990	1,990	1,990	1,990	1,990
Total Expenditure	297,970	297,970	294,320	298,900	303,200	306,600
Customer & client receipts	(1,658,380)	(1,658,380)	(1,658,380)	(1,658,380)	(1,658,380)	(1,658,380)
Total Income	(1,658,380)	(1,658,380)	(1,658,380)	(1,658,380)	(1,658,380)	(1,658,380)
Direct Service Cost	(1,360,410)	(1,360,410)	(1,364,060)	(1,359,480)	(1,355,180)	(1,351,780)
Movement in Reserves	4,200	4,200	4,200	4,200	4,200	4,200
Recharge to Services	(55,080)	(55,080)	(50,100)	(45,190)	(39,990)	(39,990)
Total Service Cost	(1,411,290)	(1,411,290)	(1,409,960)	(1,400,470)	(1,390,970)	(1,387,570)

KLAC Rentals

Premises	5,100	5,100	7,180	7,360	7,500	7,650
Total Expenditure	5,100	5,100	7,180	7,360	7,500	7,650
Customer & client receipts	0	0	0	0	0	0
Total Income	0	0	0	0	0	0
Direct Service Cost	5,100	5,100	7,180	7,360	7,500	7,650
Recharge to Services	3,460	3,460	3,810	4,190	4,610	4,610
Total Service Cost	8,560	8,560	10,990	11,550	12,110	12,260

KLIC

Employees	36,430	36,430	39,840	41,600	43,340	45,000
Premises	150,770	150,770	144,170	145,870	147,270	148,800
Supplies & Services	48,230	48,230	48,230	48,230	48,230	48,230
Total Expenditure	235,430	235,430	232,240	235,700	238,840	242,030
Customer & client receipts	(441,410)	(441,410)	(441,410)	(441,410)	(441,410)	(441,410)
Grants & Contributions	(5,760)	(5,760)	(5,760)	(5,760)	(5,760)	(5,760)
Total Income	(447,170)	(447,170)	(447,170)	(447,170)	(447,170)	(447,170)
Direct Service Cost	(211,740)	(211,740)	(214,930)	(211,470)	(208,330)	(205,140)
Recharge to Services	6,540	6,540	7,030	7,560	8,120	8,120
Total Service Cost	(205,200)	(205,200)	(207,900)	(203,910)	(200,210)	(197,020)

Offices

Employees	199,710	199,710	245,040	255,570	266,550	278,010
Premises	442,350	442,350	447,830	453,150	457,680	462,560
Transport	2,260	2,260	2,290	2,310	2,330	2,330
Supplies & Services	29,090	29,090	29,090	29,090	29,090	29,090
Total Expenditure	673,410	673,410	724,250	740,120	755,650	771,990
Customer & client receipts	(497,830)	(497,830)	(500,420)	(500,420)	(509,990)	(509,990)
Total Income	(497,830)	(497,830)	(500,420)	(500,420)	(509,990)	(509,990)
Direct Service Cost	175,580	175,580	223,830	239,700	245,660	262,000
Central Support Services	157,860	157,860	157,860	157,860	157,860	157,860
Movement in Reserves	16,740	16,740	61,820	62,740	63,690	64,670
Recharge to Services	(644,420)	(644,420)	(646,240)	(644,350)	(642,340)	(642,340)
Total Service Cost	(294,240)	(294,240)	(202,730)	(184,050)	(175,130)	(157,810)

Property Services

Employees	747,460	747,460	776,280	809,660	844,470	880,780
Premises	6,260	6,260	6,150	6,270	6,390	6,520
Transport	8,450	8,450	7,230	7,230	7,230	7,230
Supplies & Services	25,240	25,240	25,880	26,350	26,800	26,800
Total Expenditure	787,410	787,410	815,540	849,510	884,890	921,330
Customer & client receipts	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)
Total Income	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)
Direct Service Cost	774,410	774,410	802,540	836,510	871,890	908,330
Central Support Services	21,620	21,620	21,620	21,620	21,620	21,620
Recharge to Services	13,610	13,610	13,670	13,740	13,810	13,810
Total Service Cost	809,640	809,640	837,830	871,870	907,320	943,760

Shops And Offices

Premises	4,140	4,140	10,820	4,130	4,160	4,180
Total Expenditure	4,140	4,140	10,820	4,130	4,160	4,180
Customer & client receipts	(337,570)	(337,570)	(324,550)	(324,550)	(324,550)	(324,550)
Total Income	(337,570)	(337,570)	(324,550)	(324,550)	(324,550)	(324,550)
Direct Service Cost	(333,430)	(333,430)	(313,730)	(320,420)	(320,390)	(320,370)
Movement in Reserves	0	0	1,850	1,850	1,850	1,850
Recharge to Services	100,430	100,430	106,710	113,280	120,240	120,240
Total Service Cost	(233,000)	(233,000)	(205,170)	(205,290)	(198,300)	(198,280)

Street Lighting

Premises	99,230	99,230	114,320	116,610	118,390	120,380
Supplies & Services	11,200	11,200	0	0	0	0
Financing Costs	65,090	65,090	65,090	65,090	65,090	65,090
Total Expenditure	175,520	175,520	179,410	181,700	183,480	185,470
Customer & client receipts	(61,320)	(61,320)	(63,370)	(64,890)	(66,080)	(67,400)
Total Income	(61,320)	(61,320)	(63,370)	(64,890)	(66,080)	(67,400)
Direct Service Cost	114,200	114,200	116,040	116,810	117,400	118,070
Movement in Reserves	6,000	6,000	6,000	6,000	6,000	6,000
Total Service Cost	120,200	120,200	122,040	122,810	123,400	124,070
Property & Projects Total	(1,366,970)	(1,366,970)	(1,261,670)	(1,190,080)	(1,119,810)	(1,058,080)

Regeneration, Housing & Place

	Original Budget 2024-25 £	Forecast Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Conservation & Heritage	24,850	24,850	24,580	24,630	24,670	24,710
Economic Regeneration	131,000	131,000	233,470	298,650	310,240	322,320
Guildhall & Arts	185,820	185,820	113,480	26,190	26,200	26,200
Housing Options	598,120	570,780	620,830	699,940	729,650	760,640
Housing Strategy	269,690	270,650	304,390	320,770	375,610	391,370
Museums	36,310	36,310	36,890	37,520	38,210	38,210
Regeneration Projects	81,670	81,670	86,200	89,600	93,030	96,610
Tourism	174,020	150,980	140,480	142,390	144,380	146,460
Total for Service	1,501,480	1,452,060	1,560,320	1,639,690	1,741,990	1,806,520

Regeneration, Housing & Place

	Original Budget 2024-25 £	Forecast Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Conservation & Heritage						
Premises	8,160	8,160	7,890	7,940	7,980	8,020
Total Expenditure	8,160	8,160	7,890	7,940	7,980	8,020
Direct Service Cost	8,160	8,160	7,890	7,940	7,980	8,020
Movement in Reserves	7,080	7,080	7,080	7,080	7,080	7,080
Recharge to Services	9,610	9,610	9,610	9,610	9,610	9,610
Total Service Cost	24,850	24,850	24,580	24,630	24,670	24,710
Economic Regeneration						
Employees	145,190	145,190	258,270	269,380	280,970	293,050
Transport	1,770	1,770	530	530	530	530
Supplies & Services	25,060	25,060	25,060	25,060	25,060	25,060
Total Expenditure	172,020	172,020	283,860	294,970	306,560	318,640
Grants & Contributions	(44,700)	(44,700)	(54,070)	0	0	0
Total Income	(44,700)	(44,700)	(54,070)	0	0	0
Direct Service Cost	127,320	127,320	229,790	294,970	306,560	318,640
Central Support Services	3,530	3,530	3,530	3,530	3,530	3,530
Recharge to Services	150	150	150	150	150	150
Total Service Cost	131,000	131,000	233,470	298,650	310,240	322,320
Guildhall & Arts						
Employees	86,260	86,260	13,940	0	0	0
Premises	260	260	270	280	290	290
Supplies & Services	99,300	99,300	99,270	25,910	25,910	25,910
Total Expenditure	185,820	185,820	113,480	26,190	26,200	26,200
Direct Service Cost	185,820	185,820	113,480	26,190	26,200	26,200
Total Service Cost	185,820	185,820	113,480	26,190	26,200	26,200

Housing Options

Employees	736,120	682,500	708,030	696,950	726,660	757,650
Transport	9,340	8,380	5,060	5,060	5,060	5,060
Supplies & Services	259,150	284,150	657,830	556,280	556,280	556,280
Agency & Benefit Payments	1,200	1,200	0	0	0	0
Total Expenditure	1,005,810	976,230	1,370,920	1,258,290	1,288,000	1,318,990
Customer & client receipts	(66,880)	(66,880)	(516,880)	(516,880)	(516,880)	(516,880)
Grants & Contributions	(326,100)	(195,720)	(171,550)	(70,000)	(70,000)	(70,000)
Total Income	(392,980)	(262,600)	(688,430)	(586,880)	(586,880)	(586,880)
Direct Service Cost	612,830	713,630	682,490	671,410	701,120	732,110
Central Support Services	20,930	20,930	20,930	20,930	20,930	20,930
Movement in Reserves	(43,240)	(25,000)	0	0	0	0
Recharge to Services	7,600	(138,780)	(82,590)	7,600	7,600	7,600
Total Service Cost	598,120	570,780	620,830	699,940	729,650	760,640

Housing Strategy

Employees	321,130	321,130	392,940	409,830	427,460	445,840
Premises	60	60	60	60	60	60
Transport	4,070	5,030	5,310	5,310	5,310	5,310
Supplies & Services	60,200	60,200	830,860	10,050	10,050	10,050
Total Expenditure	385,460	386,420	1,229,170	425,250	442,880	461,260
Customer & client receipts	0	0	0	0	0	0
Grants & Contributions	(108,090)	(108,090)	(1,008,480)	(98,070)	(60,950)	(63,570)
Total Income	(108,090)	(108,090)	(1,008,480)	(98,070)	(60,950)	(63,570)
Direct Service Cost	277,370	278,330	220,690	327,180	381,930	397,690
Movement in Reserves	(9,710)	(9,710)	(8,600)	(8,600)	(8,600)	(8,600)
Recharge to Services	2,030	2,030	92,300	2,190	2,280	2,280
Total Service Cost	269,690	270,650	304,390	320,770	375,610	391,370

Museums

Supplies & Services	30,560	30,560	30,560	30,560	30,560	30,560
Total Expenditure	30,560	30,560	30,560	30,560	30,560	30,560
Direct Service Cost	30,560	30,560	30,560	30,560	30,560	30,560
Recharge to Services	5,750	5,750	6,330	6,960	7,650	7,650
Total Service Cost	36,310	36,310	36,890	37,520	38,210	38,210

Regeneration Projects

Employees	121,180	121,180	139,070	145,050	151,290	157,800
Premises	11,090	11,090	5,310	5,420	5,420	5,420
Transport	1,510	1,510	1,510	1,510	1,510	1,510
Supplies & Services	160	160	60	60	60	60
Total Expenditure	133,940	133,940	145,950	152,040	158,280	164,790
Direct Service Cost	133,940	133,940	145,950	152,040	158,280	164,790
Central Support Services	2,830	2,830	2,830	2,830	2,830	2,830
Recharge to Services	(55,100)	(55,100)	(62,580)	(65,270)	(68,080)	(71,010)
Total Service Cost	81,670	81,670	86,200	89,600	93,030	96,610

Tourism

Employees	75,670	75,670	44,420	46,330	48,320	50,400
Transport	200	200	200	200	200	200
Supplies & Services	92,530	92,530	91,270	91,270	91,270	91,270
Total Expenditure	168,400	168,400	135,890	137,800	139,790	141,870
Customer & client receipts	(150)	(150)	(150)	(150)	(150)	(150)
Total Income	(150)	(150)	(150)	(150)	(150)	(150)
Direct Service Cost	168,250	168,250	135,740	137,650	139,640	141,720
Central Support Services	3,520	3,520	3,520	3,520	3,520	3,520
Movement in Reserves		(23,040)	0	0	0	0
Recharge to Services	2,250	2,250	1,220	1,220	1,220	1,220
Total Service Cost	174,020	150,980	140,480	142,390	144,380	146,460

Regeneration, Housing & Place Total	1,501,480	1,452,060	1,560,320	1,639,690	1,741,990	1,806,520
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Resources (S151 Officer)

	Original Budget 2024-25 £	Forecast Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Corp Costs & Provs	2,760,230	2,760,230	3,364,342	3,590,310	3,642,580	3,666,900
Corp Initiatives	45,000	45,000	45,000	45,000	45,000	45,000
Corporate Insurance	(4,430)	(4,430)	209,628	227,280	210,240	251,370
Corporate Mgt Team	1,677,440	1,567,340	1,504,610	1,571,170	1,640,580	1,712,880
Financial Services	956,680	979,690	1,094,120	1,138,110	1,184,600	1,232,950
ICT	1,358,030	1,544,570	1,627,360	1,736,500	1,834,870	1,936,710
Int Audit & Fraud	135,910	135,910	164,100	189,280	196,200	202,470
Revenues & Benefits	1,533,340	1,533,340	1,763,500	1,931,430	2,084,230	2,217,490
Special Expenses	107,190	107,190	115,830	139,680	158,220	177,320
Treasury Management	11,560	11,560	11,810	12,060	12,310	12,310
Total for Service	8,580,950	8,680,400	9,900,300	10,580,820	11,008,830	11,455,400

Resources (S151 Officer)

	Original Budget 2024-25 £	Forecast Budget 2024-25 £	Projection 2025-26 £	Projection 2026-27 £	Projection 2027-28 £	Projection 2028-29 £
Corp Costs & Provs						
Employees	1,783,210	1,783,210	1,880,000	2,567,860	2,591,180	2,615,500
Supplies & Services	460,860	460,860	477,700	457,640	458,470	458,470
Total Expenditure	2,244,070	2,244,070	2,357,700	3,025,500	3,049,650	3,073,970
Grants and contributions	0	0	(1,067,770)	0	0	0
Total Income	0	0	(1,067,770)	0	0	0
Direct Service Cost	2,244,070	2,244,070	1,289,930	3,025,500	3,049,650	3,073,970
Central Support Services	289,280	289,280	289,280	289,280	289,280	289,280
Movement in Reserves	0	0	1,535,172	0	0	0
Recharge to Services	226,880	226,880	249,960	275,530	303,650	303,650
Total Service Cost	2,760,230	2,760,230	3,364,342	3,590,310	3,642,580	3,666,900
Corp Initiatives						
Central Support Services	45,000	45,000	45,000	45,000	45,000	45,000
Total Service Cost	45,000	45,000	45,000	45,000	45,000	45,000
Corporate Insurance						
Premises	606,430	606,430	805,320	885,850	930,140	976,650
Supplies & Services	4,500	9,990	6,990	79,730	9,450	9,450
Total Expenditure	610,930	616,420	812,310	965,580	939,590	986,100
Customer & client receipts	(142,120)	(147,610)	(93,182)	(102,500)	(107,620)	(113,000)
Total Income	(142,120)	(147,610)	(93,182)	(102,500)	(107,620)	(113,000)
Direct Service Cost	468,810	468,810	719,128	863,080	831,970	873,100
Movement in Reserves	61,470	61,470	79,080	12,200	91,660	91,660
Recharge to Services	(534,710)	(534,710)	(588,580)	(648,000)	(713,390)	(713,390)
Total Service Cost	(4,430)	(4,430)	209,628	227,280	210,240	251,370

Corporate Mgt Team

Employees	1,606,490	1,497,340	1,545,580	1,612,040	1,681,360	1,753,660
Transport	38,820	37,870	20,640	20,640	20,640	20,640
Supplies & Services	5,510	5,510	(88,230)	(88,130)	(88,040)	(88,040)
Total Expenditure	1,650,820	1,540,720	1,477,990	1,544,550	1,613,960	1,686,260
Direct Service Cost	1,650,820	1,540,720	1,477,990	1,544,550	1,613,960	1,686,260
Central Support Services	26,390	26,390	26,390	26,390	26,390	26,390
Recharge to Services	230	230	230	230	230	230
Total Service Cost	1,677,440	1,567,340	1,504,610	1,571,170	1,640,580	1,712,880

Financial Services

Employees	963,360	986,370	1,076,420	1,122,710	1,170,990	1,221,340
Transport	1,200	1,200	1,000	1,000	1,000	1,000
Supplies & Services	39,630	39,630	48,000	48,000	48,000	48,000
Agency & Benefit Payments	0	0	10,000	10,000	10,000	10,000
Total Expenditure	1,004,190	1,027,200	1,135,420	1,181,710	1,229,990	1,280,340
Direct Service Cost	1,004,190	1,027,200	1,135,420	1,181,710	1,229,990	1,280,340
Central Support Services	43,220	43,220	41,830	41,830	41,830	41,830
Movement in Reserves	0	0	10,000	10,000	10,000	10,000
Recharge to Services	(90,730)	(90,730)	(93,130)	(95,430)	(97,220)	(99,220)
Total Service Cost	956,680	979,690	1,094,120	1,138,110	1,184,600	1,232,950

ICT

Employees	987,880	987,880	1,045,240	1,088,550	1,133,720	1,180,840
Premises	4,390	4,390	4,500	4,600	4,600	4,600
Transport	2,570	2,570	2,570	2,570	2,570	2,570
Supplies & Services	328,000	328,000	328,000	328,000	328,000	328,000
Total Expenditure	1,322,840	1,322,840	1,380,310	1,423,720	1,468,890	1,516,010
Customer & client receipts	(45,320)	(45,320)	(45,320)	(45,320)	(45,320)	(45,320)
Grants & Contributions	0	0	0	0	0	0
Total Income	(45,320)	(45,320)	(45,320)	(45,320)	(45,320)	(45,320)
Direct Service Cost	1,277,520	1,277,520	1,334,990	1,378,400	1,423,570	1,470,690
Central Support Services	1,042,710	1,042,710	1,085,640	1,133,290	1,187,700	1,244,840
Movement in Reserves	(202,660)	(16,120)	(20,000)	0	0	0
Recharge to Services	(759,540)	(759,540)	(773,270)	(775,190)	(776,400)	(778,820)
Total Service Cost	1,358,030	1,544,570	1,627,360	1,736,500	1,834,870	1,936,710

Int Audit & Fraud

Employees	125,950	125,950	134,960	140,760	146,810	153,120
Transport	300	300	300	300	300	300
Supplies & Services	5,920	5,920	10,220	5,970	3,870	3,870
Agency & Benefit Payments	24,750	24,750	27,230	29,950	32,950	32,950
Total Expenditure	156,920	156,920	172,710	176,980	183,930	190,240

Customer & client receipts	(33,390)	(33,390)	(20,950)	0	0	0
Total Income	(33,390)	(33,390)	(20,950)	0	0	0

Direct Service Cost	123,530	123,530	151,760	176,980	183,930	190,240
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Central Support Services	14,050	14,050	14,050	14,050	14,050	14,050
Movement in Reserves	0	0	0	0	0	0
Recharge to Services	(1,670)	(1,670)	(1,710)	(1,750)	(1,780)	(1,820)

Total Service Cost	135,910	135,910	164,100	189,280	196,200	202,470
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Revenues & Benefits

Employees	2,061,380	2,061,380	2,279,610	2,364,140	2,465,800	2,571,830
Transport	10,370	10,370	8,930	8,930	8,930	8,930
Supplies & Services	250,000	250,000	226,050	231,930	236,980	237,080
Agency & Benefit Payments	25,900,070	25,900,070	25,400,070	24,900,070	24,183,290	24,183,290
Total Expenditure	28,221,820	28,221,820	27,914,660	27,505,070	26,895,000	27,001,130

Customer & client receipts	(873,270)	(873,270)	(823,770)	(824,270)	(603,500)	(603,500)
Grants & Contributions	(25,994,120)	(25,994,120)	(25,507,420)	(24,929,400)	(24,387,300)	(24,360,170)
Total Income	(26,867,390)	(26,867,390)	(26,331,190)	(25,753,670)	(24,990,800)	(24,963,670)

Direct Service Cost	1,354,430	1,354,430	1,583,470	1,751,400	1,904,200	2,037,460
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Central Support Services	169,730	169,730	171,730	171,730	171,730	171,730
Movement in Reserves	(5,000)	(5,000)	(1,000)	(1,000)	(1,000)	(1,000)
Recharge to Services	14,180	14,180	9,300	9,300	9,300	9,300

Total Service Cost	1,533,340	1,533,340	1,763,500	1,931,430	2,084,230	2,217,490
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Special Expenses

Supplies & Services	106,550	106,550	115,830	139,680	158,220	177,320
Total Expenditure	106,550	106,550	115,830	139,680	158,220	177,320
Direct Service Cost	106,550	106,550	115,830	139,680	158,220	177,320
Movement in Reserves	640	640	0	0	0	0
Total Service Cost	107,190	107,190	115,830	139,680	158,220	177,320

Treasury Management

Supplies & Services	11,560	11,560	11,810	12,060	12,310	12,310
Total Expenditure	11,560	11,560	11,810	12,060	12,310	12,310
Total Service Cost	11,560	11,560	11,810	12,060	12,310	12,310
Resources Total	8,580,950	8,680,400	9,900,300	10,580,820	11,008,830	11,455,400

Appendix 3 - Detailed explanation for movement from Original 2025/2026 budget to Proposed budget

Service	Notes	Employees *	Premises	Transport	Supplies and Services	Govt and Other LA Transactions	Financing costs	Customer and Client Receipts	Grants and Contributions	Interest Receipts	Central Support Services	Movement in reserves	Recharges to services	Grand total
Central Services														
Communications	(£24,830) net movement on salary budget - (£40k) saving on Vacant post removal £35,000 - increase to professional fees due to correction identified in 24/25	(24,830)	(930)	-	35,000	-	-	-	-	-	-	-	(5,910)	3,330
Corporate Policy	£42,880 - of which (£20k) relates to proposed saving on apprenticeship scheme, remaining £62,880 due to net movement of salary budget	42,880	-	-	(4,000)	-	-	-	-	-	-	-	-	38,880
Councillors	£8,200 net increase to Councillor allowances	-	-	-	8,200	-	-	-	-	-	-	-	-	8,200
Customer Info Centre	(£44,580) net movement in salary budgets - of which (£36k) relates to proposed savings identified from CIC investment. (£26,020) increase to internal recharges following review - net nil movement corporately	(44,580)	-	(1,400)	1,400	-	-	-	-	-	(26,020)	-	-	(70,600)
Democratic Process & Events	Immaterial movements	(2,120)	-	-	-	-	-	-	-	-	-	-	-	(2,120)
Elections	(£51,120) net movement in salary budget. £110,000 - removal of transfer from reserves budget as only required in year of election.	(51,120)	(280)	-	(450)	-	-	-	-	-	-	110,000	(90)	58,060
Mayoral Allow	Immaterial movements	1,170	-	-	640	-	-	-	-	-	-	-	-	1,810
Personnel Services	£67,240 increase on employee costs, of which £20k increase in corporate training budget and £50k increase for training/mentoring of senior managers. Remaining (£2,760) net movement on salary budget	67,240	-	-	-	-	-	-	-	-	(4,010)	-	900	64,130
Central Services Total		(11,360)	(1,210)	(1,400)	40,790	-	-	-	-	-	(30,030)	110,000	(5,100)	101,690
Chief Executive														
Councillors Community Grant	No Movement (£43,560) removal of salary budget due to staff being fixed term, and removal of subsequent transfer from reserves to cover staff cost £43,560 .	-	-	-	-	-	-	-	-	-	-	-	-	-
Covid Management Grants		(43,560)	-	-	-	-	-	-	-	-	-	43,560	-	-
Chief Executive Total		(43,560)	-	-	-	-	-	-	-	-	-	43,560	-	-

Service	Notes	Employees *	Premises	Transport	Supplies and Services	Govt and Other LA Transactions	Financing costs	Customer and Client Receipts	Grants and Contributions	Interest Receipts	Central Support Services	Movement in reserves	Recharges to services	Grand total
Environment & Planning														
Back office	(£11,000) recognition of internal recharge following review - net nil movement corporately	9,180	-	-	(30)	-	-	-	-	-	(11,000)	-	5,780	3,930
CIL	£400,000 increase made up of £100k additional payment to parishes and £300k for small projects cost. (£1,158,000) net increase to Community Infrastructure levy fund. £749,200 net movement in reserves transfers to bring CIL fund to net nil position	8,800	-	-	400,000	-	-	(1,158,000)	-	-	-	749,200	-	-
Development Control	(£169,490) net movement in salary budgets. (£11,710) reduction to leased car charges followin review. (£30,800) anticipated cost of consultants fees if major appeals/public enquiries were to happen. £283,000 net decrease in planning income generated. Additional income sources have been recognised and built in, however with planning income being behind budget for 24/25 a contingency for reduced income for 25/26 has also been built in. £53,660 movement in reserves - 20% planning income allocations and Section 106 contributions	(169,490)	-	(11,710)	30,800	-	-	283,000	-	-	-	53,660	-	186,260
Emergency Planning	£11,890 net movement in salary budgets	11,890	-	160	-	-	-	-	-	-	-	-	-	12,050
Flood Defence	£11,040 net movemeny in salary budgets. (£45,000) reduction to repairs and maintenance costs and £45,000 reduction to income for Wash East Coast CIC.	11,040	(45,000)	160	-	-	-	45,000	-	-	-	-	-	11,200
Local Land Charges	(£150,000) anticipated additional income from proposal to revise Local land charge fees. (£90,000) grant income expected to be received for the migration of the Land charges function to the Land registry	(600)	-	-	-	-	-	(150,000)	(90,000)	-	-	-	-	(240,600)
Planning Policy	£60,680 net movement to salary budgets. £136,760 increase to supplies and services of which £150k relates to anticipated professional costs associated with the Local plan. £75,000 anticipated reduction in income for Habitat regulations based on County not having new administrative arrangements in place. (£60,000) Neighbourhood planning grant anticipated to be received	60,680	-	450	136,760	-	-	75,000	(60,000)	-	-	(1,760)	-	211,130
Pollution Monitoring	£17,740 net movement in salary budgets. £11,480 net movement in salary budgets. (£15,000) additional income anticipated following fees and charges review	17,740	(60)	(2,380)	6,000	-	-	(1,200)	-	-	-	(6,000)	-	14,100
Street Naming & Numbering		11,480	-	140	-	-	-	(15,000)	-	-	-	-	-	(3,380)
Environment & Planning Total		(39,280)	(45,060)	(13,180)	573,530	-	-	(921,200)	(150,000)	-	(11,000)	795,100	5,780	194,690

Service	Notes	Employees *	Premises	Transport	Supplies and Services	Govt and Other LA Transactions	Financing costs	Customer and Client Receipts	Grants and Contributions	Interest Receipts	Central Support Services	Movement in reserves	Recharges to services	Grand total
Health, Wellbeing and Public Protection														
Care & Repair	£22,670 net movement in salary budgets. (£11,660) anticipated saving on vehicle fuel and repair costs. (£15,780) reduction to internal unsupported borrowings. (£65,000) increase in income generated, of which (£40k) relates to the introduction of the Handyerson service fee. (£443,240) of which £437,330 relates to REFCUS charge for Disabled Facilities Grant - offset under financing requirement	22,670	-	(11,660)	9,280	-	(15,780)	(65,000)	(443,240)	-	-	-	(1,800)	(505,530)
Careline	£75,500 increase in careline service cost. £50,870 increase to internal unsupported borrowings cost. (£52,990) additional income generated by increase to fees and charges. (£33,800) transfer from reserves to cover funded employee post	(4,850)	-	3,560	75,500	-	50,870	(52,990)	(3,310)	-	-	(33,800)	-	34,980
Comm Safety & Nuisance	(£61,220) net movement in salary budgets. £26,700 increase to supplies and services of which £25k relates to the Active Norfolk Locality Officer function	(61,220)	-	620	26,700	-	-	2,000	-	-	-	-	-	(31,900)
Community Transport	Immaterial movements	-	-	-	(710)	-	-	-	-	-	-	-	-	(710)
Corporate Health & Safety	Immaterial movements	-	-	-	-	-	-	-	-	-	-	-	30	30
Financial Assistance	(£10,140) net reduction expected following review of Service level agreements in 25/26	-	-	-	(10,140)	-	-	-	-	-	-	-	-	(10,140)
Food Hygiene	Immaterial movements	6,900	-	(1,510)	-	-	-	2,200	-	-	-	-	-	7,590
Housing Standards	Immaterial movements	9,310	-	1,860	(5,000)	-	-	1,020	-	-	-	-	-	7,190
Health, Wellbeing and Public Protection Total		(27,190)	-	(7,130)	95,630	-	35,090	(112,770)	(446,550)	-	-	(33,800)	(1,770)	(498,490)
Legal, Governance and Licensing														
Legal Services	£81,360 net movement in salary budget (£34,850) on supplies of which (£35k) was from AD proposed savings on external legal fees. £334,350 cost and (£334,350) transfer from reserves to recognise Climate Change proposed project pipeline.	81,360	334,350	(640)	(34,850)	-	-	-	-	-	-	(334,350)	-	45,870
Licenses	£64,480 net movement in salary budget. (£63,010) additional income, of which (£60k) relates to taxi income following fee review. £56,290 + £7,050 recognise internal recharges following review (net nil movement corporately).	64,480	-	840	(230)	-	-	(63,010)	-	-	56,290	-	7,050	65,420
Legal, Governance and Licensing Total		145,840	334,350	200	(35,080)	-	-	(63,010)	-	-	56,290	(334,350)	7,050	111,290

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Service	Notes	Employees *	Premises	Transport	Supplies and Services	Govt and Other LA Transactions	Financing costs	Customer and Client Receipts	Grants and Contributions	Interest Receipts	Central Support Services	Movement in reserves	Recharges to services	Grand total
Leisure & Community Facilities														
Community Centres	(£21,720) additional income due from increased hirings, of which (£24k) relates to the Eye Screening clinic at Fairstead, which led to the removal of the special expenses charge of £7,950	-	2,020	-	-	-	-	(21,720)	-	-	-	-	40	(19,660)
KLAC	Removal of "trading" budgets due to the premises closure expected Feb 2025	-	(32,550)	-	(2,580)	-	-	22,320	-	-	-	-	(23,620)	(36,430)
Leisure	(£289,070) forecast savings on utility budgets across all sites. (£18,720) expected reduction to unsupported borrowings charge. (£10,600) reduction to reserves transfer due to removal of St James annual contribution due to uncertainty of pool future. £86,210 increase in recharges - related to maintenance of which £84k offset under management fees.	-	(289,070)	-	-	-	(18,720)	-	-	-	-	(10,600)	86,210	(232,180)
Management Fees	(£262,000) savings on supplies and services made up of (£412k) savings to be achieved from AWN due to removal of mgmt fee and £150k cost for the provision of the Holiday activity programme put on by Alive. £412,000 reduction in contributions due to the removal of AWN mgmt fee. (£84,400) maintenance budget re-allocated at site level under leisure	-	-	-	(262,000)	-	-	-	412,000	-	-	-	(84,400)	65,600
Pavillions & Grounds	Immaterial movements	-	690	-	-	-	-	(3,350)	-	-	-	-	220	(2,440)
Town Hall, Stories of Lynn and Custom House	(£13,970) saving on utility budgets. £12,220 increase to staffing recharges from AWN due to NI/COL increase.	-	(13,970)	-	110	-	-	3,390	-	-	-	-	12,220	1,750
Leisure & Community Facilities Total		-	(332,880)	-	(264,470)	-	(18,720)	640	412,000	-	-	(10,600)	(9,330)	(223,360)
Operations & Commercial														
Allotments	Immaterial movements	-	(270)	-	-	-	-	(170)	-	-	-	-	-	(440)
Carparking King's Lynn & West Norfolk	£44,670 anticipated net movements to utilities budgets. £138,510 increase to supplies and services of which £96k relates to merchant fees for cashless parking and £25k relates to Tek fund - offset by penalty income. (£40k) derecognition of agency cost for cashless parking. (£230,370) net increase to parking income following Fees and charges review	4,170	44,670	1,490	138,510	(40,000)	2,660	(230,370)	-	-	-	-	-	(78,870)
Carparking Shared Services	£20,970 net movement in salary budget. (£62,000) of which £60k relates to income generated via agency agreements - these budgets were not previously recognised (£16,490) net movement in salary budgets.	20,970	-	-	-	-	-	(62,000)	-	-	-	-	-	(41,030)
CCTV	£30,000 reduction in income from external contracts - 1 reduction to external contract of c£100k and 1 increase to contract following relocation of c£70k	(16,940)	(800)	250	-	-	(7,130)	30,000	-	-	-	-	(1,200)	4,180

Service	Notes	Employees *	Premises	Transport	Supplies and Services	Govt and Other LA Transactions	Financing costs	Customer and Client Receipts	Grants and Contributions	Interest Receipts	Central Support Services	Movement in reserves	Recharges to services	Grand total
Cleansing & Street Sweeping	£62,800 net movement in salary budgets. £33,020 increase to supplies and services, of which £20k relates to increase in hazardous waste disposal of NOS canisters. £23,870 increase in unsupported borrowings charge. (£58,190) - £20k additional income generated from street sweeping contract, (£34k) on special expenses and remainder from increase to fees and charges on dog bins	62,800	(9,840)	620	33,020	(1,220)	23,870	(58,190)	-	-	-	-	-	51,060
Crem & Cemeteries Depots	£13,610 net movement to salary budgets. (£12,020) anticipated reduction in utilities costs. (£142,450) increase in income following review of fees and charges and recognition of new income generation Immaterial movements	13,610	(12,020)	130	-	-	(2,410)	(142,130)	-	-	-	-	-	(142,820)
Events	(£11,730) increase to recharge of costs for external event provider	-	-	-	(1,000)	-	-	(11,730)	-	-	-	-	-	(12,730)
General Markets	No movement	-	-	-	-	-	-	-	-	-	-	-	-	-
Parks, Sport Grounds & Open Spaces	(£68,220) net movement in salary budgets. £26,840 on premises costs, of which £30k relates to increased tree surgery - offset via transfer from reserves of (£30,000) . £47,770 increase to special events and materials budgets due to cost pressures - budget reallocations so contained within directorate. £30,830 increase in unsupported borrowings charge.	(68,220)	26,840	1,490	47,770	-	30,830	(3,470)	-	-	-	(30,000)	13,970	19,210
Play Areas	Immaterial movements	220	280	-	-	-	-	1,100	-	-	-	-	-	600
Pontoons	Immaterial movements	-	40	-	-	-	-	-	-	-	-	-	-	40
Public Conveniences	Immaterial movements	-	1,980	-	-	-	-	20	-	-	-	-	-	2,000
Refuse & Recycling	£42,000 increase in supplies and services budgets and £456,760 contracted agency to cover additional waste processing cost - offset by (£2,216,950) EPR packaging grant income receivable	2,710	-	(270)	42,000	456,760	10,380	(163,460)	(2,216,950)	-	-	(35,000)	-	(1,903,830)
Resort Section 106	(£11,970) net movement in salary budgets. (£14,700) anticipated reduction in utilities budgets. (£14,000) reduction to grounds recharge due to lease not being renewed No movement	(11,970)	(14,700)	250	(1,000)	-	-	(4,550)	-	-	-	-	(14,000)	(45,970)
Town Centre Operations	Immaterial movements	1,690	-	-	3,000	-	-	-	-	-	-	-	-	4,690
Operations & Commercial Total		9,040	35,820	3,960	262,300	415,540	58,200	(647,150)	(2,216,950)	-	-	(65,000)	(1,230)	(2,145,470)

Service	Notes	Employees *	Premises	Transport	Supplies and Services	Govt and Other LA Transactions	Financing costs	Customer and Client Receipts	Grants and Contributions	Interest Receipts	Central Support Services	Movement in reserves	Recharges to services	Grand total
Programme and Project Delivery														
Corporate Projects	(£79,710) increase on recharges to services, of which (£80,060) relates to increased staff capitalisation costs.	(1,200)	-	-	-	-	-	-	-	-	(1,080)	-	(79,710)	(81,990)
Housing Subsidiaries	£16,730 recognition of utility budgets - offset under recharges to services as recharged to WNH. (£52,650) increase in recharges to services income, of which (£16,730) relates to the utility recharge (above), (£13,620) relates to the increase in SLA income from WNP and (£22,300) increase in SLA income from WNH.	-	16,730	-	-	-	-	-	(3,780)	-	-	-	(52,650)	(39,700)
Programme and Project Delivery Total		(1,200)	16,730	-	-	-	-	-	(3,780)	-	(1,080)	-	(132,360)	(121,690)
Property & Projects														
General Properties	(£48,190) increase to income - (£30k) generated from new land rent and (£18k) generated from increases on existing rents	-	850	-	-	-	-	(48,190)	-	-	-	(90)	-	(47,430)
General Properties Investments	No movement	-	-	-	-	-	-	-	-	-	-	-	-	-
Industrial Units	(£10,390) anticipated savings across utilities	1,460	(10,390)	-	-	-	-	-	-	-	-	-	-	(8,930)
KLAC Rentals	Immaterial movements	-	5,820	-	-	-	-	-	-	-	-	-	-	5,820
KLIC	Immaterial movements	1,800	(9,010)	-	-	-	-	-	-	-	-	-	-	(7,210)
Offices	£36,750 net movement in salary budgets. £30,700 transfer to reserves to cover sinking fund contribution for Kings Court office accomodation	36,750	(1,410)	-	-	-	-	(2,590)	-	-	-	30,700	(3,710)	59,740
Property Services	Immaterial movements	(3,320)	(230)	(1,220)	200	-	-	-	-	-	-	-	-	(4,570)
Shops And Offices	£13,020 reduction to rental income due to vacant properties	-	6,610	-	-	-	-	13,020	-	-	-	1,850	-	21,480
Street Lighting	(£11,200) movement of repairs budgets under premises costs	-	12,050	-	(11,200)	-	-	(450)	-	-	-	-	-	400
Property & Projects Total		36,690	4,290	(1,220)	(11,000)	-	-	(38,210)	-	-	-	32,460	(3,710)	19,300
Regeneration, Housing & Place														
Conservation & Heritage	Immaterial movements	-	(340)	-	-	-	-	-	-	-	-	-	-	(340)
Economic Regeneration	£106,840 net movement in salary budgets	106,840	-	(1,240)	-	-	-	-	(7,450)	-	-	-	-	98,150
Guildhall & Arts	(£76,030) net movement in salary budgets	(76,030)	-	-	(30)	-	-	-	-	-	-	-	-	(76,060)
Housing Options	(£57,880) net movement in salary budgets, of which (£43,240) relates to legacy budget for employee funded by reserves - offset but £43,240 movement in reserves. £538,400 increase in supplies and services of which £450k is recognition of temporary accommodation costs for homelessness prevention - offset by (£450,000) recognition of housing benefit received on temporary accommodation. (£90,190) internal recharge of grant from Housing Strategy	(57,880)	-	(4,280)	538,400	(1,200)	-	(450,000)	51,120	-	-	43,240	(90,190)	29,210

Service	Notes	Employees *	Premises	Transport	Supplies and Services	Govt and Other LA Transactions	Financing costs	Customer and Client Receipts	Grants and Contributions	Interest Receipts	Central Support Services	Movement in reserves	Recharges to services	Grand total
	£58,080 net movement in salary budgets.													
	£820,660 increase to supplies and services budget to reflect homelessness prevention costs, offset by recognition of Homelessness prevention grant of (£868,760). £90,190 internal recharge of grant to housing options	58,010	-	1,240	820,660	-	-	-	(895,750)	-	-	1,130	90,190	75,480
Housing Strategy														
Museums	No movement	-	-	-	-	-	-	-	-	-	-	-	-	-
Regeneration Projects	£12,680 net movement in salary budgets	12,680	(5,910)	-	(100)	-	-	-	-	-	-	-	(5,080)	1,590
Tourism	(£34,500) net movement in salary budgets	(34,500)	-	-	(1,260)	-	-	-	-	-	-	-	(1,030)	(36,790)
Regeneration, Housing & Place Total		9,120	(6,250)	(4,280)	1,357,670	(1,200)	-	(450,000)	(852,080)	-	-	44,370	(6,110)	91,240

Service	Notes	Employees *	Premises	Transport	Supplies and Services	Govt and Other LA Transactions	Financing costs	Customer and Client Receipts	Grants and Contributions	Interest Receipts	Central Support Services	Movement in reserves	Recharges to services	Grand total
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Resources (S151 Officer)

	(£360,450) reduction to employee costs of which (£450k) relates to increase in anticipated turnover savings from vacant posts, £109k net increase to contingency budgets to cover cost of living and increase in members allowances. £15,500 increase- of which £37k increase relates to external audit fee and (£20k) saving identified from the review of the essential user allowances. (£1,067,770) expected income from business rates growth pool. £1,479,792 transfer to reserve as contribution to fund Capital programme	(360,450)	-	-	15,500	-	-	-	(1,067,770)	-	-	1,535,172	-	122,452
Corp Costs & Provs														
Corp Initiatives	No movement	-	-	-	-	-	-	-	-	-	-	-	-	-
	£138,250 increase in insurance premium cost. £63,148 reduction to income generated from recharge of insurance to AWN	-	138,250	-	2,490	-	-	63,148	-	-	-	-	-	203,888
Corporate Insurance														
	(£129,980) net movement in salary budgets. (£18,180) reduction following review of leased car charges. (£93,840) of which (£100k) relates to savings to be achieved following SMT restructure proposed under savings and efficiencies review.	(129,980)	-	(18,180)	(93,840)	-	-	-	-	-	-	-	-	(242,000)
Corporate Mgt Team														
	£71,660 net movement in salary budgets. £10,000 increase due to rising postage costs. £16,520 net movement in salary budgets. £35,210 increase for computer software costs inc £14k for performance management system.	71,660	-	(200)	8,370	10,000	-	-	-	-	(1,390)	-	700	89,140
Financial Services														
ICT		16,520	-	-	-	-	-	-	-	-	35,210	-	(10,770)	40,960
Int Audit & Fraud	Immaterial movements	3,590	-	-	-	-	-	-	-	-	-	-	20	3,610

	£129,590 net movement in salary budgets. (£30,350) reduction to supplies and services, of which £25k reduction is expected to housing benefit write offs due to reduced case load. (£102,050) anticipated additional grant income for council tax support admin, NNDR cost of collection and DHP funding.	129,590	-	(1,440)	(30,350)	9,160	-	50,000	(102,050)	2,000	4,000	(4,880)	56,030	
Revenues & Benefits														
Special Expenses	No movement	-	-	-	-	-	-	10,920	-	-	-	640	11,560	
Treasury Management	No Movement	-	-	-	-	-	-	-	-	-	-	-	-	
Resources (\$151 Officer) Total		(269,070)	138,250	(19,820)	(97,830)	19,160	-	102,228	(1,169,820)	-	35,820	1,539,172	(15,570)	262,520
Financing Requirement														
Accounting Adjustments	Adjustment to minimum revenue provision following recalculation	-	-	-	-	-	-	-	-	-	-	(92,940)	(92,940)	
Financing Adjustment	£437,330 REFCUS charge for Disabled Facilities Grant - offset under Care and Repair	-	-	-	-	437,330	-	-	-	-	-	-	437,330	
Interest	Reduction to interest income due to decrease in investment rates	-	-	-	-	(4,940)	-	-	18,990	-	-	-	14,050	
Interest receivable	No Movement	-	-	-	-	-	-	-	-	-	-	-	-	
Financing Requirement Total		-	-	-	-	432,390	-	-	18,990	-	-	(92,940)	358,440	
Internal Drainage Board		-	-	-	-	28,330	-	-	-	-	-	-	28,330	
New Homes Bonus		-	-	-	-	-	-	(293,360)	-	-	-	-	(293,360)	
Rural Services Delivery Grant		-	-	-	-	-	-	628,540	-	-	-	-	628,540	
Revenue Support Grant		-	-	-	-	-	-	(37,110)	-	-	-	-	(37,110)	
Other Government grants		-	-	-	-	-	-	(1,157,050)	-	-	-	-	(1,157,050)	
Business Rates (NNDR)		-	-	-	(31,800)	-	-	(1,202,790)	-	-	-	295,500	(939,090)	
Council Tax		-	-	-	-	-	-	-	-	-	-	(401,700)	(401,700)	
		-	-	-	(31,800)	-	-	(2,061,770)	-	-	-	(106,200)	(2,199,770)	
Overall total movements		(190,970)	144,040	(42,870)	1,921,540	430,030	506,960	(2,129,472)	(6,488,950)	18,990	50,000	2,120,912	(361,490)	(4,021,280)

* Salary budgets have been amended to reflect the following changes:

Cost of living increase of 2.5%

Increase to Employer National Insurance rate and threshold

Removal of Fixed term and Temporary posts budgets past contract expiry date

Movements of employee budget between directorate/service area following changes to structure

Savings/efficiencies identified following AD review

Fees and Charges

Contents:	No.
Arts and Entertainment	1
Tourism	2
Hall and Room Hire	3
Community Centres	4
Sport and Recreation	5
Waste Collection	6
Markets/Hanging Baskets and Allotments	7
Careline	8
CCTV	9
Administrative Services	10
Car Parks and PSV Parking	11
Funeral Services	12
Environmental Health and Protection	13
Private Hire and Hackney Carriage Licensing	14
Licensing	15
Housing Standards	16
Licensing - continued	17
Housing Standards - continued	18

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

1

Guildhall - 01553 765565

Posting Tickets

Hirings

Access from 14:00 hrs – clearance by 24:00 hrs

Commercial

Monday to Thursday

Friday to Sunday

Earlier access / rehearsal (per hour)

Base hire charge plus 10% of gross box office takings

Local Arts Organisations

Monday to Thursday

Friday to Sunday

Get in / rehearsal rate / excess hours (per hour)

Base rate plus 5% of gross box office takings

Includes VAT Charge 2024/25 Charge 2025/26

£

£

Y	1.00	2.00
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Y	876.00	942.00
Y	1007.00	1083.00

Y	87.00	94.00
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Y	534.00	574.00
Y	579.00	623.00

Y	68.00	73.00
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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

2

Stories of Lynn - 01553 774297

Admissions

Adults

Juniors

Concessions

Family (2 adults and 2 children)

Adult Group

Concession Group

Child Group

Sunday Joint Adult

Sunday Joint Concession

Sunday Joint Child

Adult with Norfolk Museum Pass

Child with Norfolk Museum Pass

Adult with Friend of KL Museum Pass

Child with Friend of KL Museum Pass

South Gate/Red Mount Chapel combined ticket - Adult

South Gate/Red Mount Chapel combined ticket - Child

Children must be accompanied by an adult

Includes VAT Charge 2024/25 Charge 2025/26

£

£

Y	3.95	3.95
Y	1.95	1.95
Y	2.95	2.95
Y	9.85	9.85
Y	3.55	3.55
Y	2.65	2.65
Y	1.75	1.75
Y	5.95	5.95
Y	3.95	3.95
Y	2.95	2.95
Y	3.20	3.20
Y	1.60	1.60
Y	3.55	3.55
Y	1.75	1.75
-	FREE	FREE
-	FREE	FREE

Hall and Room Hire

3

Town Hall, King's Lynn - 01553 775839

Stone Hall/Assembly Room Suite - Charge Per Hour

Monday to Thursday

Friday

Saturday & Sunday

Wedding - Ceremony only - Weekday

Wedding - Ceremony only - Friday

Wedding - Ceremony only - Weekend

Wedding - Ceremony and/or Reception - Monday to Thursday (inc setup, pay bar and kitchen use)

Wedding - Ceremony and/or Reception - Friday (inc setup, pay bar and kitchen use)

Wedding - Ceremony and/or Reception - Saturday and Sunday (inc setup, pay bar and kitchen use)

Card Room (Meetings, Whist Drives etc.)

Charge per Hour - Monday to Friday

Charge per Hour - Saturday and Sunday

Meeting Rooms - Charge per hour - Monday to Friday

Meeting Rooms - Charge per hour - Saturday and Sunday

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

Corkage charge per bottle

Hire of Public Address System

Additional charge after midnight

Includes VAT Charge 2024/25 Charge 2025/26

£

£

Y	100.00	110.00
Y	130.00	140.00
Y	160.00	170.00

Y	560.00	600.00
Y	735.00	790.00
Y	875.00	940.00

Y	1600.00	1720.00
Y	2100.00	2260.00
Y	2500.00	2690.00

Y	88.00	95.00
Y	145.00	155.00

Y	54.00	58.00
Y	102.00	110.00

Y	60.00	65.00
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Y	4.00	10.00
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Y	80.00	86.00
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Y	276.00	300.00
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Community Centres

4

Includes VAT Charge 2024/25 Charge 2025/26

£ £

South Lynn Community Centre - 01553 763620

Main Hall

Off Peak per hour

Peak per hour

50% Discount for South & West Lynn Ward Residents when booking the hall for social gatherings only, not profit making or commercial activities. Proof of residency will need to be provided.

	2024/25	2025/26
Y	24.00	26.00
Y	32.00	34.00

Community Rooms

Per hour

	2024/25	2025/26
Y	20.70	22.00

Fairstead Community Centre - 01553 771477

Main Hall

Off Peak per hour

Peak per hour

50% Discount for Fairstead Ward Residents when booking the hall for social gatherings only, not profit making or commercial activities. Proof of residency will need to be provided.

	2024/25	2025/26
Y	24.00	26.00
Y	32.00	35.00

Sport and Recreation

5

Includes VAT Charge 2024/25 Charge 2025/26

£ £

Grass Sports Pitches

Downham Market - 01366 386868

Hunstanton - 01485 534227

King's Lynn - 01553 818001

General Lettings Per Match with changing facilities

Junior Pitch per match

	2024/25	2025/26
Y	69.60	74.90
Y	19.00	20.40

Teams Based at River Lane or Kings Way

Adult team

Junior team

	2024/25	2025/26
Y	550.00	592.00
Y	275.00	296.00

Seasonal Amenities - Hunstanton

Bowling Green

Per Session - 2 hours approx.

	2024/25	2025/26
Y	6.80	7.30

Crazy Golf

Adults - per round

Juniors - per round

	2024/25	2025/26
Y	3.70	4.00
Y	3.20	3.40

Tennis - Grass Courts

Per court

	2024/25	2025/26
Y	6.20	13.40

Pitch and Putt

Adults - per game

Juniors - per game

	2024/25	2025/26
Y	5.60	6.00
Y	4.50	4.80

Footgolf

Adults - per game

Juniors - per game

	2024/25	2025/26
Y	5.60	6.00
Y	4.50	4.80

Putting Green

Adults - per round

Juniors - per round

	2024/25	2025/26
Y	4.40	4.70
Y	3.60	3.90

Recreation Ground

Caravan Rallies – per van per day

	2024/25	2025/26
Y	8.60	10.00

Chalets*

*These will be reviewed in 24/25. consultation and option to renew for existing users.

Daily Hire

Weekly Hire

Seasonal Hire

	2024/25	2025/26
Y	24.40	30.00
Y	110.70	150.00
Y	778.60	837.50

Resort Services

Permit for Launch of Personal Watercraft/Power Boats

Non Member - Per Annum (in advance, conditions apply)

Member * - Per Annum (in advance, conditions apply)

Day Permit (Training certification and insurance must be shown)

* Member of Heacham Boat Owners or Hunstanton Ski Club Only

	2024/25	2025/26
Y	29.20	31.40
Y	8.00	8.60
Y	14.30	15.40

Trade Refuse Charges are Quoted NET of VAT

Commercial Waste

Hire Charge & Waste Transfer Note (Annual Fee)

1100 litre
770 litre
660 litre
360 litre
240 litre

Includes VAT Charge 2024/25 Charge 2025/26
£ £

N	132.60	132.60
N	120.64	120.64
N	118.56	118.56
N	89.84	89.84
N	66.04	66.04

Fee Per Emptying

1100 litre
770 litre
660 litre
360 litre
240 litre

N	21.80	21.80
N	18.00	18.00
N	16.45	16.45
N	13.25	13.25
N	11.55	11.55

Garden Waste Bin for NNDR Properties
240 litre fortnightly emptying 12 months non refundable and non transferable

N	140.00	156.00
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Schools Waste

Hire Charge & Waste Transfer Note (Annual Fee)

1100 litre
770 litre
660 litre
360 litre
240 litre

N	132.60	132.60
N	120.64	120.64
N	118.56	118.56
N	89.84	89.84
N	66.04	66.04

Fee Per Emptying

1100 litre
770 litre
660 litre
360 litre
240 litre

N	17.20	17.20
N	14.65	14.65
N	12.75	12.75
N	10.10	10.10
N	9.00	9.00

Domestic Property used as Self Catering Accomodation

Hire Charge & Waste Transfer Note (Annual Fee)

1100 litre
770 litre
660 litre
360 litre
240 litre

N	132.60	142.60
N	120.64	129.80
N	118.56	127.50
N	89.84	96.60
N	66.04	71.00

Fee Per Emptying

1100 litre
770 litre
660 litre
360 litre
240 litre

N	17.40	18.70
N	14.90	16.00
N	13.00	14.00
N	10.15	10.90
N	9.75	10.50

Ad Hoc empty administration charge per empty (Waste & Recycling)

N	24.20	26.00
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Commercial Recycling

Waste Transfer Note (Annual Fee)

1100 litre
660 litre
360 litre
240 litre

N	43.60	43.60
N	43.60	43.60
N	43.60	43.60
N	43.60	43.60

Fee Per Emptying

1100 litre
660 litre
360 litre
240 litre

N	16.15	16.15
N	12.70	12.70
N	10.55	10.55
N	9.55	9.55

Additional Waste Transfer Note

N	43.60	43.60
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Trade Waste Plastic Sacks

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

N	83.20	89.50
N	43.60	46.90
N	47.70	51.30

Domestic Refuse Charges Include VAT

Bulk Waste Collections - 01553 776676

First three items
Per additional item thereafter
Side Waste - Purchase of Tag

Includes VAT Charge 2024/25 Charge 2025/26
£ £

Y	38.90	41.80
Y	13.30	14.30
Y	2.45	2.60

Replacement of lost wheelie bin - Delivered

Y	47.80	51.40
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Contact telephone number for following services (01553 782060)

Garden Waste - Fortnightly Brown Bin Collection
Re delivery of Brown Bin to same customer address following contract cancellation and bin removal
Collection Hazardous Household Waste

Y	64.80	78.00
Y	-	35.00
-	FREE	FREE

Empty of Parish Litter Bin

Empty of Parish Dog Waste Bin (per emptying)
Empty of a Dog Waste Bin or its contents from a bin not in public ownership (Max 45 litres)

Y	2.35	5.07
Y	-	6.28

Y	200.00	215.10
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Markets/Hanging Baskets and Allotments - 01553 616200

7

Markets

King's Lynn (Tuesday and Friday) & Hunstanton (Wednesday)

Regular Traders (Per metre frontage)

Casual Traders (Per metre frontage)

Annual agreement - 50% discount (January to March only)

Includes VAT	Charge 2024/25	Charge 2025/26
	£	£

N	5.80	6.20
N	8.50	9.10

King's Lynn (Saturday)

Regular Traders (Per metre frontage)

Casual Traders (Per metre frontage)

Annual agreement - 50% discount (January to March only)

N	5.10	5.50
N	7.40	8.00

Hunstanton (Sunday)

Regular Traders (Per metre frontage)

Casual Traders (Per metre frontage)

Annual agreement - 50% discount (January to March only)

N	10.90	11.70
N	16.30	17.50

Market Parking

All markets - any vehicle for one market (per annum)

All markets - any vehicle for any market (per annum)

Y	24.00	25.80
Y	34.90	37.50

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)

Y	73.50	79.10
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Allotments - King's Lynn (Per square metre per annum)

N	0.32	0.34
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Public Conveniences

Radar key for disabled toilets

Y	5.00	5.40
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Careline - 01553 760671

8

Rented Units

Within District

Weekly charge VAT Exemption

Connection Charge (single payment) VAT Exemption

Outside District

Weekly charge VAT Exemption

Connection Charge (Single payment) VAT Exemption

Includes VAT	Charge 2024/25	Charge 2025/26
	£	£

Exempt	3.15	3.40
Exempt	34.30	44.99

Exempt	3.15	3.40
Exempt	45.00	59.99

Purchased Units

Within District

Monitoring and Maintenance Charge VAT Exemption

Connection Charge (single payment) VAT Exemption

Outside District

Connection Charge (single payment) VAT Exemption

GO Alarms

Postal Units

Keysafes

Exempt	4.50	4.80
Exempt	34.30	44.99

Exempt	45.00	59.99
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Exempt	6.00	6.50
Exempt	25.00	29.99
Exempt	60.00	60.00

CCTV - 01553 616200

9

Access to Data

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

Includes VAT	Charge 2024/25	Charge 2025/26
	£	£

Y	114.00	123.00
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Administrative Services - 01553 616200

10

Register of Electors

Statutory Fees

Printed Form

Flat Rate

Plus per 1000 names or part thereof

Data Form

Flat Rate

Plus per 1000 names or part thereof

Includes VAT	Charge 2024/25	Charge 2025/26
	£	£

N	10.00	10.00
N	5.00	5.00

N	20.00	20.00
N	1.50	1.50

Overseas Electors Lists (Statutory Fee)

Printed Form

Flat Rate
Plus per 1000 names or part thereof
Data Form
Flat Rate
Plus per 1000 names or part thereof

N	10.00	10.00
N	5.00	5.00

N	20.00	20.00
N	1.50	1.50

Monthly Additions (Statutory Fee)

Printed Form

Flat Rate
Plus per 1000 names or part thereof

N	10.00	10.00
N	5.00	5.00

Data Form

Flat Rate
Plus per 1000 names or part thereof

N	20.00	20.00
N	1.50	1.50

Printed Form (Marked Copy)

Flat Rate
Plus per 1000 names or part thereof

N	10.00	10.00
N	2.00	2.00

Data Form (Marked copy)

Flat Rate
Plus per 1000 names or part thereof

N	10.00	10.00
N	1.00	1.00

General Administration

Supply of Miscellaneous Information

Administration Fee
Plus cost per sheet

Y	11.40	12.30
Y	0.10	0.10

Returns and Declarations as to Election Expenses (Statutory Fee)

Price for each side of each page
Inspection of a Request for Election

N	0.20	0.20
N	0.10	0.10

Supply of Minutes and Agenda

Supply of Development Control or Cabinet Agenda

Per annum
Per agenda
Other Agendas
A4 Photocopies
Supply of Council Minutes (Per annum)

Y	123.00	132.30
Y	11.00	11.80
Y	6.10	6.60
Y	0.10	0.10
Y	86.40	92.90

Planning Administrative Fees

Photocopies

A4 Copies
Copies of deposited plans A3
Copies of deposited plans A2 (Black and White)
Copies of deposited plans A2 (Colour)
Copies of deposited plans A1 (Black and White)
Copies of deposited plans A1 (Colour)
Copies of deposited plans A0 (Black and White)
Copies of deposited plans A0 (Colour)

Y	0.10	0.10
Y	0.10	0.10
Y	6.20	6.70
Y	8.70	9.40
Y	7.70	8.30
Y	10.70	11.50
Y	8.80	9.50
Y	11.90	12.80

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

N	48.60	86.60
N	150.00	290.00

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

CON 29R (VAT to be added)
CON 29O (each question) (VAT to be added)
Parcel fee (each)
Assisted Personal Search
Additional own enquiries (each)
LLC1 (submitted by post/DX)
LLC1 (submitted by NUIS)
Planning History Search - back to 1994
Planning History Search - back to 1948

N	47.60	137.00
N	15.30	44.00
N	14.20	40.00
N	25.30	72.80
N	17.70	50.90
N	25.30	40.00
N	25.30	40.00
N	25.30	72.80
N	56.90	163.71

Street Naming and Numbering Fees

New Addresses - Numbering/naming of new properties(Including Industrial Units)

1 Plot
2 - 5 Plots (Price Per Plot)
6-10 Plots (Price Per Plot)
11 - 19 Plots (Price Per Plot)
20 - 99 plots (Price Per Plot)
100+plots (First 100 plots £50 per plot and then £30 per plot there after)

N	70.00	75.30
N	35.00	60.00
N	30.00	55.00
N	25.00	52.50
N	20.00	50.00
N	-	£30-£50

Existing Addresses - Development re-number due to change in plot numbers or plot positions including notification

1 Plot
2 - 5 Plots (Price Per Plot)
6-10 Plots (Price Per Plot)
11 - 19 Plots (Price Per Plot)
20 - 99 plots (Price Per Plot)
100+plots (First 100 plots £50 per plot and then £30 per plot there after)

N	70.00	75.30
N	35.00	60.00
N	30.00	55.00
N	25.00	52.50
N	20.00	50.00
N	-	£30-£50

Individual re-number / individual house name or re-name including notification

N	70.00	75.30
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Re-name of Street where requested by residents including notification (Excluding Street Nameplate)

N	500.00	625.00
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Other Fees

Installation of new street nameplates (Per Nameplate)

Y	200.00	250.00
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Confirmation of address to solicitors / conveyance's / owner or occupier (Per Notification)

N	70.00	75.30
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Car Parks and PSV Parking

11

Includes VAT Charge 2024/25 Charge 2025/26

£ £

Hunstanton

Charges apply Monday to Sunday, Including 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
 Inclusive between 5pm and 8am ticket expires 9am

Y	2.30	2.50
Y	3.50	3.80
Y	4.30	4.70
Y	5.70	6.20
Y	2.00	3.00

Valentine Road Car Park

Pay and Display Up to 30 minutes
 Pay and Display Up to 1 Hour
 All day before 10.00am (valid 24 hours)
 All day after 10.00am (valid 24 hours)
 Inclusive between 5pm and 8am ticket expires 9am

Y	1.40	1.50
Y	2.30	2.50
Y	1.40	1.50
Y	3.40	3.70
Y	2.00	3.00

North Promenade

1st November to 28th February including Bank Holidays except Christmas Day

Inclusive between 8am and 5pm
 Pay and Display Up to 3 hours
 Pay and Display Up to 4 hours
 24 Hours
 Inclusive between 5pm and 8am ticket expires 9am

Y	5.60	6.10
Y	7.80	8.50
Y	8.90	9.60
Y	2.00	3.00

1st March to 31st October including Bank Holidays

Inclusive between 8am and 5pm
 Pay and Display Up to 3 hours
 Pay and Display Up to 4 hours
 24 Hours
 Inclusive between 5pm and 8am ticket expires 9am

Y	5.60	6.10
Y	7.80	8.50
Y	10.00	10.80
Y	2.00	3.00

Coach Parking

1st November to 28th February including Bank Holidays except Christmas Day

Up to 3 hours
 Over 3 hours until 18:00

Y	6.70	7.30
Y	8.90	9.60

1st March to 31st October including Bank Holidays

Up to 3 hours
 Over 3 hours until 18:00

Y	6.70	7.30
Y	10.00	10.80

The Green, Hunstanton - Motorcycles

Y	1.00	1.00
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Pay and Display Hunstanton (Excluding Central, Valentine Road and North Promenade Car Parks) 1st November to 28th February including Bank Holidays except Christmas Day

Inclusive between 8am and 5pm
 Up to 1 hour
 Up to 2 hours
 Up to 3 hours
 24 Hours
 Inclusive between 5pm and 8am ticket expires 9am

Y	2.50	2.70
Y	4.70	5.10
Y	6.70	7.30
Y	8.90	9.60
Y	2.00	3.00

Pay and Display Hunstanton (Excluding Central, Valentine Road and North Promenade Car Parks) 1st March to 31st October including Bank Holidays

Inclusive between 8am and 5pm
 Up to 1 hour
 Up to 2 hours
 Up to 3 hours
 24 Hours
 Inclusive between 5pm and 8am ticket expires 9am

Y	2.50	2.70
Y	4.70	5.10
Y	6.70	7.30
Y	10.00	10.80
Y	2.00	3.00

Season Tickets

Seniors – Hunstanton Resident (Annual)

Six months (unreserved)
 Twelve months (unreserved)

Reserved Twelve months
 Water sport/Beach users (valid on North Prom and Cliff)

Seafrost Kiosk Trader - 1st March to 31st October - Max three per kiosk (excluding South Prom)

Triangle Traders - 1st March to 31st October - Max three per kiosk (excluding South Prom)

Seafrost Kiosk Trader - 1st March to 31st October - Max three per kiosk (including South Prom)

Triangle Traders - 1st March to 31st October - Max three per kiosk (including South Prom)

Seafrost Kiosk Trader - Annual - Max three per kiosk (excluding South Prom)

Triangle Traders - Annual - Max three per kiosk (excluding South Prom)

Seafrost Kiosk Trader - Annual - Max three per kiosk (including South Prom)

Triangle Traders - Annual- Max three per kiosk (including South Prom)

Oasis Bowls (Valid on South Prom and Southend)

Oasis Leisure Card (Valid on South Prom and Southend)

North Prom Chalet users (Valid on North Prom)

Rover Passes 1 week from 1 November to 28 February (Valid on all Hunstanton and Heacham car parks and all Long-term car parks in King's Lynn)

Rover Passes 1 week from 31 March to 31 October (Valid on all Hunstanton and Heacham car parks and all Long-term car parks in King's Lynn)

Y	44.90	98.80
Y	170.50	197.60
Y	242.00	329.30
Y	400.40	1041.00
Y	126.50	136.10
Y	49.10	52.80
Y	49.10	52.80
Y	-	105.60
Y	-	105.60
Y	60.60	65.20
Y	60.60	65.20
Y	-	130.40
Y	-	130.40
N	FREE	FREE
Y	35.80	38.50
N	FREE	FREE
Y	26.40	33.6
Y	29.70	37.8

Heacham (Seasonal)

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

Up to 1 hour
 Up to 2 hours
 Up to 3 hours
 24 Hours
 Inclusive between 5pm and 8am ticket expires 9am

Y	2.30	2.70
Y	4.50	5.10
Y	5.60	7.30
Y	6.70	10.80
Y	2.00	3.00

Charges apply from 1st November to 28th February including Bank Holidays, Inclusive between 8am and 5pm

Up to 1 hour
 Up to 2 hours
 Up to 3 hours
 24 Hours
 Inclusive between 5pm and 8am ticket expires 9am

Y	2.30	2.70
Y	4.50	5.10
Y	5.60	7.30
Y	7.80	9.60
Y	2.00	3.00

Season ticket - Seniors - Valid all year
 Season ticket - resident - Valid all year
 Season ticket - non resident - Valid all year
 Season ticket - Beach Hut Resident - Valid March to October

Y	43.20	98.80
Y	58.10	121.60
Y	114.40	221.00
Y	49.30	53.00

Burnham Market Car Park

Inclusive between 8am and 6pm
 Pay and Display Up to 1 Hour
 Pay and Display Up to 2 hours
 Pay and Display Up to 5 hours
 24 Hours
 Inclusive between 5pm and 8am ticket expires 9am

Y	1.50	2.50
Y	2.50	4.70
Y	4.00	6.20
Y	6.00	9.60
Y	-	3.00

Season Ticket - Monthly
 Season Ticket - Annual

Y	34.10	36.70
Y	338.80	364.40

Lime Grove Car Park

Parking Permit

Y	116.70	125.50
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Car Parks and PSV Parking

11

Includes VAT Charge 2024/25 Charge 2025/26
 £ £

King's Lynn

Charges apply 24 hours a day, Monday to Sunday, including Bank Holidays except Christmas Day

Short Term

Inclusive between 8am and 5pm
 Up to half hour (Saturday and Tuesday Market Place and St James , outside multi-storey)
 Up to 1 hour
 Up to 2 hours
 Up to 3 hours
 Up to 5 hours
 Inclusive between 5pm and 8am - up to half hour (Saturday and Tuesday Market Place and St James , outside multi-storey)
 Inclusive between 5pm and 8am ticket expires 9am

Y	1.40	1.50
Y	2.30	2.50
Y	3.50	3.80
Y	4.30	4.70
Y	5.70	6.20
Y	1.40	1.50
Y	2.00	3.00

Long Term

All Day before 10am
 All Day after 10am
 Boal Quay all day
 Walks up to 3 hours
 Walks over 3 hours all day
 Inclusive between 5pm and 8am ticket expires 9am

Y	3.40	3.50
Y	4.30	4.40
Y	3.30	3.50
N	Free	Free
Y	3.30	3.50
Y	2.00	3.00

Season Tickets

Monthly - Long Term
 Annual - Long Term
 Annual - Short Term

Y	48.40	52.50
Y	484.00	525.00
Y	968.00	1041.00

Multi-Storey St James

Inclusive between 7am and 5pm
 Up to 1 hour
 Up to 2 hours
 Up to 3 hours
 Up to 4 hours
 Up to 5 hours
 Up to 6 hours
 Up to 7 hours
 Up to 8 hours
 Up to 9 hours
 Up to 10 hours
 Up to 11 hours
 Season Ticket

Y	2.30	2.50
Y	3.50	3.80
Y	4.30	4.70
Y	4.90	5.30
Y	5.70	6.20
Y	7.10	7.70
Y	8.40	9.10
Y	9.80	10.60
Y	11.20	12.10
Y	12.60	13.60
Y	14.00	15.10
Y	968.00	1041.00

From 5pm until 11.30pm
 Over 1hrs valid until 9am

Y	2.00	3.00
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Season Ticket - Annual - Weekdays Monday to Friday (max 50)

Y	968.00	1041.00
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Lynnport Car Park Parking Permit

	No Charge	No Charge
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Penalty Charge Notices

Payment within 14 days
 Payment after 14 days

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

Other Charges

Public Service Vehicle (Bus Station Pay and Display)

Y	2.30	2.50
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Contract Parking Bay (per annum) (Baker Lane)
Permit Holder (per annum) (St Anne's Fort)

Y	968.00	1041.00
Y	968.00	1041.00

Funeral Services

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Cemeteries - 01553 630533

King's Lynn and Hunstanton

Interment fee (Age 18+)
For cremated remains
Interment in walled grave or vault (exc construction cost)
Disinterment - of earthen burial (Adult)
Disinterment - of earthen burial (Child)
Disinterment - of cremated remains

Includes VAT Charge 2024/25 Charge 2025/26
£ £

N	1095.00	1233.00
N	130.00	146.00
N	1095.00	1233.00
Y	POA	POA
Y	POA	POA
Y	POA	POA

Walpole St Andrew, Marshland Smeeth

Interment fee (Age 18+) (additional grave digging fees may apply)
For cremated remains
Interment in walled grave or vault (exc construction cost)
Disinterment - of earthen burial (Adult)
Disinterment - of earthen burial (Child)
Disinterment - of cremated remains

N	745.00	839.00
N	106.00	119.00
N	745.00	839.00
Y	POA	POA
Y	POA	POA
Y	POA	POA

All Cemeteries

Purchase of exclusive right of burial

In child's grave up to 4'6" x 3'
In earthen grave up to 9' x 4'
In walled grave/vault up to 9' x 4'
In cremation plot 2' x 2'

Right to erect memorial

New headstone up to 4' high
New headstone 4' to 6' high
New headstone over 6' high
New headstone under 2'6" on child's grave
Memorial kerb set on child's grave
Memorial kerb set on adults grave
Cremation tablet set level with ground
Additional inscription after first
Transfer of Grave Ownership
Genealogy Search (per Named Individual)

N	233.00	251.00
N	746.00	802.00
N	1069.00	1150.00
N	144.00	155.00

Y	332.00	357.00
Y	681.00	733.00
Y	1330.00	1431.00
Y	144.00	155.00
Y	259.00	279.00
Y	779.00	838.00
Y	164.00	176.00
Y	228.00	245.00
N	68.00	73.00
Y	0.00	40.00

Deposit for Disabled Vehicle Access to Gayton Road Cemetery

Y	25.00	25.00
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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%. (POA - Price On Application)

Crematorium

King's Lynn - 01553 630533

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

N	980.00	1103.00
N	1390.00	1565.00
N	1774.00	1997.00
N	299.00	299.00
N	689.00	689.00
N	127.00	137.00

Miscellaneous Charges

Use of chapel for Memorial Service
Provide Music for Memorial Service
Provide Funeral Music
Provision of Crematorium Bearer (Subject to Availability)

Y	194.00	209.00
Y	35.00	38.00
Y	35.00	38.00
Y	30.00	32.00

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

N	15.00	16.00
N	88.00	95.00
N	187.00	201.00
Y	266.00	286.00
N	81.00	87.00
Y	53.00	57.00

Fees for Other Services are published and available at the Crematorium and on the Councils' Mintlyn Crematorium webpages

Environmental Health and Protection - 015553 616200

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Ship Sanitation Certificate

Gross Tonnage:
Up to 1,000 Set nationally
1,001 - 3,000 Set nationally
3,001 - 10,000 Set nationally
10,001 - 20,000 Set nationally
20,001 - 30,000 Set nationally
Over 30,000 Set nationally
Vessels with 50 - 1000 persons Set nationally
Vessels with over 1000 persons Set nationally
Extensions Set nationally

Includes VAT Charge 2024/25 Charge 2025/26
£ £

N	125.00	135.00
N	170.00	185.00
N	250.00	270.00
N	325.00	335.00
N	415.00	450.00
N	480.00	520.00
N	480.00	520.00
N	820.00	890.00
N	95.00	105.00

Expenses incurred - (reinspection due to 'control measures') for first hour
 PLUS Officer time per hour thereafter or part thereof - minimum 15 minutes
 Ship Water Sample - for the first hour (PLUS lab analysis costs and temp controlled courier)
 Per hour thereafter minimum 15 minutes

N	-	82.00
N	-	39.00
N	-	82.00
N	-	39.00

Stray Dog Recovery

Recovery Charge (Including Statutory Charge)
 Kennelling Fee - per day or part thereof

N	90.00	97.00
N	10.80	12.00

Export Certificate - Shellfish / Canned Food / Colouring Matter

More than 5 days notice
 5 to 2 days notice
 Less than 2 days notice
 Where sampling required - officer costs per hour plus (full sampling costs inc lab and expert samplers)
PLUS Officer time - Charge for the first hour per hour thereafter minimum 15 minutes (between 06:00 - 17:00, Mon to Fri)

Y	76.00	82.00
Y	114.00	123.00
Y	152.00	164.00
Y	76.00	82.00
Y	76.00	82.00

Attestations for premises or boats

More than 5 days notice
 5 to 2 days notice
 Less than 2 days notice

Y	76.00	82.00
Y	114.00	123.00
Y	152.00	164.00

Export Health Certificate - High Risk Food Not of Animal Origin

More than 5 days notice
 5 to 2 days notice
 Less than 2 days notice
 where sampling/analysis required officer costs per hour plus (full sampling costs inc lab and expert samplers)
PLUS Officer time on site - Charge for inspection for the first hour per hour thereafter minimum 15 minutes (between 09:00 - 18:00, Mon to Fri)

Y	76.00	82.00
Y	114.00	123.00
Y	152.00	164.00
Y	76.00	82.00
Y	76.00	82.00

Inland Import Control of Imported Foods

Regulation 2017/625 Article 79 for first hour
 Per hour thereafter minimum 15 minutes
 In addition -any cost incurred for any sampling/analysis or (other services charged to the authority) in order to undertake the official controls

N	76.00	82.00
N	36.20	39.00

Regulation 2017/625 Article 80 fees for official controls not covered by Article 79 for first hour

Per hour thereafter minimum 15 minutes
 In addition -any cost incurred for any sampling/analysis or (other services charged to the authority) in order to undertake the official controls

N	76.00	82.00
N	36.20	39.00

TARP 2011- Unchecked consignment (S.19 &20) Officer time - per hour

Per hour thereafter minimum 15 minutes
 In addition -any cost incurred for any sampling/analysis, removal, destruction or (other services charged to the authority) in order to undertake the official controls

N	76.00	82.00
N	36.20	39.00

Food

Issue of surrender notice (inc 1 officer costs for first hour)
PLUS Officer time on site - per hour or part thereof - minimum 15 minutes
PLUS any costs incurred in removal and destruction of goods
 Safer Food, Better Business (includes postage)
 Food Re-Rating Fee

N	76.00	82.00
N	36.20	39.00
N	-	-
Y	11.60	12.00
N	248.00	267.00

Training Courses

Hygiene Course - Level 2 (per person)
 Health and Safety at Work Course - Level 2 (per person)

Y	61.00	66.00
Y	61.00	66.00

Sampling (these charges have VAT included)

Food Sample - for the first hour (PLUS lab analysis costs and temp controlled courier)
 Per hour thereafter minimum 15 minutes
 Swimming Pool Waters - for the first hour (PLUS lab analysis costs and temp controlled courier)
 Thereafter minimum 15 minutes
 Environmental sampling - for the first hour
 Per hour thereafter minimum 15 minutes
 Cryptosporidium - for the first hour (PLUS lab analysis costs and temp controlled courier)
 Per hour thereafter minimum 15 minutes
 Legionella - for the first hour (PLUS lab analysis costs and temp controlled courier)
 Per hour thereafter minimum 15 minutes

Y	76.00	82.00
Y	36.20	39.00
Y	76.00	82.00
Y	36.20	39.00
Y	36.20	39.00
Y	76.00	82.00
Y	36.20	39.00
Y	76.00	82.00
Y	36.20	39.00
Y	76.00	82.00

Private Water Sampling

Risk Assessment

Single Private Dwelling - Minimum charge for the first hour
 Single Private Dwelling - per hour thereafter minimum 15 minutes
 Small Supplies - Minimum charge for taking the sample for the first hour
 Small Supplies - per hour thereafter minimum 15 minutes
 Large / Commercial Supplies - Minimum charge for taking the sample for the first hour
 Large / Commercial Supplies - per hour thereafter minimum 15 minutes

N	76.00	82.00
N	36.20	39.00
N	76.00	82.00
N	36.20	39.00
N	76.00	82.00
N	36.20	39.00

Sampling

Small Supply / Single Dwelling (per visit PLUS analysis costs) (Reg 10)
 Large / Commercial Supplies (per visit PLUS analysis costs) (Reg 8 & 9)
 Per hour thereafter minimum 15 minutes
 Fee for no access visit or late cancellation of booked sampling visit (less than <24h notice)

N	76.00	82.00
N	76.00	82.00
N	36.20	39.00
N	25.00	27.00

Investigation

Where visit required for the first hour (PLUS lab analysis costs and temp controlled courier)
 Per hour thereafter minimum 15 minutes including any office based investigation

N	76.00	82.00
N	36.20	39.00

Authorisation

Application by the owner of a supply for permission to breach a standard temporarily whilst remedial work is carried out

N	110.00	118.00
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Miscellaneous Sampling

Miscellaneous Sample and Analysis

For the first hour (PLUS lab analysis costs and temp controlled courier)
 Per hour thereafter minimum 15 minutes

Y	76.00	82.00
Y	36.20	39.00

Environmental Search

Commercial Environmental Enquiry Fee (per hour)

Y	36.20	39.00
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Private Hire and Hackney Carriage Licensing - 01553 616200

14

	Includes VAT	Charge 2024/25	Charge 2025/26
		£	£
Combined Driver			
New Grant - 1 year	N	74.00	192.00
Renewal - 1 year	N	67.00	154.00
New Grant - 3 year	N	125.00	382.00
Renewal - 3 year	N	118.00	347.00
Hackney Carriage (Saloon)			
New Grant	N	124.00	159.00
Renewal	N	109.00	149.00
Temporary (insurance cover)	N	62.00	79.50
Hackney Carriage (Wheelchair)			
New Grant	N	133.00	191.00
Renewal	N	115.00	149.00
Temporary (insurance cover)	N	66.50	95.50
Private Hire Vehicle			
New Grant	N	118.00	148.00
Renewal	N	104.00	133.00
Temporary (insurance cover)	N	59.00	74.00
Special Event Vehicle			
New Grant	N	123.00	153.00
Renewal	N	104.00	133.00
Temporary (insurance cover)	N	61.50	76.00
Private Hire Operator (1 vehicle)			
New Grant - 1 year	N	97.00	110.00
Renewal - 1 year	N	87.00	93.00
New Grant - 5 year	N	180.00	304.00
Renewal - 5 year	N	175.00	288.00
Private Hire Operator (2-10 vehicles)			
New Grant - 1 year	N	123.00	125.00
Renewal - 1 year	N	113.00	108.00
New Grant - 5 year	N	265.00	407.00
Renewal - 5 year	N	260.00	391.00
Private Hire Operator (11-20 vehicles)			
New Grant - 1 year	N	138.00	148.00
Renewal - 1 year	N	131.00	132.00
New Grant - 5 year	N	405.00	585.00
Renewal - 5 year	N	400.00	569.00
Private Hire Operator (20+ vehicles)			
New Grant - 1 year	N	159.00	217.00
Renewal - 1 year	N	152.00	200.00
New Grant - 5 year	N	777.00	995.00
Renewal - 5 year	N	772.00	979.00
Miscellaneous Fees			
Licence Plate (non refundable)	N	15.00	20.00
Disclosure and Barring Service Application	N	55.00	57.00
Replacement Vehicle Licence (lost, damaged, change of name/address etc)	N	5.50	5.50
Replacement Vehicle Window Licence (lost, damaged etc)	N	5.00	10.50
Replacement Driver's (paper) Licence (lost, damaged, change etc)	N	5.50	5.50
Replacement Driver's (card) Licence (lost, damaged, change etc)	N	5.50	10.50
Replacement Operator's Licence	N	5.50	5.50
Vehicle Transfer	N	27.50	39.00
Change of Details Admin Fee per licence	N	10.50	3.00
Knowledge Test	N	36.00	53.00
Private Hire Door Sticker	N	19.00	22.00

Licensing - 01553 616200

15

	Includes VAT	Charge 2024/25	Charge 2025/26
		£	£
Street Trading - King's Lynn			
Daily Consent Fee	N	14.00	14.00
Pavement Licence	N	75.00	75.00
Renewal	N	75.00	75.00
Scrap Metal			
Scrap Metal Collectors (3 year licence)	N	190.00	204.00
Scrap Metal Site (3 year licence)	N	270.00	290.00
Sex Establishments			
Sex Establishments (Grant)	N	1694.50	1694.50
Sex Establishments (Renewal)	N	1648.50	1648.50
Sex Establishments (Transfer)	N	1306.00	1306.00
Sex Establishments (Variation)	N	1349.00	1349.00
Copy of Sex Establishment licence	N	10.60	10.60
Miscellaneous Licence Fees			
Premises Fee to carry out the practice of skin piercing including 1 practitioner	N	140.46	151.00
New fee - cost per additional practitioner at same time as premises fee	N	48.77	52.00
Practitioner Fee to carry out the practice of skin piercing for existing premises	N	86.54	93.00
Replacement Certificate	N	11.00	12.00
Additional copy of the byelaws	N	11.00	12.00
Zoo Licence (6 Year Licence)	N	741.00	741.00
Dangerous Wild Animal fees (2 Year Licence)	N	276.00	276.00

Immigration Housing Inspections
 ECO Flexible Eligibility Declaration
 Housing Act 2004 Notice Charges

Includes VAT	Charge 2024/25	Charge 2025/26
	£	£
N	110.00	118.00
-	Free	Free
Calculated based upon officer time, administration and costs incurred		

ALIVE WEST NORFOLK FEES AND CHARGES	2025-26		
	Standard	Alive Card	Alive Card, Concession
ADVANCED BOOKINGS (block bookings in advance of 7 days)			
INDOOR			
Sports Hall (1 court)	16.5		
Sports Hall (Half Hall Lynnsport, Whole Hall Downham)	65		
Sports Hall (Whole Hall Lynnsport)	130		
Small Hall (TT Centre Lynnsport)	40		
Table Tennis Table	11.5		
Squash	11.5		
Athletics Barn (half)	34		
Athletics Barn (whole)	68		
Climbing 1 to 6 kids (must add £25 per hour for instructor)	6.5		
Climbing 7 to 12 kids including instruction	172		
Climbing 13 to 18 kids including instructor	215		
Group Fitness Studio Lynnsport	46		
Group Fitness Studio (other sites)	35		
Gymnastics Centre	70		
Bowls Rink	14.5		
SWIMMING POOLS			
Lane (per hour)	32		
Lane (per hour) Clubs	16.5		
Whole Pool (St James/Oasis, excluding lifeguards, per hour)	182		
Whole Pool (St James/Oasis, excluding lifeguards, per hour) Clubs	95		
Whole Pool (Downham, excluding lifeguards, per hour)	170		
Whole Pool (Downham, excluding lifeguards, per hour) Clubs	80		
Galas (per hour)	145		
Learner Pool (per hour)	95		
Pool Supervision (per lifeguard, per hour)	22.25		
School Swim Teacher	29.85		
Learner Pool Whole Pool Commercial (per hour)	140		
Main Pool Lane Hire Commercial (per hour)	46		
OUTDOOR			
3G/Multi-use Pitch (1/4, per hour) NGB Affiliated	35.5		
3G/Multi-use Pitch (1/3, per hour) NGB Affiliated	37		
3G/Multi-use Pitch (1/3, per hour) Commercial	55		
3G/Multi-use Pitch (league match, whole pitch, 2 hours)	66		
3G/Multi-use Pitch (match, 3 hours)	92		
Athletics Track (Middle 1 area for football)	37		
Athletics Track (Club use, 2 hours)	86		
Athletics Track (League Meetings)	450		
Athletics Track (Evening Meetings)	325		
Athletics Track (Schools events, finish before 6pm)	325		
BUSINESS AND EVENTS			
Classroom/Meeting Room (per hour)	27		
Wimbledon Room (per hour)	13.4		
Kaset Board room (per hour)	13.4		
Sandringham Suite - Conference/Function (4 hours)	365		
Sandringham Suite - Conference/Function (8 hours)	490		
SCHOOLS (minimum numbers apply)			
30 min session - Swimming	2.1		
PAY AS YOU GO (booking within 7 days of activity)			
ALIVE CARD - Pay As You Go Membership			
Adult (19+)	26.00		FOC
Junior (4-18 years of age)		FOC	FOC
Tots and Tiny Tots (0-3 years of age)		FOC	
INDOOR			
Badminton Court Peak High	16.5	12.37	12.37
Badminton Court Peak Mid	13	9.75	9.75
Badminton Court Peak Low	9	6.75	6.75
College Badminton	3		
Pickleball Court Peak High	16.5	12.37	12.37
Pickleball Court Peak Mid	13	9.75	9.75
Pickleball Court Peak Low	9	6.75	6.75
Short Tennis Court Peak High	16.5	12.37	12.37
Short Tennis Court Peak Mid	13	9.75	9.75
Short Tennis Court Peak Low	9	6.75	6.75
Half Sports Hall (ALS) Whole Sports Hall (ADL)	64	48.00	48.00
College 5-a-side (Sports Hall)	15		
Basketball 1 hoop 2 courts	33	24.75	24.75
College Basketball (1 hoop, 2 courts)	3		
Tennis Court (Barn)	16.5	12.40	12.40
Squash Court (40 mins) Peak	11.5	8.60	
Squash Court (40 mins) Off Peak	6	4.50	4.50
College Squash	3		
Table Tennis Table Peak	11.4	8.55	8.55
Table Tennis Table Off Peak	5.8	4.35	4.35
Fitness - Gym	10	7.50	5.00
Fitness - Gym Junior	7.5	5.63	3.75
Group Fitness Classes	10	7.50	5.00
Group Fitness Classes Junior	7.5	5.63	3.75
Pop Up Classes	10	7.50	5.00
Bowls	8.4	6.30	4.20
Bowls Junior	8.4	6.30	4.20
Climbing	8	6.00	4.00
Climbing Junior	6.5	4.88	3.25
KASET	6.5	4.88	3.25
KASET Junior	6.5	4.88	3.25
KASET Event Night	12		
Alive Adventures Junior (Weekends and School Holidays)	7	5.25	3.50
Alive Adventures Tots (Weekends and School Holidays)	6.5	4.88	3.25
Alive Adventures Tiny Tots	1.2	0.90	0.60
Alive Adventures Junior (All other times)	3.9	2.93	1.95
Alive Adventures Tots (All other times)	3.5	2.63	1.75
Snooker	8.5	6.38	4.25
Snooker Junior	6.5	4.88	3.25
College Snooker	2.2		
College Snooker Additional Person	1.2		
Barn Whole	67	50.25	50.25
Barn Half	33.5	25.13	25.13
Inflatafun Splash	7.5	5.63	3.75
Inflatafun	9	6.75	4.50
SWIMMING			
General Swim AO	7.50	5.62	3.75
General Swim ASJ/ADL and Lane Swim AO	6.50	4.87	3.25
General Swim Junior AO	6.00	3.00	2.00
General Swim Junior ASJ/ADL	4.00	3.00	2.00

ALIVE WEST NORFOLK FEES AND CHARGES		2025-26		
	Standard	Alive Card	Alive Card, Concession	
General Swim Tots				
General Swim Tiny Tots				
Family Ticket AO (3 people)	19.50			
Family ticket ASJ/ADL (3 people)	16.00			
Family ticket (additional Child)	3.60			
RAF Swim	3.00			
OUTDOORS				
3G/Multi-use Pitch (1/3, per hour)(Mon to Fri 5pm-close)	36			
3G/Multi-Use (1/3 per hour) (Weekdays before 5pm and weekends)	22			
3G Full Pitch Hire per hour (Mon to Fri 5pm-close)	105			
3G Full Pitch Hire per hour (Weekdays before 5pm and weekends)	63			
Athletics Track Use off peak	3.5	2.63	1.75	
Athletics Track Use peak	5.5	4.13	2.75	
Tennis Peak (Lights included) Peak times determined by sunset/rise	16.5			
Tennis Off peak (without lights)	8.6			
Tennis Membership Light Fee	6			
DROP IN ACTIVITIES				
Over 50's sessions	8.45	6.34	4.23	
Ladies only sessions	8.45	6.34	4.23	
Ladies only sessions Junior	8.45	6.34	4.23	
Disability sessions	4.00			
Bowls Roll Up Session	8.45	6.34	4.23	
Climbing Club	8.45	6.34	4.23	
Climbing Club Junior	8.45	6.34	4.23	
CARERS				
Supporting and Not taking part	FOC			
Taking part in activity	3.60			
BOWLS CLUB				
Bowls Club Adult Membership	51			
Bowls Junior Membership	FOC			
Summer Bowls Membership Oasis (1st May to Aug 31st)	18			
Bowls Seasonal Locker Charge	12			
SPORTS LESSONS				
SWIMMING				
Swimming 30 mins		32	22.00	TBC
Swimming 45 mins		40	28.00	
Swimming 60 mins		50	35.00	
TENNIS				
Red		26	19.50	
Orange		26	19.50	
Green		26	19.50	
Yellow		26	19.50	
Adult Beginners		26	19.50	
Adult intermediate		26	19.50	
ONE2ONES				
Swimming 30mins				
121	30.00			
6 Sessions 121	160.00			
221	42.75			
6 session 221	235.00			
PT and Swimming 60mins				
121	38.00			
6 Sessions 121	200.00			
221	53.00			
6 Sessions 221	290.00			
6 WEEK SHORT COURSE				
Bootcamp	60.00	45.00	45.00	
PARTIES				
LYNNSPORT				
Bouncy Castle and Party Games (up to 20 people)	170			
Dodgeball (up to 20 people)	170			
Football (up to 20 people)	170			
Pre-school Gymnastics (up to 20 people)	170			
Gymnastics (up to 20 people)	170			
Gladiator Challenge (up to 20 people)	170			
Multi-sports (up to 20 people)	170			
Nerf-Tag (up to 20 people)	170			
Roller Skating (up to 20 people)	170			
Tag Rugby (up to 20 people)	170			
Tennis (up to 20 people)	170			
Climbing (up to 10 people)	170			
KASET Party	170			
Go Karty and Party	260			
OASIS				
Alive Adventures Play Party (per person)	14.5			
Alive Adventures Exclusive hire No Food	190			
Pool Party (per person)	14.5			
Pool Party (up to 29 people)	220			
Pool Party (30-39 people)	250			
Pool Party (40-49 people)	280			
DOWNHAM				
Multi-Sports (up to 20 people)	170			
Party Games (up to 20 people)	170			
Roller Skating (up to 20 people)	170			
Team Sport - Football (up to 20 people)	170			
Team Sport - Basketball (up to 20 people)	170			
Team Sport - any (up to 20 people)	170			
Team Sport - Uni Hoc (up to 20 people)	170			
Pool Party (up to 29 people)	220			
Pool Party (30-39 people)	250			
Pool Party (40-49 people)	280			
ST JAMES				
Pool Party Main Pool (up to 29 people)	220			
Pool Party Main Pool (30-39 people)	250			
Pool Party Main Pool (40-49 people)	280			
Pool Party Learner Pool (up to 29 people)	220			
Pool Party Learner Pool (30-45 people)	250			
Inflatable Pool Party (up to 50 people)	300			
CATERING				
Food Per Head and free table	5			
Table and no food (in hours)	25			
Table and no food (Out of hours)	40			

ALIVE WEST NORFOLK FEES AND CHARGES		2025-26	
	Standard	Alive Card	Alive Card, Concession
LARGER GROUPS			
For up to an additional 10 participants (Excluding Archery, Nerf Tag and Climbing)	50.00		
HOLIDAY ACTIVITIES			
Holiday Fun Club	15.00	15 FOC	
Other Holiday Clubs	20.00	20	15.00
Breakfast Club	3.00	1.5	1.00
Individual Activities (45 mins)	6.00	4.5	3.00
Individual Activities (1 hour)	6.50	4.88	3.25
Individual Activities (1.5 hour)	8.00	6	4.00
Individual Activities (2 hours)	10.00	7.5	5.00
Swimming Crash Courses (5 days)	50.00	37.5	25.00
Swimming Crash Courses (4 days)	40.00	30	20.00
Swimming Crash Courses (per day)	10.00	7.5	5.00
3G/Multi-use 1/3 Pitch (9am to 4pm) MULTI USE ONLY	13.00		
Sports Hall (Lynnsport half, Downham whole - 9am to 4pm)	25.00		
Go Karty Holiday Activity	15.00	11.25	7.5
MISCELLANEOUS			
SUNBEDS			
One session (3 minutes)	4		
One session (6 minutes)	7		
One session (9 minutes)	10		
ADMISSION			
Spectators, Oasis only	2.7		
Shower	6.25		
EQUIPMENT HIRE			
Adult, Rackets, Bowls, Balls etc	1.50		
Junior, Rackets, Bowls, Balls etc	1.50		
Climbing - Full set	6.00		
Climbing - Separate Items, Helmet	2.00		
Climbing - Separate Items, Harness	2.00		
Climbing - Separate Items, Grigri	2.00		
Climbing - Separate Items, Karabiner	2.00		
FITNESS			
Guest Pay as You Go Induction Adult	20.00		
Guest Pay as You Go Induction Junior	15.00		
Adult Reprogramme	22.00		
Junior Reprogramme	11.00		
Health Check	30.00		
CLIMBING			
Adult Induction	15.00		
Junior Induction	10.00		
Disclaimer	7.50		
ALIVE CARD			
Replacement	2.00		
SWIMMING BADGES			
Badges	4.50		
MEMBERSHIPS			
Alive 1 MDD Adult	29.99		
Alive 1 Annual Adult (NJF)	359.88		
Alive 1 Monthly Rolling Adult	32.99		
Alive 1 MDD Junior	24.99		
Alive 1 Annual Junior	288.00		
Alive 3 MDD Adult	34.99		
Alive 3 Annual Adult	419.88		
Alive 3 Monthly Rolling Adult	37.99		
Alive 3 MDD Junior	29.99		
Alive 3 Annual Junior	359.88		
Alive 3 Plus MDD Adult	39.99		
Alive 3 Plus Annual Adult	479.88		
Alive 3 Plus Monthly Rolling Adult	42.99		
Alive 3 Plus MDD Junior 16-18	39.99		
Alive 3 Plus Annual Junior 16-18	479.88		
Alive Just Move MDD NOW PEAK	29.99		
Alive Just Move Annual	359.88		
Alive Just Move Plus MDD	39.99		
Alive Just Move Plus Annual	480.00		
Alive Corporate MDD	29.99		
Alive Corporate + MDD	34.99		
Alive Corporate Annual	359.88		
Tennis Adult	65.00		
Tennis Junior On Programme	45.00		
Swimming Bolt-on Membership	7.00		
Fitness Bolt-on Membership	7.00		
Tennis Bolt-on Membership	7.00		
Start-up Fee	20.00		
Start-up Fee Junior	15.00		
7 Day Guest pass	20.00		
10 Week Wellness Rehab	34.99		
COMMUNITY AND SPORTS DEVELOPEMNT			
GYMNASTICS PAY AS YOU GO			
Tumble Teds Junior	7.00	5.25	3.50
Tumble Teds Tots	7.00	5.25	3.50
Tumble Teds Tiny Tots	2.20	1.65	1.10
Tumble Tykes	7.00	5.25	3.50
GYMNASTICS REC LESSONS			
Gymnastics 45 mins		27.50	20.50
Gymnastics 60 mins		36.00	26.00
GYMNASTICS ELITE LESSONS			
Gymnastics Elite 2 hours		64	48.00
Gymnastics Elite 4 hours - Existing		78	60.00
Gymnastics Elite 4 hours - New		78	60.00
Gymnastics Elite 6 hours - Existing		88	70.00
Gymnastics Elite 6 hours - New		88	70.00
Gymnastics Elite 7 hours - New		94	75.00
Gymnastics Elite 8 hours - Existing		99	80.00
Gymnastics Elite 8 hours - New		99	80.00
Gymnastics Elite 9 hours		104.00	85.00
Gymnastics Elite 10 hours		109.00	90.00
Gymnastics Elite 11 hours		114.00	95.00
Gymnastics Elite 12 hours		119.00	100.00
Gymnastics Elite 13 hours		124.00	105.00
Gymnastics Elite 14 hours		129.00	110.00
Gymnastics Elite 15 hours		134.00	115.00

ALIVE WEST NORFOLK FEES AND CHARGES		2025-26	
	Standard	Alive Card	Alive Card, Concession
FOOTBALL PAY AS YOU GO			
First Touch Football			4.25
Walking Football / Walking Cricket / Walking Netball			5.25
Ability Counts Football			4.00
All to Play For Football		FOC	
Social Soccer		FOC	
FOOTBALL REC LESSONS			
Ball Masters			19.5
U7 Dev			22
U8 Dev			22
U9 Dev			22
U10 Dev			22
U11 Dev			22
U12 Dev			22
Girls 6-11 Dev			22
Girls 12-16 Dev			22
Time to Talk Football			21
FOOTBALL ELITE LESSONS			
U9 Elite			42
U10 Elite			42
U11 Elite			42
U12 Elite JPL			50
U13 Elite JPL			50
U14 Elite JPL			50
U15 Elite JPL			50
U16 Elite JPL			50
JPL Training Place			44
HOLIDAY ACTIVITIES			
Gymnastics Camps	22.00	22.00	17.00
Fun Clubs	15.00	15.00	FOC
Sports Camps	20	20.00	15.00
COMMUNITY ACTIVITIES			
Home Education			5.25
Multi-sport Mashup	FOC		
Ability Counts Multi Sport			4.00
Buggy Walks	FOC		
Wellbeing Walks	FOC		
Community Fitness Class	FOC		
Womens Only Work Outs	FOC		
Play Street	FOC		
Park Lives	FOC		
Stay and Play	FOC		
MUGA Mania	FOC		
Tiny Happy People	FOC		
Cancer Physical Activity Programme	FOC		
Just Move Community	FOC		
SCHOOLS (Any activity, minimum numbers apply)			
	Single Session	Annual based on 35 weeks	
Gymnastics Centre (per hour including coaches) Up to 30 Children	120.00		
Gymnastics Centre (per hour including coaches) Additional 10 Children	40.00		
Gymnastics Centre Nursery schools and special needs groups	90.00		
PPA/Lunch-time club/After School/Extra-curricular	37.00	1295.00	
Half day PPA Cover (2x1 hour sessions)	65.00	2275.00	32.50
Half day PPA Cover (2x1 hour sessions) with lunch or after school club	85.00	2975.00	28.33
Half day PPA Cover (2x1 hour sessions) with both lunch or after school clubs	105.00	3675.00	26.25
Full day PPA Cover (4 x 1hr sessions)	120.00	4200.00	30.00
Full day PPA Cover (4 x 1hr sessions) with lunch or after school club	135.00	4725.00	27.00
Full day PPA Cover (4 x 1hr sessions) with both lunch or after school clubs	155.00	5425.00	25.83
Healthy Body, Healthy Mind	350.00		
Game Changer	350.00		
Play Maker	350.00		
School Sports Leagues	170.00		
OMNES GAMES			
KS1 OMNES Games	185.00		
KS1 OMNES Games and taster pack	300.00		
KS1 and KS2 OMNES Games	350.00		
KS1 and KS2 OMNES Games and taster pack	575.00		
INTERNAL COACHING			
Coaches	26.00		
Activity Leaders	16		
CORN EXCHANGE			
CINEMA			
Off Peak	5.5		
Peak	6.5		
Event Cinema	18		
Event Cinema seniors	17		
Cinema Hire (2 Hours)	105		
Birthday Parties food	16		
Birthday Parties non food	13		
Theatre			
Postage	2.5		
Levy	3		
On line Fee	2		
Ticketed Hire (10 Hours)	1980		
extra hours	198		
After Midnight	342		
Non Ticketed (6 Hours)	1062		
extra hours	177		
After Midnight	342		

Fees and Charges Policy 2025/26 to 2028/29

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1. Introduction / background

- 1.1. With the continuing financial pressures of reduced funding there is an increasing need to generate income locally. Being more commercially minded when setting fees and charges places the Council in a stronger financial position to meet funding challenges. Fees and charges provide an important source of income to assist in the provision of services provided by the Borough Council. Where no charges are made, or where charges do not recover the full cost of providing a discretionary service, council tax payers subsidise these services.
- 1.2. Maintaining and seeking income generation opportunities continues to be a priority within the Medium Term Financial Strategy. This policy provides a framework for the Council, within which fees and charges levied by the council are agreed and regularly reviewed. Regular review should be a minimum of every year to inform the budget setting and with effect from 1 April annually.
- 1.3. The purpose of this charging policy is to maximise income generation and collection to provide a consistent approach to the review and setting of fees and charges. This includes ensuring a fair price for all services is delivered, charges are affordable, costs are recovered and that the relative service demand has been considered.
- 1.4. The decision on whether to make a charge and the amount to charge is not always under the control of the council, some charging levels are set by government nationally and by their nature are not covered by this policy. The policy aims to cover discretionary services and trading activities across the Council ie where the Council has the discretion to apply a charge.
- 1.5. The policy excludes the following:
 - 1.5.1. Council Tax
 - 1.5.2. Business Rates
 - 1.5.3. Property Rents
 - 1.5.4. Housing Rents
 - 1.5.5. Tenant Service Charges
 - 1.5.6. Fees and charges that are determined by central government and regulatory bodies
 - 1.5.7. Any charges levied by trading companies or third parties delivering services on behalf of the Council.
- 1.6. Fees and charges set within the framework will be reported to and approved by Cabinet and those that are outside of the policy approved by Council.

2. Legislation

- 2.1. There are specific powers and legislation that govern the ability for Local Authorities to charge, these include the following:
 - 2.1.1. Local Authorities (Goods and Service Act 1970) – under this power Local authorities have the power to enter agreements with each other and other public bodies for the supply of goods and services, for which terms can exist for payment.
 - 2.1.2. Local Government Act 2003 – Provides the ability to charge for discretionary services (ie the Council has the power to provide but not the duty) on a cost recovery basis and cannot be used where another specific charging regime exists and cannot be used where charging is specifically prohibited by legislation. Through this act an Authority is

able to trade in activities related to their functions on a commercial basis and make a profit, which may be reinvested in services, through a trading company.

2.1.3. The Localism Act 2011 – Section 3 of the act allows Local Authorities to charge for discretionary services offered under their general power of competence.

- 2.2. Legislation recognises the difficulties a council may face in estimating the charges, as this is highly dependent on the demand for the services concerned. Taking one year with another, over a period of time (1 to 3 years), any under recovery can be addressed in setting charges for future years, so that over time income equates to costs.
- 2.3. Legislation refers to CIPFA’s definition of total cost. This allows for the recovery of all costs in the organisation, including a proportion or all central and unallocated overheads including democratic costs, depreciation, interest, pension back funding and working capital costs.
- 2.4. Some services are bound by further specific legislation and setting of such fees should refer to the relevant legislation.

3. Guidance

- 3.1. The policy has been produced to provide information to heads of services and managers responsible for applying fees and charges to goods and services delivered by the Council. The aim is to encourage a consistent and cost-effective approach to the setting of charges for services provided by:
 - 3.1.1. Establishing parameters for calculating different levels of charges
 - 3.1.2. Recommending criteria for applying concessions or discounted charges consistently across the council
 - 3.1.3. Providing guidance on the factors that need to be taken into consideration when new charges are introduced, or existing charges are being reviewed
 - 3.1.4. Requiring more active use of market intelligence when reviewing and setting charges
 - 3.1.5. Specifying the process and frequency for reviewing existing charges.

4. Policy

- 4.1. The general principles of the policy are:
- 4.2. “Fees and charges for services are set to seek to cover the cost of delivery and increases are applied annually of **CPI plus up to 1%.**”
- 4.3. Each charge should be identified as belonging to one category in the table below. This assists in the appropriate charging policy being adopted when establishing and reviewing the level of charge. Consideration should also be given to the wider equalities implications which may be involved affecting accessibility of groups to council services.

Type	Objective
A) Full Cost Recovery	Service is generally available with no rationale for providing a subsidy from general taxation
B) Full cost recovery with	Service is generally available and subsidised to ensure disadvantaged groups have access to the service. Concessions are only for those services that seek to

Type	Objective
concession discounts	improve health and wellbeing within the borough.
C) Statutory	Charges are set in line with legal obligations and national government charging policy.

4.4. Adopting a method of full recovery includes the cost of handling the initial enquiry through to the collection of the payment. This can include direct staffing costs, department overhead and financial costs. The policy of CPI plus up to 1% allows for flexibility for annual increases, for example in one year, fees for one service could be increased by CPI alone and for another CPI plus 1%.

4.5. Review of new and existing fees and charges

4.6. As part of the annual budget cycle each service area will carry out a review of existing fees and charges, together with opportunities to raise additional income from new areas of charging and present proposals for revised charges.

4.7. Annual increases in accordance with the policy can be within the range of CPI (only) and up to CPI plus 1%.

4.8. Each service is responsible for reviewing their services and ensuring appropriate decisions are taken for all discretionary services provided. Any proposals for new fees and charges must be considered by the Cabinet ahead of approval by Council.

4.9. Any changes to fees and charges for example new charges or changes to current charges that are not part of the budget policy framework will be delegated to decision by Cabinet.

4.10. Market review

4.11. Market intelligence is information that is gathered for the purpose of making business decisions, market research is the systematic gathering, recording, analysis and interpretation of information about markets, competitors and customers.

4.12. Heads of service and managers need to use market intelligence and research information to look at trends, competitor pricing and customer (existing, lost and targeted) monitoring to inform reviews and setting of fees and charges. Market information can be gathered and analysed specifically for accurate and confident decision-making in determining new or updated fees and charges.

4.13. As part of the annual review, market conditions must be taken into account including competition and demand for the service.

4.14. Periodic review

4.15. Decisions to charge or not to charge will be reviewed by services annually, with sufficient time for any impact of any revisions to be reflected in the annual financial planning process. All charges are expected to be increased in line with the policy unless there are exceptional reasons not to do so.

4.16. Heads of services are expected to undertake a regular review to ensure and provide assurance that all costs are being recovered. Charges must be reviewed during the year if there are any significant changes, such as cost, market changes, demand, service levels or new service provisions provided which materially affect the current charges and cost

recovery. The guidance in the ANNEX should be used to record the outcome of any periodic in- depth reviews. In-depth reviews will be required where there is evidence that the current fees and charges are below comparable benchmarks or where there is evidence confirming that a subsidy is being provided.

5. Governance

5.1. Recording of fees and charges

- 5.2. The Council's fees and charges are set annually, prior to the start of the financial year and published once approved. Users of discretionary services must be made aware of any changes prior to using services, this may be achieved by publishing information alongside service information on the Councils website. Where there is a statutory period of publication of notification of changes to charges or consultation, the setting of the new charges will need to take account of this timescale ahead of the new charges coming into force.
- 5.3. Services are expected to maintain a schedule of fees and charges levied and advertise these accordingly. These schedules should include charges that are set nationally, the date of the last in-depth review and any relevant committee decision to provide a subsidy or concession.
- 5.4. Any new fees and charges which are introduced or changed must be in line with the policy. Any changes outside of the policy will lead to a review of the service and a report to members for approval.
- 5.5. Heads of services are responsible for ensuring that the fees and charges within their area of responsibility comply with the policy, ensuring that the policy is applied to all discretionary services and not just those for which a charge is currently made.
- 5.6. When considering any subsidy for charging or approval of fees outside of the policy, the following should be considered:
 - 5.6.1. That the subsidy supports a corporate priority, objective or policy
 - 5.6.2. That it is reasonable to assume that the impact of the policy can be measured
 - 5.6.3. The cost of the subsidy can be estimated and is affordable to the budget
 - 5.6.4. The proposed subsidy is the most effective approach to deliver the policy objective
 - 5.6.5. Any other relevant information
- 5.7. Where fees and charges are set at a level that provides a subsidy to the service and this falls outside of the policy, these require consideration by Cabinet ahead of approval by Council.

ANNEX

Guidance for New Fees and Charges

Charging Policy – The charging policy for the service/fee must be stated and an explanation of why this is being proposed (for example cost recovery, subsidised or nominal as defined in the policy).

Comparative Information – Consider comparative charges levied by other local authorities and include comparatives where applicable.

Financial -:

Proposed new level of charges

Implementation date for the new charges to the commence

Income – Expected net income to be generated by the new charge (per annum)

Costs – Estimated costs of supplying the service including all administrative and overhead costs, one off or ongoing.

Subsidy – Whether any subsidy is to be provided

Concessions – The type and amount (if any) of any proposed concessions (subject to approval)

Impact Assessment - Identify the likely impact on service users including this that currently benefit for the service, the effects of the changes proposed and the impact of any proposed subsidies or concessions. Equality issues must be specifically considered and reported.

Service Impact - Any consequences that the introduction of fees and charges have on other council services must be taken into account.

Collection Method - Proposals for new charges (or the periodic in-depth review of existing charges) must identify what collection methods will be used, this should be in accordance with the policy, for example where cashless systems of payment methods can be implemented.

Consultation – Where necessary include a summary of the consultation conducted and the results of the consultation including any adjustments that have been made as a result or the consultation.

Borough Council of King's Lynn and West Norfolk

Pay Policy Statement 2025/26

(Approved by Full Council on [date to be added])

1 Introduction

This Pay Policy Statement is produced in accordance with Part 1, Chapter 8, section 38 of the Localism Act 2011 (the Act). The Act requires local authorities to publish an annual Pay Policy Statement for the relevant financial year in relation to:

- the remuneration of Chief Officers
- the remuneration of the lowest paid employees
- the relationship between Chief Officers remuneration and that of other officers

however, each local authority has the autonomy to take its own decisions on pay and pay policies.

The Pay Policy Statement must be formally agreed by Full Council and published on the Council's website [add link once published]. The Council's website also includes separately published data on salary information relating to Senior Officers and this can be viewed at [Transparency | Transparency | Borough Council of King's Lynn & West Norfolk](#)

2 Scope

The Pay Policy Statement:

- sets out the Council's pay and reward arrangements for the whole workforce, including senior pay arrangements.
- excludes the pay arrangements and terms and conditions of employment of any employees who have transferred into the Council and are protected under the Transfer of Undertakings (Protection of Employment) regulations.

3 Status of the Policy Statement

The Council must comply with this Pay Policy Statement during the financial year 2025/26. Any decisions taken under powers delegated in the Councils' constitution with regard to remuneration to be taken during 2025/26 will be informed by and must comply with this statement.

The Pay Policy Statement will be reviewed on an annual basis, and a new version of the policy will be approved by Full Council before the start of each financial year.

The Pay Policy Statement can be amended during the course of any financial year, for example as a result of any agreed pay award. However, any change must comply with this Statement. If any amendment is made, the policy will be updated and a revised version published as soon as reasonably possible after the amendment has been agreed.

4 Definitions

“Remuneration” for the purpose of this Pay Policy Statement includes:

- basic salary
- performance related pay
- pension
- any other allowance arising from employment

5 Remuneration of all Employees

The Council operates a system of locally agreed pay, with 12 locally agreed pay grades. Grades SM01 – SM04 are known as our senior manager grades. Grades PG05 – PG12 are known as our performance grades. Grade SM01 is our highest grade and PG12 is our lowest grade.

Each post is allocated to a pay grade through a process of job evaluation.

All pay grades are reviewed locally on an annual basis, having regard to national, regional and local pay and labour market information. Any locally determined increase being applicable from the 1st April.

All employees* are eligible for performance related pay, determined via a performance appraisal system with employees working towards the achievement of individual performance targets. Progression through pay grades is linked to the achievement of these targets. There is no system of automatic increments. (* employees must be in post by 1st October to be eligible for performance related pay the following year).

Performance ratings within the performance appraisal system are:

- 1 – Partially met targets to agreed standards – No performance payment
- 2 – Consistently achieved targets to agreed standards – Performance payment equivalent to 1.5% of the grade mid-point
- 2a – Achieved with merit – consistently achieved targets to agreed standards and exceeded performance in priority areas – Performance payment equivalent to 2% of the grade mid-point
- 3 – Consistently exceeded agreed standards across target areas – Performance payment equivalent to 2.5% of the grade mid-point

All performance related pay is paid as progression with the relevant salary band until the maximum (or any agreed qualification or experience bar within grade) is reached. After this, a non-consolidated lump sum, equivalent to half the progression payment, will be made.

Performance related pay is payable with effect from 1st June each year.

No other form of bonus payment is made to staff at any level within the organisation.

For the purpose of this Pay Policy Statement, employees on pay grade PG12 are defined as our lowest paid employees. No employee is paid lower than the lowest point on the PG12 pay grade. The minimum point on pay grade PG12 is equivalent to £12.26 per hour with effect from 1st April 2024, and subject to further increase from 1st April 2025. This is higher than the national living wage

(which is £11.44 for those aged over 21 with effect from 1st April 2024, increasing to £12.21 on 1st April 2025).

Apprentices are currently paid on the national minimum wage for those aged 21 and over for the first six months of their employment, following which their pay progresses to pay grade PG12.

The Council will maintain the lowest point on the PG12 pay grade as its lowest pay rate for all employees unless this is superseded by changes to the National Living Wage. The Council also monitors the national pay grades for local government employees (as determined by the National Agreement on Pay and Conditions of Service of the National Joint Council (NJC) for Local Government Services) to ensure that its lowest pay point does not fall below the minimum national pay grade rate.

6 Remuneration of Chief Officers

For the purpose of this Pay Policy Statement, Chief Officers are defined as:

6.1 Chief Executive

The Chief Executive is the statutory Head of Paid Service (as defined by section 4(1) of the Local Government and Housing Act 1989) and is paid salary band SM01. The range for this salary band as at 01/04/24 is £116,760 to £162,723 (which will be subject to an update wef 01/04/25). Progression through the grade is linked to performance against agreed targets, with no automatic increases. The Council has considered the relationship between Chief Executive remuneration and that of other staff. The ratio between the salary of the Chief Executive and the median salary for all other employees paid is 1:4.9. The ratio of the Chief Executive's salary to the lowest paid employee is 1:7.2.

The Council does not have a policy on maintaining, reaching or applying a specific pay multiple. However, the Council is conscious that whilst remuneration at all levels needs to be adequate and competitive to secure and retain high quality employees, it must not be excessive.

The Chief Executive also receives a Returning Officer fee in respect of electoral duties. This applies to Parliamentary, County, District and Parish elections, referenda and Police and Crime Commissioner elections. The Council is required to appoint a Returning Officer under Section 35 of the Representation of the People Act 1983. These fees are always based on the latest Returning Officer Charges Order as set by Parliament and the latest County Council Scale of Fees and Charges. The budgets for returning officer fees for national elections are provided by Central Government, and for local elections are provided by the relevant authority.

6.2 Executive Directors

The Council's Executive Director posts report directly to and are directly accountable to the Chief Executive. These posts are paid on salary band SM02. The range for this salary band as at 01/04/25 is £80,793 to £122,688. Progression through the grade is linked to performance against agreed targets, with no automatic increases.

6.3 Other Statutory Officers – The Section 151 Officer and the Monitoring Officer

The Assistant Director Resources undertakes the role of Chief Finance Officer (Section 151 Officer as defined in section 151 of the Local Government Act 1972).

The Assistant Director Legal Services undertakes the role of Monitoring Officer (as defined in section 5(1) of the Local Government and Housing Act 1989).

Both postholders are Assistant Director level posts included in the definitions set out in section 4 below. Remuneration for the statutory duties undertaken by these postholders is incorporated in the salary band SM03/04.

6.4 Assistant Directors

Assistant Directors report directly to and are accountable to Executive Directors. These posts are paid on the salary band SM03/04. The range for this salary band as at 01/04/25 is £53,856 to £97,512. Progression through the grade is linked to performance against agreed targets, with no automatic increases.

Recruitment to the posts of Chief Executive, Executive Directors, the Section 151 Officer and the Monitoring Officer are delegated to the Council's Appointment Board. Appointments to the roles of Chief Executive (Head of Paid Service), Section 151 Officer and Monitoring Officer are subject to approval by Full Council.

The establishment of any new posts with a proposed salary package of £100,000 per annum or greater are subject to approval by Full Council.

7 General Principles Applying to Remuneration of all Employees

Starting salary on appointment is determined by assessment of relevant experience and competence to undertake the job role and taking account of current salary level. Salary on appointment will be within the salary range for the post.

Access to the Council's relocation scheme will be granted in circumstances where a new starter needs to move to the area and meets the criteria set out in the relocation scheme.

In circumstances where an employee takes on additional responsibilities/duties the relevant line manager may make a case for the employee's post to be re-evaluated via the job evaluation scheme or for the employee to receive additional progression through their existing pay grade, subject to the maximum point of the grade not being exceeded.

Where appropriate, the Council will pay an honorarium to recognise additional responsibilities that have been undertaken to assist the Council during a particular period or for a particular purpose.

Some employees are employed in posts with defined salary progression points which recognise the achievement of qualifications and/experience with automatic progression to an increased salary

point within their pay grade. Alternatively, some posts have a qualification ‘bar’ which prevent salary exceeding a certain point unless specified criteria is met.

A small number of posts within the Council attract an enhancement for working unsociable hours.

8 Car Allowances and Expenses

Essential user car allowances have been provided in appropriate circumstances. This allowance is paid in accordance with the rates agreed by the NJC for Local Government Services.

Employees who are required to travel in order to carry out their duties will be recompensed with mileage rates paid in accordance with HMRC’s Approved Mileage Allowance Payments (currently 45 pence per mile for the first 10,000 miles).

A small number of posts are designated with access to a contract hire scheme (as an alternative to an essential user car allowance). Mileage rates for contract hire car holders are paid in accordance with HMRC Advisory Fuel Rates.

Subsistence will be paid to employees who necessarily incur additional expenses in the course of their work. Claims must be supported by a corresponding receipt. Actual expenditure is reimbursed, subject to locally agreed maximum amounts.

Current allowance and expenses rates are as follows:

Essential User Lump Sum (per annum)	451 – 999cc £846	1000 - 1199cc £963	1200+ cc £1,239
Essential and casual users pence per mile	First 10,000 miles £0.45	After 10,000 miles £0.25	
Lease car users – pence per mile (diesel)	Up to 1600cc £0.11	1601 – 2000cc £0.13	Over 2000 £0.17
Lease car users – pence per mile (petrol)	Up to 1400cc £0.12	1401 – 2000cc £0.14	Over 2000cc £0.23
Subsistence amounts	Breakfast £6.72 Lunch £9.28 Tea £3.67 Evening Meal £11.48		
Overnight out of pocket expenses	£4.26		
Carer’s Allowance	£12.26		

9 Pension

All employees may join the Local Government Pension Scheme (LGPS). The scheme is a statutory scheme with a sliding scale of contributions from employers and the employer, based on annual salary. For more comprehensive details of the LGPS please see [Home | Norfolk Pension Fund](#) or [Home :: LGPS](#)

10 Flexible Retirement

The Council will consider requests for flexible retirement from employees aged 55 and over who wish to reduce their grade and/or hours of work. This enables the employee to have immediate access to the Local Government Pension Scheme benefits whilst retaining employment. Requests are normally only granted when the overall financial impact is neutral or results in savings for the Council. The Council does not waive any actuarial reductions resulting from early payment of pension benefits for flexible retirement.

11 Professional Fees

The Council reimburses one professional membership fees/subscriptions where:

- employees are undertaking approved studies towards a professional qualification, which requires professional membership. The subscription is paid for the period of the studies, subject to satisfactory progress being made.
- specified professions where full membership of an approved professional body is an essential requirement of the job role.

12 Salary Sacrifice

The Council currently provides salary sacrifice arrangements for childcare vouchers and the cycle to work initiative. Additional salary sacrifice schemes may be added to enhance the Council's offer to existing and new employees.

13 Gender Pay Gap

Since March 2018 the Council is required by law to report annually on its gender pay gap and publish this information. The Council's gender pay gap information can be viewed at [Equality | Equality | Borough Council of King's Lynn & West Norfolk](#)

14 Re-engagement

The Pay Policy determines that staff, who left the Council for reason of redundancy, or staff who received an ex-gratia payment and/or payment under a Settlement or COT3 Agreement of any value, will not ordinarily be re-employed by the Council within 6/12 months of leaving. Re-employment includes interim and consultant roles or any form of worker, engaged directly or indirectly through an agency, contract for services or similar. The purpose of this is to ensure management take all reasonable steps to minimise redundancies, to maximise redeployment opportunities for current staff and to proactively manage people costs.

15 Severance Arrangements

15.1 Redundancy Payments

Employees who are dismissed on the grounds of redundancy and who have a minimum of two years' continuous local government service will be entitled to a statutory redundancy payment calculated based on an employees' age, length of service and gross weekly pay, up to a statutory maximum.

The Local Government (Early Termination of Employment) (Discretionary Compensation) England and Wales Regulations 2006 enable local authorities to pay discretionary compensation in certain circumstances above the statutory entitlement. The Council has exercised its discretion to increase the redundancy payment as follows:

- the statutory upper pay limit will be disregarded, and redundancy payments will be calculated based on actual weeks' pay
- the redundancy payment will be enhanced by a factor of 2 plus further enhancement of 1 in recognition of service with BCKLWN

Redundancy calculations are the same across the Council, irrespective of position or pay grade.

15.2 Severance packages

In exceptional circumstances and where the business case supports it, the Council may agree to a severance package in relation to termination of employment or to avoid or settle a legal claim. Severance packages of £100,000 or more will be considered at Full Council. Any such package must be in accordance with the Statutory guidance on the making and disclosure of Special Severance Payments by Local Authorities in England (2022).

Stage 1 - Pre-Screening Equality Impact Assessment

For equalities profile information please visit [Norfolk Insight - Demographics and Statistics - Data Observatory](#)

Name of policy/service/function	Pay Policy Statement				
Is this a new or existing policy/service/function? <i>(tick as appropriate)</i>	New	<input checked="" type="checkbox"/>	Existing	<input type="checkbox"/>	
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, and identify relevant legislation.	To agree the Council's Pay Policy Statement for the 2025/26 year. Production of the policy statement is a statutory requirement and content of the policy statement is governed by the requirements of the Localism Act 2011.				
Who has been consulted as part of the development of the policy/service/function? – new only <i>(identify stakeholders consulted with)</i>	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, 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> <p><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></p>		Positive	Negative	Neutral	Unsure
	Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Sex	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender Re-assignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Marriage/civil partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Pregnancy & maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Religion or belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Sexual orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Armed forces community	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Care leavers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Other (eg low income, caring responsibilities)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question	Answer	Comments	
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No		
3. Could this policy/service be perceived as impacting on communities differently?	No		
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No		
5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	Yes	Actions: The policy statement is designed to provide an open and transparent framework for rewarding staff – it does not in itself create any impacts, rather it sets out the Council's approach which officers must operate within. Therefore no specific actions are required.	Actions agreed by EWG member:
<p>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</p> <p>*An effective pay policy statement provides an open and transparent framework for rewarding staff, that ensures clarity, fairness and consistency in the remuneration of Officers (including the Chief Executive and other senior staff). As well as ensuring compliance with the Localism Act (2011), the policy statement provide employees with clarity of the specific terms and conditions that apply to their employment and ensure that the Council has fair, consistent and effective processes for the remuneration of staff which avoids all forms of discrimination, specifically in relation to the protected characteristics detailed in the Equality Act.</p> <p>Decision agreed by EWG member: ...C. Marriott.....</p>			
Assessment completed by: Name	Becky Box		
Job title	Assistant Director, Central Services		
Date completed	19 th November 2024		
Reviewed by EWG member	C. Marriott	Date	20.12.2024

Appendix 6 - Internal Drainage Board - Estimated Levies 2024/2029

Board	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
	Actual	Estimate	Projection	Projection	Projection
(1)	(2)	(3)	(4)	(5)	(6)
	£	£	£	£	£
Churchfield and Plawfield	38,654	37,800	38,710	39,420	40,210
Downham and Stow Bardolph	63,434	67,870	69,500	70,770	72,190
East of Ouse, Polver and Nar	369,854	395,740	405,240	412,660	420,910
Hundred Foot Washes	182	180	180	180	180
Hundred of Wisbech	1,578	1,450	1,480	1,510	1,540
King's Lynn Internal Drainage Board	2,295,150	2,368,630	2,425,480	2,469,870	2,519,270
Littleport and Downham	32,684	34,970	35,810	36,470	37,200
Manea and Welney	24,708	25,530	26,140	26,620	27,150
Middle Level	265,525	280,050	286,770	292,020	297,860
Needham and Laddus	27,163	27,810	28,480	29,000	29,580
Nordelph	1,883	1,780	1,820	1,850	1,890
Norfolk Rivers	23,618	24,500	25,090	25,550	26,060
Northwold	288	310	320	330	340
Southery and District	263,827	282,290	289,060	294,350	300,240
Stoke Ferry	53,057	56,770	58,130	59,190	60,370
Stringside	2,229	2,390	2,450	2,490	2,540
Upwell	46,144	39,450	40,400	41,140	41,960
Total	3,509,978	3,647,520	3,735,060	3,803,420	3,879,490

Notes

The above estimates are based on increases between 7% and 12.5% based on pre budget discussions with Internal Drainage Boards. It should be noted that the estimates are likely to change once Internal Drainage Boards have finalised their requirements in the coming months.

Special Expenses 2025/2026

Parish	Taxbase	Special Expenses Cost £	2024/25 Special Expenses Band D Charge £	2025/26 Special Expenses Band D Charge £
Barton Bendish	102	20	0.21	0.20
Bircham	272	240	0.92	0.88
Brancaster	1,066	160	0.19	0.15
Burnham Market	850	1,200	1.78	1.41
Burnham Thorpe	113	150	1.50	1.32
Castle Acre	386	50	0.11	0.13
Clenchwarton	714	1,510	1.83	2.12
Denver	334	1,470	4.17	4.40
Dersingham	1,851	1,130	0.59	0.61
Docking	697	590	0.99	0.85
Downham Market	3,929	116,340	26.82	29.61
East Rudham	267	40	0.17	0.15
East Winch	313	3,360	10.26	10.73
Emneth	950	1,890	1.91	1.99
Feltwell	775	1,490	1.88	1.92
Fincham	209	340	1.67	1.63
Gayton	541	3,260	3.65	6.03
Great Massingham	361	90	0.26	0.25
Grimston	761	2,060	2.62	2.71
Heacham	2,121	13,040	6.30	6.15
Hilgay	434	4,850	9.77	11.18
Hillington	130	50	0.39	0.38
Hockwold	416	300	0.69	0.72
Hunstanton	2,556	89,410	37.15	34.98
King's Lynn	11,192	626,600	52.53	55.99
Leziate	281	340	1.13	1.21
Marham	777	1,050	1.13	1.35
Marshland St James	484	30	0.06	0.06
Methwold	630	470	0.74	0.75
North Creake	217	590	3.00	2.72
North Wootton	877	8,860	9.40	10.10
Northwold	453	240	0.51	0.53
Old Hunstanton	492	1,440	3.75	2.93
Outwell	731	2,880	3.85	3.94
Pentney	248	90	0.35	0.36
Roydon	139	350	2.40	2.52
Runcton Holme	244	30	0.13	0.12
Shouldham	247	10	0.04	0.04
Snettisham	1,248	780	0.56	0.63
South Creake	334	490	1.66	1.47
South Wootton	1,763	8,030	4.07	4.56

Parish	Taxbase	Special Expenses Cost £	2024/25 Special Expenses Band D Charge £	2025/26 Special Expenses Band D Charge £
Southery	453	1,480	3.21	3.27
Stoke Ferry	398	940	2.29	2.36
Syderstone	252	160	0.67	0.63
Terrington St Clement	1,374	6,320	4.32	4.60
Terrington St John	308	1,120	3.54	3.63
Thornham	542	40	0.10	0.07
Tilney All Saints	204	180	0.87	0.88
Tilney St Lawrence	502	1,050	2.01	2.09
Upwell	985	5,130	5.05	5.21
Walpole	624	240	0.29	0.38
Walpole Cross Keys	187	190	0.75	1.01
Walpole Highway	257	640	2.14	2.49
Walsoken	537	1,040	1.82	1.94
Watlington	855	2,070	2.21	2.42
West Acre	84	50	0.63	0.60
West Dereham	168	80	0.50	0.47
West Walton	626	300	0.41	0.48
West Winch	1,011	2,230	2.07	2.21
Wiggenhall St Germans	473	960	1.92	2.03
Wiggenhall St Mary Magdalen	239	1,420	5.71	5.94
Wimbotsham	257	570	2.10	2.22
Total		921,530		

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 minimum level of general fund reserve balance is 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 outturn report to Council 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 previously reviewed at the Cabinet meeting on the 30 July 2024 as part of the Revenue Outturn 2023/2024 report. A further review has been undertaken resulting in an overall decrease to the maximum level. The changes are reported below.

Earmarked Reserves Purpose	Minimum Balance	Maximum Balance	Previous Maximum
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.	£0	£100,000	£300,000
Capital Programme Resources This reserve consists of past and annual revenue contributions (RCCO). It will be used to finance the capital programme.	£0	£7,500,000	£8,500,000
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.	£50,000	£250,000	£300,000
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.	£150,000	£300,000	£800,000
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.	£500,000	£2,000,000	£2,700,000
Holding Accounts The Holding Accounts reserves consist of a number of accounts which hold year-end balances on operational surpluses/deficits.	£200,000	£3,000,000	£3,500,000

Earmarked Reserves Purpose	Minimum Balance	Maximum Balance	Previous Maximum
<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	£7,000,000	£7,000,000
<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	£600,000	£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	£500,000	£800,000
<p>Grants Reserves These reserves hold unspent funds received as grants from external bodies for specific schemes/projects.</p>	£0	£4,000,000	£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	£5,500,000	£7,000,000
<p>Project reserves These reserves are set up to hold funds earmarked for specific projects that will be delivered in future years.</p>	£0	£4,500,000	£4,400,000
<p>Other The 'Other' Reserves consists of a number of miscellaneous accounts that are basically operational in nature e.g. various system suspense accounts. The review of Earmarked Reserves during 2021/2022 identified a sum of £3m to be set-a-side to invest in schemes or support spend to assist with closing the project budget gap in 2025/2026.</p>	£0	£300,000	£200,000
Total	£950,000	£35,550,000	£41,800,000

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 Chris Morley, Portfolio Holder for Finance E-mail: cllr.chris.morley@west-norfolk.gov.uk			Other Cabinet Members consulted: None		
Lead Officer: Michelle Drewery, Assistant Director Resources (S151 Officer) E-mail: michelle.drewery@west-norfolk.gov.uk Direct Dial:01553 616432			Other Members consulted: None		
Lead Officer: Michelle Drewery, Assistant Director Resources (S151 Officer) E-mail: michelle.drewery@west-norfolk.gov.uk Direct Dial:01553 616432			Other Officers consulted: Michelle Drewery, Assistant Director - Resources		
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications YES	Equal Impact Assessment NO	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: 4 February 2025

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 2025/2026 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 Council's 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 Council's 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 council 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 2024 - 2029
Budget Monitoring Reports
Statement of Accounts
Corporate Strategy 2023-2027

Borough Council of Kings Lynn and West Norfolk

CAPITAL STRATEGY 2025/2026

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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 Strategy

The Council publishes a Corporate Strategy which sets out the broad framework for the Council's aims for the period up to May 2027. The Corporate Strategy 2023-2027 was adopted by Council on 23 November 2023.

The four priority aims within the new plan are:

- a. Promote growth and prosperity to benefit West Norfolk
- b. Protect our environment
- c. Efficient and effective delivery of our services
- d. Support 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 Strategy 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.

Major Projects are monitored by Officers and Members through the Members Major Project Board.

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 councils 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 council's 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 council 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 Statutory Instrument 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 Programme Process

The procedural framework outlines the three-tier structure of our capital programme, ensuring thorough planning, execution, and monitoring of all capital projects from development through to major project completion.

1. Development Stage

The purpose of this stage is to involve initial fact-finding, project development, and preliminary research to assess the feasibility and benefits of proposed projects.

Fact-Finding and Needs Assessment (Discovery Phase):

- During this phase, the strategic context of the project is determined. Workshops and wider officer consultations are conducted, followed by the preparation of a mandate and a risk register.
- The outputs of this phase include workshop outcomes, the mandate, and the risk register.
- The finance process involves Strategic Assessment Approval, with no approvals required at this stage.

Project Development (Initiate Phase):

- In this phase, the business justification for the project is made by exploring the preferred way forward, outlining the procurement strategy, and developing the project management approach.
- The outputs include the Strategic Outline Business Case, Outline Procurement Strategy, and the Project Management Plan.
- The finance process involves requesting New Capital Project Approval by completing the Capital Appraisal Form and submitting it to Finance where once approved it will be added to Tier 3 of the Capital Programme.

Research on Benefits and Feasibility (Plan Phase):

- The delivery strategy is determined by assessing potential Value for Money (VfM) and preparing for the potential deal, ascertaining affordability and funding requirements, and planning for successful delivery.
- The outputs include the Engagement Strategy, Project Definition, and the Outline Business Case.
- The finance process involves requesting approval to implement the capital project by completing the Request to Proceed with the Capital Project form and submitting it to Finance where this will then be subject to approval by Cabinet (or Council if outside the approved Capital Framework). Once approved the project will be promoted to Tier 1 or 2 of the Capital Programme depending on whether the project is classed as a major project or not.

2. Operational Stage

The purpose of this stage is to focus on the actual implementation, monitoring, and management of capital projects.

Project Implementation (Plan Phase):

- During this phase, the investment strategy is to procure the Value for Money (VfM) solution and contract for the deal.
- The outputs include the Affordability Review, Funding Commitments, Project Delivery Preparation, and the Full Business Case.

Progress Monitoring (Implementation & Delivery Phase):

- This phase involves delivering the project, conducting regular monitoring and assurance, identifying lessons throughout the process, and preparing for service readiness.
- The outputs include Project Delivery, Monitoring Reports, Readiness for Service, and End of Project Delivery.
- If budget changes are required, the finance process involves completing the Request to Change/Amend Capital Project form and submitting it to Finance where this will then be subject to approval by Cabinet (or Council if outside the approved Capital Framework).

3. Major Projects Stage

The purpose of this section is designated for projects deemed major by the Cabinet, requiring additional oversight and resources.

Cabinet Approval:

- Detailed project proposals are submitted to the Cabinet, including comprehensive plans, budgets, and timelines. Formal approval is obtained, and necessary resources are allocated for project execution. Full Council approval may be required if outside the approved Capital Framework.

Large-Scale Implementation:

- This phase involves coordinating large-scale activities, ensuring the proper allocation of manpower, equipment, and materials. Advanced project management techniques are utilised to manage complex project components.

Enhanced Monitoring and Oversight:

- A dedicated oversight committee (Member Major Projects Board) is established to provide additional scrutiny and guidance. Frequent reviews and audits are conducted to ensure project alignment with strategic goals and compliance with regulations.

Long-Term Impact Assessment (Close Phase):

- The operational review and benefits realization phase involves handing over to operational teams, conducting long-term impact assessments, and documenting lessons learned and best practices.
- The outputs include Lessons Learned and the Closure Report.
- This process also involves Operational Review & Benefits Realisation

This structured approach ensures a comprehensive and methodical process for managing capital projects, from initial development through to major project completion, enhancing efficiency and effectiveness in delivering public value.

3.4 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 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.

3.5 A long-term view of capital expenditure plans

Over recent years the council has undertaken a number of cost-reduction initiatives that have supported 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 schemes to help bring these sites forward for development.

The Council also created the King's Lynn Town Deal Board which brings together a diverse range of individuals with representatives from all tiers of local authority, Members of Parliament, local businesses, the Local Enterprise Partnership, Business Improvement District, Queen Elizabeth Hospital, College of West Anglia and the community. Led by a chair from the private sector - in line with government guidance - the board brings together diverse expertise, experience, and knowledge, and a shared passion for the town and its long-term success. Working with our partners, the Town Deal Board have created a vision and strategy for the town, developed from a robust evidence base, informed by extensive consultation and engagement. This is set out in a Town Investment Plan. The Board is making sure that the Towns Fund investment and Town Deal projects will create a new future for King's Lynn that builds on its historic past.

In addition to the above the council is also in the process of delivering:

- Florence Fields Housing Development; and
- Acquisition of premises for accommodating temporary homeless, which draws upon Government grant with match funding from the Council.

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.

3.6 Linking Asset Management Planning to the Corporate Strategy

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 has begun the process of developing an Asset Management Strategy. The Capital programme may fundamentally change as a result of this document, as it determines the best approach to managing, maintaining and using its assets. A key element of achieving our goals is how the Council uses all our resources, and this includes our land and buildings. The Council holds and are responsible for the following assets groups:

Community assets

Community assets are those assets that we intend to hold in perpetuity that can promote social inclusion and improve the health and well-being of citizens. This includes public open spaces, memorials, parks, shelters, sports pitches and public toilets.

Heritage assets

Heritage assets are those assets that are intended to be preserved in trust for future generations because of their cultural, environmental, or historical associations/significance.

Infrastructure assets

Infrastructure assets are long lasting tangible assets that add value and are an integral part of land and buildings. These assets tend to be part of a larger component or system for example linked to transport, communication, water, sewage, bridges, and sea defences and need to be maintained to ensure functionality in the delivery of effective and efficient delivery of services.

Operational assets

Operational assets are those assets used to deliver front line services and the daily operation of the business for us.

The council's Corporate Strategy 2023-2027 sets out the high-level commitments for the council. These are set out below with some examples of how asset management planning has (or will) contribute 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):

Promote growth and prosperity to benefit West Norfolk

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 agreed to invest in the development of new commercial premises at the Nar Ouse Enterprise Zone with additional financial support through a long-term funding arrangement with New Anglia Local Enterprise Partnership.

As well as the new commercial premises the council’s cabinet has agreed to invest in providing secondary road and utility infrastructure on the Nar Ouse Enterprise Zone as well as undertaking further remediation works, on one of the east of England’s largest brownfield regeneration sites. 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 our environment

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 now helps divert water flow from the Gaywood River to reduce the risk of 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’s Cabinet has recently decided to help facilitate the protection of a large swathe of land at Harding’s Way with the approval to pursue a Town and Village Green. This will secure the area as a protected public open space, as well as the delivery of a community orchard, and an arboreal art installation.

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. More recently, a number of other council owned properties have had a mix of air source and ground source heat pumps installed to take advantage of opportunities to use or generate more sustainable energy. In addition to this, the council has a programme for replacing street lamps for which it has responsibility with new LED bulbs that will help with reducing the council’s overall operational carbon footprint. The council is also ensuring that the housing development schemes include a range of carbon reduction measures in addition to biodiversity, environmental enhancements include air source heat pumps, solar PV, electric vehicle charging points, thermal efficiency / insulation above building regulation requirements, enlarged windows to enhance natural daylight, flood resilience and resistance.

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.

Supporting our communities

The council was awarded £25m of Town Deal funding to invest in regeneration interventions that will drive economic growth over the next 5 years. The approved 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, cycling and public transport. As part of the Town Deal funding high quality public realm areas will be created and it is proposed that a programme of small, more intimate, events will also be developed to tie-in with the programme of larger events such as the Festival and Fawkes in The Walks that can be enjoyed by residents and visitors alike.

The council has managed the provision of leisure facilities and activities through its own leisure company at Lynnsport, St James Swimming Pool, Downham Market Leisure Centre and at Oasis Leisure Centre in Hunstanton. A decision has been made to bring these services back within the council from 1 April 2025. The council is also undertaking a review of options for upgrading/replacing of some of the facilities.

3.7 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 loan arrangements will be subject to close, regular monitoring and reporting.

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 exists to address gaps in provision of different types of affordable housing including temporary accommodation for those in the greatest housing need, particularly vulnerable homeless households. The emerging business plan sets out the strategic ambition and objectives for the company as defined by the BCKLWN. The new business plan reflects new challenges and prevailing circumstances including:
 - Supporting the council's role in homelessness prevention and eradicating rough sleeping through new temporary accommodation provision;
 - increasing the supply of new affordable housing by continuing to invest in s106 affordable from council development sites, and where appropriate s106 units from 3rd party developers;
 - Supporting the regeneration activities of the council by exploring investment opportunities on brownfield sites and existing vacant buildings;

- In conjunction with the council - meeting specific needs of households under the government's Local Authority Housing Fund to accommodate Afghan and Ukraine households.
- West Norfolk Property Limited to provide housing to rent on a commercial basis. A minimum level of 20% of Private Rented Sector housing developments for all large and urban developments to be retained by the Council subject to monitoring and reviews. However, the Council will also endeavour to increase this level to the maximum amount permitted where possible. These houses also support climate change actions by including a range of carbon reduction measures.

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.

At a meeting of the Cabinet 15 January 2024, it was recommended and agreed that, *“delegated authority be granted to the Section 151 Officer in consultation with the Portfolio Holder for Business to amend the Capital Strategy for 2023-2024 to reflect the approved Drawdown facility to the Companies”*. This activity is likely to impact on the Treasury Management Strategy from 2025 onwards. The timescales are being influenced by market conditions and appropriate due diligence assessments undertaken by both the Council itself and the Board of the appropriate Company.

In consideration of this strategy the Council have approved the principle of borrowing in order to lend to its own companies and granted delegated authority to the Section 151 Officer in consultation with the Portfolio Holder for Business to update both the Capital Strategy and the Treasury Management Strategy to reflect the approved drawdown facility to the Companies. The impact of this facility will be monitored through the quarterly monitoring of Treasury Management Activity to the Audit Committee.

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 £50 million. The loan arrangement for the companies will require further due diligence undertaken before drawdown is approved by the Shareholder Committee. Both the Shareholder Committee and Audit Committee will receive regular updates on performance of the loan arrangements.

3.8 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.

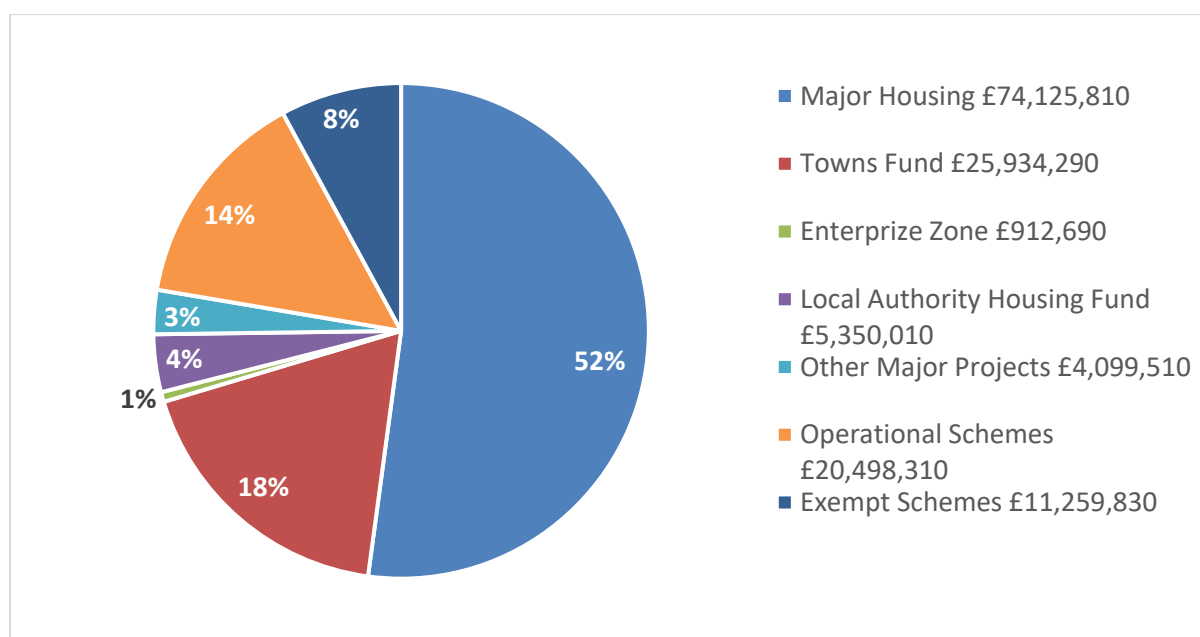
The Capital Strategy requires the Council each year as part of the Budget process to review and project forward over a five-year period an estimate of capital resources that will be available to fund a capital programme.

The Capital Strategy requires service managers to follow the Council's Financial Regulations.

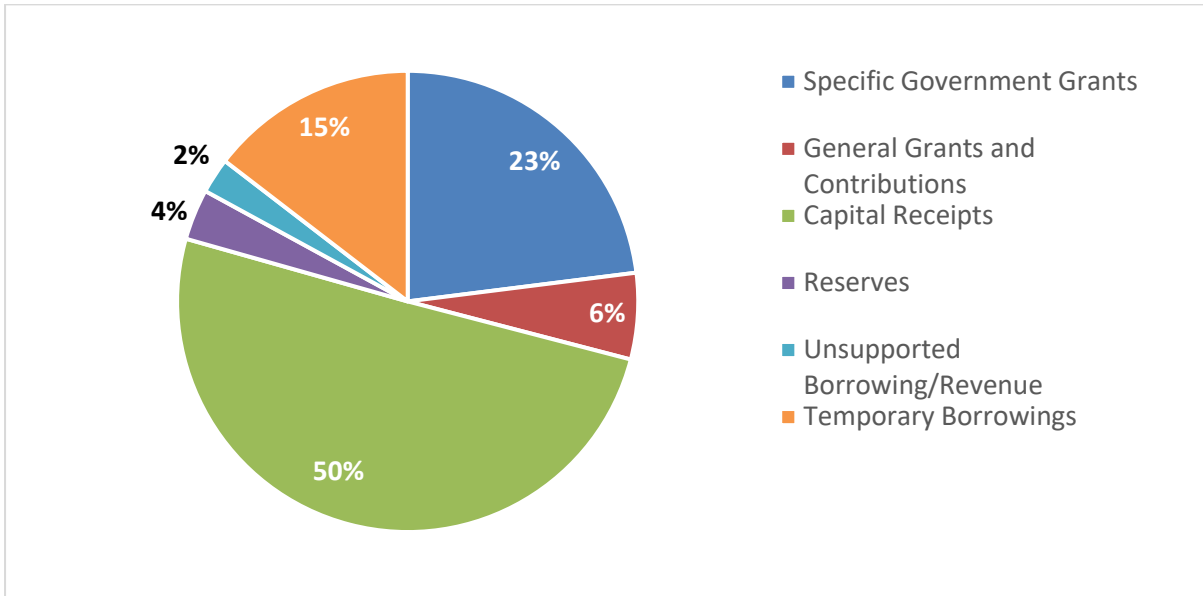
3.9 Capital Programme 2024-2029 Overview

In 2024/2025, the Council is planning capital expenditure of £48.9. The medium-term capital programme 2024-2029 is summarised in the following charts.

Capital Estimates 2024/2029 – Expenditure



Capital Estimates 2024/2029 – Funding



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.

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 2025/2026 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

The council holds a commercial portfolio and will invest in order to keep these properties in a state of repair such as to continue to obtain a reasonable rental income.

With central government financial support for local public services declining, Councils are looking for more innovative means of securing sustainable income sources. A requirement of the prudential code is that borrowing is not used to fund investments with a primary purpose of financial return. This council has not undertaken any borrowing for this purpose.

The Council will consider opportunities for investment in properties that have the potential to earn rental income or for capital appreciation or both where the primary reason is not for financial return but for purposes of regeneration or other social value benefits to the Borough. The council accepts higher risk on property investment than with treasury investments 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 allocated to the Local Property Fund will 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.
- 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 2024-2029

Budget Monitoring Reports

Statement of Accounts

Corporate Strategy 2023-2027

APPENDIX 1 - Capital Loans as at 31 December 2024

Capital Loan	Rate %	Principal at 1 April 2024	In Year Repayments	Balance c/fwd at 31 December 2024
West Norfolk Housing Company	4.50 + BR	3,169,368	(20,892)	3,148,476
Total Capital Loans		3,169,368	(20,892)	3,148,476

Interest Receivable	In Year Interest Receivable to 31 December 2024
West Norfolk Housing Company	(133,183)
Total Interest Receivable	(133,183)

APPENDIX 2 – Glossary

Term	Definition
Authorised Limit for External Borrowing	Represents a control on the maximum level of borrowing.
Capital Expenditure	Expenditure capitalised in accordance with regulations i.e. material expenditure either by Government Directive or on capital assets, such as land and buildings, owned by the Council (as opposed to revenue expenditure which is on day to day items including employees' pay, premises costs and supplies and services).
Capital Financing Requirement (CFR)	A measure of the Council's underlying borrowing need i.e. it represents the total historical outstanding capital expenditure which has not been paid for from either revenue or capital resources. The difference between the CFR and the total of long-term liabilities and existing and new borrowing indicates that the Council has made temporary use of internal cash balances to finance the capital programme. This is known as "internal borrowing".
Capital Loan	Funding that KLWN provide to support the transfer of housing to West Norfolk Housing Co. Ltd.
Counterparties	Financial Institutions with which funds may be placed
Internal Borrowing	the Council can finance the capital programme (on a temporary basis) by using its cash balances. These are essentially earmarked reserves, general fund reserves and net movement on current assets. As the cash in these reserves is not required in the short term for the reserves' specific purposes, it has been utilised to reduce external borrowing. It costs less than external borrowing, the cost being the opportunity cost of interest foregone by not investing the cash.
Minimum Revenue Provision (MRP)	Revenue charge to finance the repayment of debt. for capital expenditure that had not yet been met from grants, contributions or capital receipts.

Operational Boundary	Limit which external borrowing is not normally expected to exceed.
Unsupported borrowing	Funded from within the budgets of services. Used for mobile assets, typically vehicles.

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 Chris Morley, Portfolio Holder for Finance E-mail: cldr.chris.morley@west-norfolk.gov.uk		Other Cabinet Members consulted:		None
		Other Members consulted:		None
Lead Officer: E-mail: @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:

TREASURY MANAGEMENT STRATEGY STATEMENT, MINIMUM REVENUE PROVISION POLICY STATEMENT AND ANNUAL INVESTMENT STRATEGY 2025/2026

Summary

The Council is required to receive and approve a Treasury Management Strategy Statement; Annual Investment Strategy; and Minimum Revenue Provision Policy Statement which covers:

- The Treasury Management Strategy
- Capital plans, including prudential indicators
- A Minimum Revenue Provision (MRP) Policy
- An Investment Strategy

This report covers the requirements of the Local Government Act 2003, the Chartered Institute of Public Finance Accountants (CIPFA) Prudential Code, The Ministry of Housing, Communities and Local Government (MHCLG), MRP Guidance, the CIPFA Treasury Management Code and the MHCLG Investment Guidance.

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 MHCLG's guidance. The Council has used this template in preparing this report.

This report looks at the period 2024-2029, which fits with the Council's Financial Strategy 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.

Recommendations

Cabinet is asked to recommend that Council approve:

- **The Treasury Management Strategy Statement 2025/2026, including treasury indicators for 2025-2029.**
- **The Minimum Revenue Provision Policy 2025/2026**
- **The Investment Strategy 2025/2026**

Reason for the Decision

The Council must have approved a Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2025/2026 by 31 March 2025.

Treasury Management Strategy Statement

Minimum Revenue Provision Policy Statement and Annual Investment Strategy

English HRA local authorities
2025/26

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1.1 Background

The Council is required to operate a balanced revenue 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 it 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 risk or cost objectives.

The contribution the treasury management function makes to the Council 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.

CIPFA defines treasury management as:

“The management of the local Council's borrowing, investments and cash flows, including 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.”

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.

1.2 Reporting Requirements

1.2.1 Capital Strategy

The CIPFA 2021 Prudential and Treasury Management Codes require all local authorities to prepare 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 Council'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.

- a. **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)

- b. **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 Council will receive quarterly update reports.

- c. **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) has also been 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 for 2025/26

The strategy for 2025/26 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 position
- treasury indicators which limit the treasury risk and activities of the Council
- 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, MHCLG Investment Guidance, MHCLG MRP Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code.

1.4 Training

The CIPFA Treasury Management 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.

Members have recently undertaken a self-assessment exercise which is now being reviewed to identify and inform a training programme for 2025/2026.

The training needs of 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.

A formal record of the training received by officers central to the Treasury function will be maintained by Personnel and on the CiPHR HR system. Similarly, a formal record of the treasury management/capital finance training received by members will also be maintained by Democratic Services.

1.5 Treasury Management Consultants

The Council uses Link Group, Link Treasury Services Limited as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

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

2. THE CAPITAL PRUDENTIAL INDICATORS 2025/26 – 2027/28

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 are prudent, affordable and sustainable.

2.1 Capital Expenditure and Financing

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts: -

	2024/2025 £	2025/2026 £	2026/2027 £	2027/2028 £	2028/2029 £
Major Projects	43,864,950	36,057,000	24,686,790	5,813,570	0
Community and Partnerships	2,210,000	2,564,350	2,477,500	2,477,500	2,477,500
Resources	517,380	850,000	350,000	200,000	0
Programme and Projects	50,000	150,000	0	0	0
Property and Projects	47,730	264,000	0	0	0
Operational and Commercial Services	1,211,590	2,421,820	406,000	213,750	477,280
Leisure and Community Facilities	369,430	472,480	260,000	15,000	15,000
Total	48,271,080	42,779,650	28,180,290	8,719,820	2,969,780
Major Projects (Exempt)	660,000	167,000	3,104,320	3,266,780	4,061,730
Total Capital Programme	48,931,080	42,946,650	31,284,610	11,986,600	7,031,510

Other long-term liabilities - the above financing need excludes other long-term liabilities, leasing arrangements that already include borrowing instruments.

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

Financing Capital Expenditure	2024/2025 £	2025/2026 £	2026/2027 £	2027/2028 £	2028/2029 £
Capital Receipts	10,911,463	38,416,205	33,797,944	6,782,500	-
Capital Grants	20,186,278	10,705,374	2,853,904	5,352,684	2,212,174
Capital Receipts Reserves	1,743,222	1,579,216	555,326	405,326	205,326
Reserves/Revenue Contributions	2,601,670	2,095,640	338,000	15,000	15,000
Unsupported Borrowing	934,490	1,395,510	388,000	273,750	537,280
Total	36,377,123	54,191,945	37,933,174	12,829,260	2,969,780
CFR Reduced/(Increased) by	(12,553,957)	11,245,295	6,648,564	842,660	(4,061,730)
Net financing need for the year	12,553,957	(11,245,295)	(6,648,564)	(842,660)	4,061,730

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 its 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 CFR includes any other long-term liabilities (e.g., PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of schemes include a borrowing facility by the PFI, PPP lease provider and so the Council is not required to separately borrow for these schemes.

The Council is asked to approve the CFR projections below:

Capital Financing Requirement (CFR)	2024/2025 Estimate £ '000	2025/2026 Estimate £ '000	2026/2027 Estimate £ '000	2027/2028 Estimate £ '000	2028/2029 Estimate £ '000
Opening CFR	53,677	65,096	52,696	44,854	42,794
Additional CFR Expenditure	12,554	(11,245)	(6,649)	(843)	4,062
Net Financing Need Total	66,231	53,851	46,047	44,012	46,856
Less MRP and other financing movements	(1,134)	(1,156)	(1,193)	(1,217)	(1,369)
Closing CFR	65,096	52,696	44,854	42,794	45,488
Movement in CFR	11,419	(12,401)	(7,841)	(2,060)	2,693

2.3 Liability Benchmark

The Council is required to estimate and measure the Liability Benchmark (LB) for the forthcoming financial year and the following two financial years, as a minimum.

There are four components to the LB: -

1. **Existing loan debt outstanding:** the Council's existing loans that are still outstanding in future years.
2. **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.
3. **Net loans requirement:** this will show the Council'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.
4. **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	2024/2025 Estimate £ '000	2025/2026 Estimate £ '000	2026/2027 Estimate £ '000	2027/2028 Estimate £ '000	2028/2029 Estimate £ '000
General fund balances / ear marked reserves	(38,546)	(41,364)	(40,616)	(38,976)	(37,661)
Capital receipts	(5,055)	(3,626)	(3,221)	(2,965)	(2,910)
Provisions (Collection Fund)	(1,479)	(1,479)	(1,479)	(1,479)	(1,479)
Total core funds	(45,080)	(46,469)	(45,316)	(43,420)	(42,050)
Working capital	(10,491)	(10,491)	(10,491)	(10,491)	(10,491)
Internal Borrowing*	65,096	52,696	44,854	42,794	45,488
Expected external borrowings	9,525	(4,264)	(10,952)	(11,117)	(7,053)

*Working capital balances shown are estimated year-end; these may be higher mid-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 Council has financed capital expenditure by borrowing it is required to make a provision each year through a revenue charge (MRP). The 2003 Regulations have been further amended with full effect from April 2025 to expressly provide that in determining a prudent provision local authorities cannot exclude any amount of CFR from its calculation, unless by an exception set out in statute.

The Council 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 (2024) provides four ready-made options for calculating MRP. The Council can use a mix of these options if it considers it appropriate to do so.

Regulation 27(3) allows a local Council to charge MRP in the financial year following the one in which capital expenditure finance by debt was incurred.

Capital expenditure financed by borrowing in 2024/25 will not be subject to an MRP charge until 2025/26, or in the financial year following the one which the asset first becomes available for use.

The Council will apply the asset life method for any expenditure capitalised under a Capitalisation Direction.

2.6 Leases

1. International Financial Reporting Standard (IFRS) 16

The adoption of IFRS 16 has introduced a single lessee accounting model which requires the recognition of assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. This policy outlines the approach of West Norfolk Council regarding the recognition and management of lease contracts in compliance with IFRS 16.

2. Scope

This policy applies to all lease contracts entered into by West Norfolk Council with a term of more than 12 months. Leases for low-value assets are excluded from this policy.

3. Recognition of Leases

West Norfolk Council will recognize right-of-use assets and corresponding lease liabilities for all qualifying lease contracts on the balance sheet. This recognition will result in an increase in the Council's long-term liabilities and debt liability.

4. Retrospective Accounting

Generally accepted accounting practice requires changes introduced by IFRS 16 to be accounted for retrospectively. Consequently, an element of the rental or service charge payable in previous years (and previously charged to revenue accounts) will be taken to the balance sheet to reduce the liability. This change will result in a one-off increase to the Capital Financing Requirement (CFR) and an equal increase in revenue account balances.

5. Minimum Revenue Provision (MRP)

To ensure prudent financial management, the guidance recommends including in the annual MRP charge an amount equal to the amount taken to the balance sheet to reduce the liability, including the retrospective element in the first year. This approach aims to place the Council in the same position as if the change had not occurred.

6. Alternative Approaches

Local authorities may consider alternative approaches to the calculation of MRP, subject to compliance with the overriding statutory requirement to make a prudent level of MRP. West Norfolk Council will review and adopt the most appropriate method that aligns with its financial strategy.

7. MRP for Right-of-Use Assets

Regarding MRP in respect of assets acquired under leases where a right-of-use asset is on the balance sheet, the prudent charge to revenue shall be measured as an amount equal to the element of the rent/charge that goes to write down the balance sheet liability.

8. Off-Balance Sheet Leases

Where a lease (or part of a lease) has previously been accounted for off-balance sheet, the MRP requirement will be considered met by the inclusion in the charge for the year in which the restatement occurs, of an amount equal to the write-down for that year plus the retrospective writing down of the balance sheet liability arising from the restatement.

9. Monitoring and Compliance

West Norfolk Council will regularly monitor and review its lease agreements to ensure compliance with IFRS 16 and this policy. Any significant changes or adjustments will be reported and addressed promptly.

2.7 Capital loans

The Council has issued capital loans that are categorised as non-commercial and has chosen to apply/not apply MRP on the following basis:

- Non-Commercial Loans: Loans issued for capital projects that align with the Council's strategic objectives and do not primarily aim for financial return.
- Commercial Loans: Loans issued for purposes that would generate financial return if undertaken by the Council itself.

The Council will regularly monitor and review the status of all capital loans to ensure compliance with this policy and relevant regulations. Any changes in the classification of loans will be promptly addressed.

The Treasury Management Strategy and Capital Strategy will be updated annually to reflect the Council's approach to capital loans and ensure alignment with legislative requirements and good practices.

2.8 Capital receipts

For capital expenditure on loans to third parties where the principal element of the loan has been repaid in annual instalments, the capital receipts arising from the principal loan repayments will be used to reduce the CFR instead of MRP.

Where no principal repayment is made in a given year, MRP will be charged as follows:

2.9 MRP Overpayments

Under the MRP guidance, charges made in excess of the statutory MRP can be made and are 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.

3.1 Current Portfolio Position

The overall treasury management portfolio as at 31.3.24 and for the position as at 31.12.24 are shown below for both borrowing and investments.

TREASURY PORTFOLIO				
	actual 31.3.24	actual 31.3.24	current 31.12.24	current 31.12.24
	£000	%	£000	%
Treasury investments				
Banks	0	0%	2,100	21%
Building societies - unrated	0	0%	0	0%
Building societies - rated	0	0%	0	0%
Local authorities	6,000	80%	4,000	40%
DMADF (H.M.Treasury)	0	0%	0	0%
Money Market Funds	1,500	20%	3,850	39%
Certificates of Deposit	0	0%	0	0%
Total managed in house	7,500	100%	9,950	100%
Bond Funds	0	0%	0	0%
Property Funds	0	0%	0	0%
Total managed externally	0	0%	0	0%
Total treasury investments	7,500	100%	9,950	100%
Treasury external borrowing				
Local Authorities	5,000	33%	6,500	39%
PWLB	0	0%	0	0%
LOBOs	10,000	67%	10,000	61%
Total external borrowing	15,000	100%	16,500	100%
Net treasury investments / (borrowing)	-7,500	0	-6,550	0

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	2024/2025 Estimate £ '000	2025/2026 Estimate £ '000	2026/2027 Estimate £ '000	2027/2028 Estimate £ '000	2028/2029 Estimate £ '000
External Debt					
Debt at 1 April	15,102	27,656	16,411	9,762	8,919
Expected change in Debt	12,554	(11,245)	(6,649)	(843)	4,062
Actual gross debt at 31 March	27,656	16,411	9,762	8,919	12,981
The Capital Financing Requirement (Cumulative)	65,096	52,696	44,854	42,794	45,488
BORROWING	37,441	36,285	35,092	33,875	32,506

Within the range of prudential indicators there are several 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 2025/26 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 Assistant Director Resources reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes account of current commitments, existing plans and the proposals in this budget report.

3.2 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	2024/2025 Estimate £ '000	2025/2026 Estimate £ '000	2026/2027 Estimate £ '000	2027/2028 Estimate £ '000	2028/2029 Estimate £ '000
Debt	66,000	53,000	45,000	43,000	46,000
Other long term liabilities	1,000	1,000	1,000	1,000	1,000
Total	67,000	74,000	73,000	71,000	70,000

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 local Council 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	2024/2025 Estimate £ '000	2025/2026 Estimate £ '000	2026/2027 Estimate £ '000	2027/2028 Estimate £ '000	2028/2029 Estimate £ '000
Debt	71,000	58,000	50,000	48,000	51,000
Other long term liabilities	1,000	1,000	1,000	1,000	1,000
Total	72,000	59,000	51,000	49,000	52,000

3.3 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 11 November 2024. These are forecasts for Bank Rate, average earnings and PWLB certainty rates, gilt yields plus 80 bps.

Link Group Interest Rate View	11.11.24												
	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27
BANK RATE	4.75	4.50	4.25	4.00	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.70	4.50	4.30	4.00	4.00	4.00	3.80	3.80	3.80	3.50	3.50	3.50	3.50
6 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
12 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
5 yr PWLB	5.00	4.90	4.80	4.60	4.50	4.50	4.40	4.30	4.20	4.10	4.00	4.00	3.90
10 yr PWLB	5.30	5.10	5.00	4.80	4.80	4.70	4.50	4.50	4.40	4.30	4.20	4.20	4.10
25 yr PWLB	5.60	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.50
50 yr PWLB	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.30	4.30

Additional notes by Link on this forecast table: -

- Following the 30 October Budget, the outcome of the US Presidential election on 6 November, and the 25bps Bank Rate cut undertaken by the Monetary Policy Committee (MPC) on 7 November, we have significantly revised our central forecasts for the first time since May. In summary, our Bank Rate forecast is now 50bps – 75bps higher than was previously the case, whilst our PWLB forecasts have been materially lifted to not only reflect our increased concerns around the future path of inflation, but also the increased level of Government borrowing over the term of the current Parliament.
- If we reflect on the 30 October Budget, our central case is that those policy announcements will be inflationary, at least in the near-term. The Office for Budgetary Responsibility and the Bank of England concur with that view. The latter have the CPI measure of inflation hitting 2.5% y/y by the end of 2024 and staying sticky until at least 2026. The Bank forecasts CPI to be 2.7% y/y (Q4 2025) and 2.2% (Q4 2026) before dropping back in 2027 to 1.8% y/y.
- The anticipated major investment in the public sector, according to the Bank, is expected to lift UK real GDP to 1.7% in 2025 before growth moderates in 2026 and 2027. The debate around whether the Government's policies lead to a material uptick in growth primarily focus on the logistics of fast-tracking planning permissions, identifying sufficient skilled labour to undertake a resurgence in building, and an increase in the employee participation rate within the economy.
- There are inherent risks to all the above. The worst-case scenario would see systemic blockages of planning permissions and the inability to identify and resource the additional workforce required to deliver large-scale IT, housing and infrastructure projects. This would lead to upside risks to inflation, an increased prospect of further Government borrowing & tax rises, and a tepid GDP performance.
- Our central view is that monetary policy is sufficiently tight at present to cater for some further moderate loosening, the extent of which, however, will continue to be data dependent. We forecast the next reduction in Bank Rate to be made in February and for a pattern to evolve whereby rate cuts are made quarterly and in keeping with the release of the Bank's Quarterly Monetary Policy Reports (February, May, August and November).
- Any movement below a 4% Bank Rate will, nonetheless, be very much dependent on inflation data in the second half of 2025. The fact that the November MPC rate cut decision saw a split vote of 8-1 confirms that there are

already some concerns around inflation's stickiness, and with recent public sector wage increases beginning to funnel their way into headline average earnings data, the market will be looking very closely at those releases.

- Regarding our PWLB forecast, the short to medium part of the curve is forecast to remain elevated over the course of the next year, and the degree to which rates moderate will be tied to the arguments for further Bank Rate loosening or otherwise. The longer part of the curve will also be impacted by inflation factors, but there is also the additional concern that with other major developed economies such as the US and France looking to run large budget deficits there could be a glut of government debt issuance that investors will only agree to digest if the interest rates paid provide sufficient reward for that scenario.
- So far, we have made little mention of the US President election. Nonetheless, Donald Trump's victory paves the way for the introduction/extension of tariffs that could prove inflationary whilst the same could be said of further tax cuts and an expansion of the current US budget deficit. Invariably the direction of US Treasury yields in reaction to his core policies will, in all probability, impact UK gilt yields. So, there are domestic and international factors that could impact PWLB rates whilst, as a general comment, geo-political risks abound in Europe, the Middle East and Asia.
- Our revised PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1 November 2012. Please note, the lower Housing Revenue Account (HRA) PWLB rate started on 15 June 2023 for those authorities with an HRA (standard rate minus 60 bps).

Gilt yields and PWLB rates

The overall longer-run trend is for gilt yields and PWLB rates to fall back over the timeline of our forecasts, but the risks to our forecasts are to the upsides. Our target borrowing rates are set **two years forward** (as we expect rates to fall back) and the current PWLB (certainty) borrowing rates are set out below: -

PWLB debt	Current borrowing rate as at 11.11.24 p.m.	Target borrowing rate now (end of Q3 2026)	Target borrowing rate previous (end of Q3 2026)
5 years	5.02%	4.30%	3.90%
10 years	5.23%	4.50%	4.10%
25 years	5.66%	4.90%	4.40%
50 years	5.42%	4.70%	4.20%

Borrowing advice: Our long-term (beyond 10 years) forecast for Bank Rate has been increased to 3.25% (from 3%). As all PWLB certainty rates are currently significantly above this level, borrowing strategies will need to be reviewed in that context. Overall, better value can be obtained at the shorter end of the curve and short-dated fixed LA to LA monies should also be considered. Temporary borrowing rates will, generally, fall in line with Bank Rate cuts.

Our suggested budgeted earnings rates for investments up to about three months' duration in each financial year are set out below.

Average earnings in each year	Now	Previously
2024/25 (residual)	4.60%	4.25%
2025/26	4.10%	3.35%
2026/27	3.70%	3.10%
2027/28	3.50%	3.25%
2028/29	3.50%	3.25%
Years 6 to 10	3.50%	3.25%
Years 10+	3.50%	3.50%

We will continue to monitor economic and market developments as they unfold. Typically, we formally review our forecasts following the quarterly release of the Bank of England's Monetary Policy Report but will consider our position on an ad hoc basis as required.

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.

3.4 Borrowing Strategy

The Council 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 Council'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, albeit only once prevailing inflation concerns are addressed by restrictive near-term monetary policy. That is, Bank Rate remains relatively elevated in 2025 even if some rate cuts arise.

Against this background and the risks within the economic forecast, caution will be adopted with the 2025/26 treasury operations. The Assistant Director Resources will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- *if it was felt that there was a significant risk of a sharp RISE in borrowing rates, then borrowing will be postponed.*
- *if it was felt that there was a significant risk of a much sharper FALL in borrowing rates than that currently forecast, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.*

Any decisions will be reported to the appropriate decision-making body at the next available opportunity.

3.5 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.

3.6 Rescheduling

Rescheduling of current borrowing in our debt portfolio may be considered whilst premature redemption rates remain elevated but only if there is surplus cash available to facilitate any repayment, or rebalancing of the portfolio to provide more certainty is considered appropriate.

If rescheduling is to be undertaken, it will be reported to the *Audit Committee*, at the earliest meeting following its action.

3.7 New Financial Institutions as a Source 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 – generally 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.

3.8 Approved Sources of Long and Short-term Borrowing

On Balance Sheet	Fixed	Variable
PWLB	●	●
UK Municipal Bond Agency	●	●
Local Authorities	●	●
Banks	●	●
Pension Funds	●	●
Insurance Companies	●	●
UK National Wealth Fund	●	●
Market (long-term)	●	●
Market (temporary)	●	●
Market (LOBOs)	●	●
Stock Issues	●	●
Local Temporary	●	●
Local Bonds	●	
Local Council Bills	●	●
Overdraft		●
Negotiable Bonds	●	●
Internal (capital receipts & revenue balances)	●	●
Commercial Paper	●	
Medium Term Notes	●	
Finance Leases	●	●

4 ANNUAL INVESTMENT STRATEGY

4.1 Investment Policy – Management of Risk

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 and service investments, are covered in the Capital Strategy, (a separate report).

Risk Management Framework

Our investment policy is designed to manage risk effectively and ensure the safety of the Council's capital. The primary objectives of our treasury investment strategy are:

Security: Ensuring the safety of the capital invested.

Liquidity: Maintaining the necessary liquidity to meet anticipated expenditure.

Yield: Achieving a return commensurate with the level of risk.

In pursuing these objectives, we prioritize security and liquidity over yield. This means that we will only seek to achieve an optimal return once the security and liquidity criteria are satisfied.

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

- MHCLG's Guidance on Local Government Investments ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 ("the Code")
- CIPFA Treasury Management Guidance Notes 2021

The Council's investment priorities will be security first, portfolio liquidity second and then yield (return). The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with regard to the Council's risk appetite.

In the current economic climate, it is considered appropriate to maintain a degree of liquidity to cover cash flow needs but to also consider "laddering" investments for periods up to 12 months with high credit rated financial institutions, whilst investment rates remain elevated, as well as wider range fund options.

The above guidance from MHCLG and CIPFA places a high priority on the management of risk. This Council 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 financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
4. This Council 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 and loan investment limits.** The Council has determined that it will set a limit to the maximum exposure of the total treasury management investment portfolio to non-specified treasury management investments as being £4 million of the total investment portfolio.
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 Council will set a limit for 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 Council 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 Council 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 2023/24 under IFRS 9, this Council 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 MHCLG, concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending 31.3.23. Subsequently, a further extension to the over-ride to **31.3.25** was agreed by Government.

The Council recognises that the extension of the statutory override provides additional time to align its investment portfolio with the new accounting standards, ensuring compliance while minimising financial impact. The Council will conduct thorough assessments of the potential risks associated with adverse movements in investment values and adopt strategies to mitigate these risks.

However, this Council 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 the Link Group. 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: -

1. "watches" and "outlooks" from credit rating agencies;
2. CDS spreads that may give early warning of changes in credit ratings;
3. sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, and any assigned Watches and Outlooks, in a weighted scoring system which is then combined with an overlay of CDS spreads. The end-product of this 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 Council 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 monthly. The Council 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 Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Council 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 the downgrade of an institution or removal from the Council's lending list.

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

** Please note: “fund” ratings are different to individual counterparty ratings, coming under either specific “MMF” or “Bond Fund” rating criteria.

Creditworthiness.

Significant levels of downgrades to Short and Long-Term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks. Nonetheless, when setting minimum sovereign debt ratings, this Council will not set a minimum rating for the UK

The Council’s creditworthiness policy stipulates a minimum credit rating threshold for counterparties. Investments are only made with institutions that meet or exceed this threshold. Regular monitoring of ratings and market intelligence ensures that any changes in the creditworthiness of our counterparties are swiftly addressed. In cases where a counterparty’s credit rating falls below the minimum acceptable level, we take immediate action to withdraw or reduce our investments with them.

This comprehensive creditworthiness framework ensures that our investment decisions are informed, prudent, and aligned with our primary objective of capital preservation.

CDS prices

Although bank CDS prices, (these are market indicators of credit risk), spiked upwards during the days of the Truss/Kwarteng government in the autumn of 2022, they have returned to more average levels since then. However, sentiment can easily shift, so it will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. Link monitor CDS prices as part of their creditworthiness service to local authorities and the Council has access to this information via its Link-provided Passport portal.

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.

- a. **Non-specified treasury management investment limit.** The Council has determined that it will limit the maximum total exposure of treasury management investments to non-specified treasury management investments as being £4m of the total treasury management investment portfolio
- b. **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 5.6. 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/institutions;
- sector limits will be monitored regularly for appropriateness.

4.3 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 the risks are relatively balanced between Bank Rate staying higher for longer, if inflation picks up markedly through 2025 post the 30 October 2024 Budget, or it may be cut quicker than expected if the economy stagnates. The economy only grew 0.1% in Q3 2024, but the CPI measure of inflation is now markedly above the 2% target rate set by the Bank of England's Monetary Policy Committee two to three years forward.

Accordingly, while most cash balances are required in order to manage the ups and downs of cash flow, 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 fall to a low of 3.5%.

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	Now	Previously
2024/25 (residual)	4.60%	4.25%
2025/26	4.10%	3.35%
2026/27	3.70%	3.10%
2027/28	3.50%	3.25%
2028/29	3.50%	3.25%
Years 6 to 10	3.50%	3.25%
Years 10+	3.50%	3.50%

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

Against this view, the Treasury officers expect a cautious approach to interest rate adjustments, taking into account the current economic indicators and market conditions. They remain vigilant and flexible, ready to adapt their strategies should there be any significant changes in the economic landscape.

For its cash flow generated balances, the Council will seek to utilise its business reserve instant access and notice accounts, Money Market Funds and short-dated deposits, (overnight to 100 days), in order to benefit from the compounding of interest.

Changes of investment strategy

The above criteria are unchanged from last year.

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: -

Upper limit for principal sums invested for longer than 365 days				
£m	2024/25	2025/26	2026/27	2027/28
Principal sums invested for longer than 365 days	£4m	£4m	£4m	£4m
With Local Authorities	£10m	£10m	£10m	£10m
With Local Council companies which are 100% owned by BCKLWN	£32m	£9m	£5m	£5m
Current investments as at 31/12/2024 in excess of 1 year maturing in each year		£4m		

4.4 Investment Performance / Risk Benchmarking

This Council will use an investment benchmark to assess the investment performance of its investment portfolio of overnight, 7 day, 1, 3, 6 or 12 month SONIA.

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 Strategy 2023-2028 to be approved at Council on 27 February 2025

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 2025.

4.10 Access to Information

Monthly Monitoring reports 2023/2024 and 2024/2025

The Financial Strategy 2024 - 2029

Capital Programme 2024 - 2029

Council Website – Treasury Management Practices

Capital Strategy 2024/2025 and 2025/2026

5 APPENDICES

(These can be appended to the report or omitted as required)

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

5.1 THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2025/26 – 2027/28

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

	2024/2025 £	2025/2026 £	2026/2027 £	2027/2028 £	2028/2029 £
Major Projects	43,864,950	36,057,000	24,686,790	5,813,570	0
Community and Partnerships	2,210,000	2,564,350	2,477,500	2,477,500	2,477,500
Resources	517,380	850,000	350,000	200,000	0
Programme and Projects	50,000	150,000	0	0	0
Property and Projects	47,730	264,000	0	0	0
Operational and Commercial Services	1,211,590	2,421,820	406,000	213,750	477,280
Leisure and Community Facilities	369,430	472,480	260,000	15,000	15,000
Total	48,271,080	42,779,650	28,180,290	8,719,820	2,969,780
Major Projects (Exempt)	660,000	167,000	3,104,320	3,266,780	4,061,730
Total Capital Programme	48,931,080	42,946,650	31,284,610	11,986,600	7,031,510

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), against the net revenue stream.

%	2023/2024	2024/25	2025/26	2026/27	2027/28	2028/29
	Actuals	Estimate	Estimate	Estimate	Estimate	Estimate
Services	-1.25%	1.58%	2.69%	3.03%	3.11%	3.75%
Commercial activities	0.00%	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.

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	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029
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 2024/25			
	Lower	Upper	£m
Under 12 months	0%	100%	16.5
12 months to 2 years	0%	100%	-
2 years to 50 years	0%	100%	-
50 years +	0%	100%	-

5.1.4. Control of Interest Rate Exposure

Please see paragraphs 3.3, 3.4 and 4.4.

5.2 INTEREST RATE FORECASTS 2024-2027

Link Group Interest Rate View	11.11.24												
	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27
BANK RATE	4.75	4.50	4.25	4.00	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.70	4.50	4.30	4.00	4.00	4.00	3.80	3.80	3.80	3.50	3.50	3.50	3.50
6 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
12 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
5 yr PWLB	5.00	4.90	4.80	4.60	4.50	4.50	4.40	4.30	4.20	4.10	4.00	4.00	3.90
10 yr PWLB	5.30	5.10	5.00	4.80	4.80	4.70	4.50	4.50	4.40	4.30	4.20	4.20	4.10
25 yr PWLB	5.60	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.50
50 yr PWLB	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.30	4.30

PWLB forecasts are based on PWLB certainty rates.

5.3 ECONOMIC BACKGROUND (to 12th December 2024)

The third quarter of 2024 (July to September) saw:

- GDP growth stagnating in July following downwardly revised Q2 figures (0.5% q/q)
- A further easing in wage growth as the headline 3myy rate (including bonuses) fell from 4.6% in June to 4.0% in July;
- CPI inflation hitting its target in June before edging above it to 2.2% in July and August;
- Core CPI inflation increasing from 3.3% in July to 3.6% in August;
- The Bank of England initiating its easing cycle by lowering interest rates from 5.25% to 5.0% in August and holding them steady in its September meeting;
- 10-year gilt yields falling to 4.0% in September.

Over the aforementioned period, the economy's stagnation in June and July pointed more to a mild slowdown in UK GDP growth than a sudden drop back into a recession. However, in the interim period, to 12 December, arguably the biggest impact on the economy's performance has been the negative market sentiment in respect of the fallout from the Chancellor's Budget on 30 October.

If we reflect on the 30 October Budget, our central case is that those policy announcements will prove to be inflationary, at least in the near-term. The Office for Budgetary Responsibility and the Bank of England concur with that view. The latter have the CPI measure of inflation hitting 2.5% y/y by the end of 2024 and staying sticky until at least 2026. The Bank forecasts CPI to be elevated at 2.7% y/y (Q4 2025) before dropping back to sub-2% in 2027. Nonetheless, since the Budget, the October inflation print has shown the CPI measure of inflation bouncing up to 2.3% y/y with the prospect that it will be close to 3% by the end of the year before falling back slowly through 2025. The RPI measure has also increased significantly to 3.4% y/y.

How high inflation goes will primarily be determined by several key factors. First amongst those is that the major investment in the public sector, according to the Bank of England, will lift UK real GDP to 1.7% in 2025 before growth moderates in 2026 and 2027. The debate around whether the Government's policies lead to a material uptick in growth primarily focus on the logistics of fast-tracking planning permissions, identifying sufficient skilled labour to undertake a resurgence in building, and an increase in the employee participation rate within the economy.

There are inherent risks to all the above. The worst-case scenario would see systemic blockages of planning permissions and the inability to identify and resource the additional workforce required to deliver large-scale IT, housing and infrastructure projects. This would lead to upside risks to inflation, an increased prospect of further Government borrowing & tax rises in the June 2025 Spending Review (pushed back from the end of March), and a tepid GDP performance.

Regarding having a sufficiently large pool of flexible and healthy workers, the initial outlook does not look bright. Research from Capital Economics has alluded to an increase of some 500,000 construction workers being needed to provide any chance of the Government hitting its target of 300,000 new homes being built in each of the next five years (234,000 net additional dwellings in England in 2022/23). But the last time such an increase was needed, and construction employment is currently at a nine-year low, it took 12 years to get there (1996 to 2008). Also note, as of October 2024, job vacancies in the construction sector were still higher than at any time in the 20 years preceding the pandemic.

Currently, it also seems likely that net inward migration is set to fall, so there is likely to be a smaller pool of migrant workers available who, in the past, have filled the requirement for construction worker demand. The Government plans to heavily promote training schemes, particularly to the one million 16- to 24-year-olds who are neither in education nor work. But it is arguable as to whether the employee shortfall can be made up from this source in the requisite time, even if more do enter the workforce.

Against, this backdrop, there may be a near-term boost to inflation caused by a wave of public sector cash chasing the same construction providers over the course of the next year or so, whilst wages remain higher than the Bank currently forecasts because of general labour shortages, including in social care where Government accepts there is a 150,000 shortfall at present.

Unemployment stands at a low 4.3% (September), whilst wages are rising at 4.3% y/y (including bonuses) and 4.8% (excluding bonuses). The Bank would ideally like to see further wage moderation to underpin any further gradual relaxing of monetary policy. Indeed, over the next six months, the market is currently only pricing in Bank Rate reductions in February and May – which would see Bank Rate fall to 4.25% - but further cuts, thereafter, are highly likely to be even more data-dependent.

If we focus on borrowing, a term we are likely to hear throughout 2025 is “bond vigilante”. Essentially, this represents a generic term for when the market is ill at ease with the level of government borrowing and demands a higher return for holding debt issuance. In the UK, we do not need to go back too far to recall the negative market reaction to the Truss/Kwarteng budget of 2022. But long-term borrowing rates have already gradually moved back to those levels since their recent low point in the middle of September 2024. Of course, the UK is not alone in this respect. Concerns prevail as to what the size of the budget deficit will be in the US, following the election of Donald Trump as President, and in France there are on-going struggles to form a government to address a large budget deficit problem too. Throw into the mix the uncertain outcome to German elections, and there is plenty of bond investor concern to be seen.

Staying with the US, Donald Trump’s victory paves the way for the introduction/extension of tariffs that could prove inflationary whilst the same could be said of further tax cuts. Invariably the direction of US Treasury yields in reaction to his core policies will, in all probability, impact UK gilt yields. So, there are domestic and international factors that could impact PWLB rates whilst, as a general comment, geo-political risks continue to abound in Europe, the Middle East and Asia.

In the past month, the US Core CPI measure of inflation has indicated that inflation is still a concern (3.3% y/y, 0.3% m/m), as has the November Producer Prices Data (up 3.0 y/y v a market estimate of 2.6% y/y, 0.4% m/m v an estimate of 0.2% m/m) albeit probably insufficient to deter the FOMC from cutting US rates a further 0.25% at its December meeting. However, with Trump’s inauguration as President being held on 20 January, further rate reductions and their timing will very much be determined by his policy announcements and their implications for both inflation and Treasury issuance.

Looking at gilt movements in the first half of 2024/25, and you will note the 10-year gilt yield declined from 4.32% in May to 4.02% in August as the Bank’s August rate cut signalled the start of its loosening cycle. More recently, however, 10 year gilt yields have spiked back up to 4.35%.

The FTSE 100 reached a peak of 8,380 in the third quarter of 2024 (currently 8,304), but its performance is firmly in the shade of the US S&P500, which has breached the 6,000 threshold on several occasions recently, delivering returns upwards of 25% y/y. The catalyst for any

further rally (or not) is likely to be the breadth of AI's impact on business growth and performance.

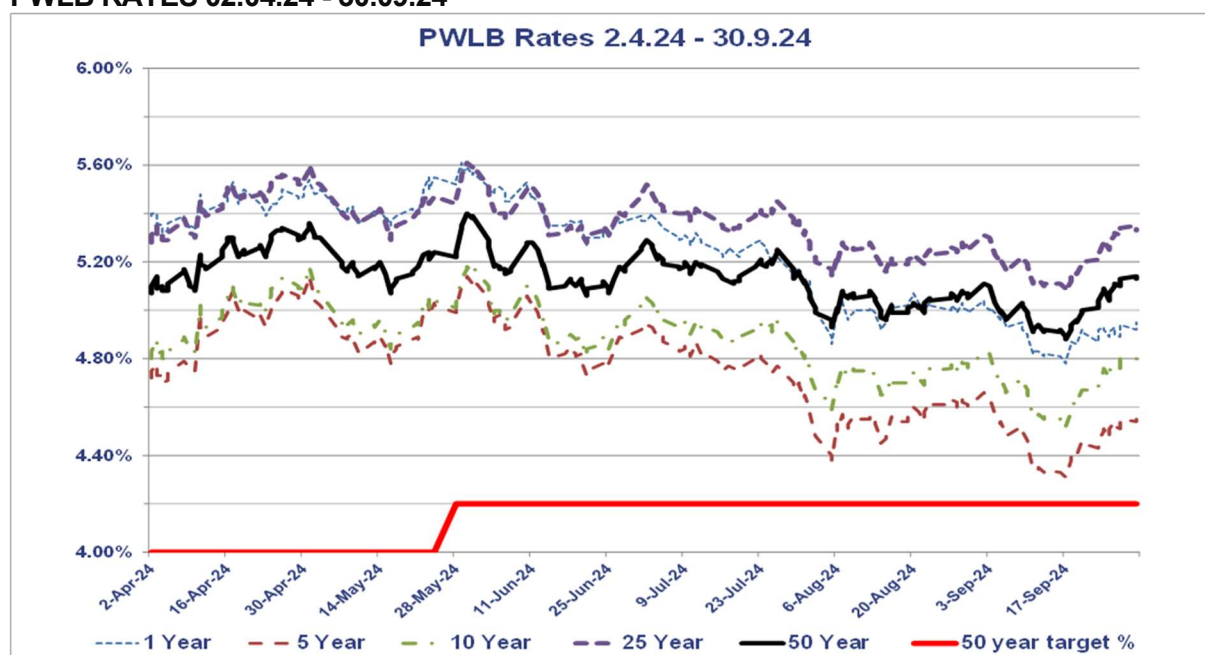
MPC meetings: 9 May, 20 June, 1 August, 19 September, 7 November 2024

- On 9 May, the Bank of England's Monetary Policy Committee (MPC) voted 7-2 to keep Bank Rate at 5.25%. This outcome was repeated on 20th June.
- However, by the time of the August meeting, there was a 5-4 vote in place for rates to be cut by 25bps to 5%. However, subsequent speeches from MPC members have supported Governor Bailey's tone with its emphasis on "gradual" reductions over time.
- Markets thought there may be an outside chance of a further Bank Rate reduction in September, following the 50bps cut by the FOMC, but this came to nothing.
- On 7 November, Bank Rate was cut by 0.25% to 4.75%. The vote was 8-1 in favour of the cut but the language used by the MPC emphasised "gradual" reductions would be the way ahead with an emphasis on the inflation and employment data releases, as well as geo-political events.

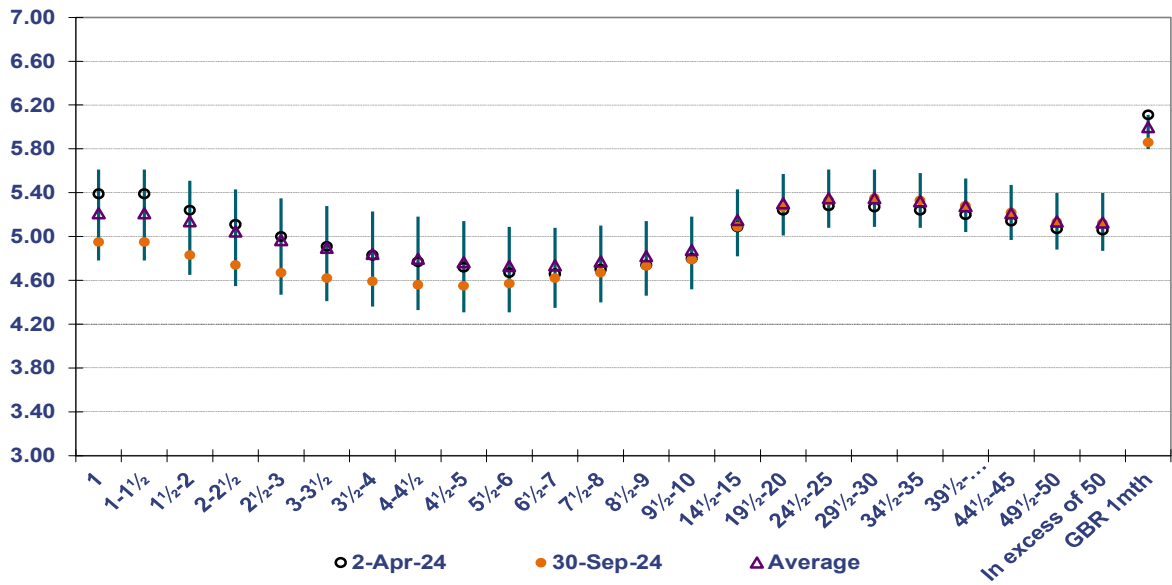
In the chart below, despite a considerable gilt market rally in mid-September, rates started and finished the six-month period under review in broadly the same position.

(Please note these charts are updated quarterly and will next be updated early January.)

PWLB RATES 02.04.24 - 30.09.24



PWLB Certainty Rate Variations 2.4.24 to 30.9.24



HIGH/LOW/AVERAGE PWLB RATES FOR 02.04.24 – 30.09.24

	1 Year	5 Year	10 Year	25 Year	50 Year
02/04/2024	5.39%	4.72%	4.80%	5.28%	5.07%
30/09/2024	4.95%	4.55%	4.79%	5.33%	5.13%
Low	4.78%	4.31%	4.52%	5.08%	4.88%
Low date	17/09/2024	17/09/2024	17/09/2024	17/09/2024	17/09/2024
High	5.61%	5.14%	5.18%	5.61%	5.40%
High date	29/05/2024	01/05/2024	01/05/2024	01/05/2024	01/05/2024
Average	5.21%	4.76%	4.88%	5.35%	5.14%
Spread	0.83%	0.83%	0.66%	0.53%	0.52%

5.4 TREASURY MANAGEMENT PRACTICE (TMP1) – CREDIT AND COUNTERPARTY RISK MANAGEMENT OPTION 1

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 ___% ** 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 Gilts	Yellow		5 years
UK 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 HM Treasury

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 and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link creditworthiness service.

Based on lowest available rating (as at 25.11.24)

AAA

- Australia
- Denmark
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Canada
- Finland
- U.S.A.

- AA-
- Belgium
 - France
 - **U.K.**

5.6 TREASURY MANAGEMENT SCHEME OF DELEGATION

(i) Full council

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

(ii) Cabinet

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;
- approving the selection of external service providers and agreeing terms of appointment.

(iii) Audit Committee

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.
- Mid-Year Treasury Management Report
- Annual Treasury Report (Actuals)

5.7 THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
 - submitting regular treasury management policy reports;
 - submitting budgets and budget variations;
 - receiving and reviewing management information reports;
 - reviewing the performance of the treasury management function;
 - ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
 - ensuring the adequacy of internal audit, and liaising with external audit;
 - recommending the appointment of external service providers.
-
- preparation of a Capital Strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term timeframe (*say 20+ years – to be determined in accordance with local priorities.*)
 - ensuring that the Capital Strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
 - 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 Council
 - ensure that the Council has appropriate legal powers to undertake expenditure on non-financial assets and their financing
 - ensuring the proportionality of all investments so that the Council does not undertake a level of investing which exposes the Council to an excessive level of risk compared to its financial resources
 - 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
 - provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees
 - ensuring that members are adequately informed and understand the risk exposures taken on by the Council
 - ensuring that the Council has adequate expertise, either in house or externally provided, to carry out the above
 - creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following ([TM Code p54](#)): -
 - *Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;*
 - *Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;*
 - *Decision making, governance and organisation (TMP5 and schedules), 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;*

- *Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken;*
- *Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.*

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: Portfolio Holder for Finance E-mail: cllr.chris.morley@west-norfolk.gov.uk		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: Michelle Drewery E-mail: michelle.drewery@west-norfolk.gov.uk Direct Dial: 01553 616432		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: 4 February 2025

CAPITAL PROGRAMME AND RESOURCES 2024-2029

<p>Summary This report:</p> <ul style="list-style-type: none"> revises the 2024/2025 projections for spending on the capital programme sets out an estimate of capital resources that will be available for 2024-2029 details new capital bids that are recommended to be included in the capital programme for the period 2024-2029 outlines provisional figures for capital expenditure for the period 2024-2029 <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 2024-2029 capital programme as detailed in the report. Cabinet recommends to Council that new capital bids as set out in section 5 table 6, are to be funded from available capital resources and included in the capital programme 2024-2029 as detailed (subject to pending approval from SLT) <p>Reason for Decision To report amendments, rephrasing and resources to the 2024-2029 Capital Programme.</p>
--

1. Introduction

- 1.1 This report presents the capital programme for the period 2024 to 2029. The capital programme forms part of the Council's longer-term Financial Strategy and is updated as part of the overall budget and council tax setting process.
- 1.2 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.
- 1.3 This report sets out a programme for 2024-2029 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 anticipated receipts from the Major Housing Development.
- 1.4 The capital programme 2024-2029 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 to be delivered under Major Housing Schemes.

	Units in Current Capital Programme 2024-2029
Major Housing	
Lynnport 1	96
Florence Fields	226
Salters Road	78
South End Road, Hunstanton	32
	432

- 1.5 The Council has 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 Strategy

- 2.1 The Financial Strategy for 2024-2029 sets out the council's latest proposed budget over the term of the plan. The Council has previously conducted a deep review of its earmarked reserves and capital programme to identify any savings. These reviews will continue in future years to identify any opportunities that may arise to help to meet savings targets and/or support the General Fund Reserve. Any revisions will be reported and updated 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 and manage these private rented sector homes. 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 2024/2025

3.1 This part of the report updates the Capital Programme for the current year 2024/2025.

3.2 An approved Capital Programme updated for rephasing is shown in the table below with expenditure to 31 December 2024. The spend percentage is an indication of how the actual spend is currently utilised against the planned budget;

Table 2

	Approved Budget Adjusted for Rephasing 2024/2025 £	Actual as at 31st December 2024 £	Spend Percentage £
Major Projects	43,438,520	25,030,012	57.62
Community and Partnerships	2,240,000	1,273,515	56.85
Resources	517,380	121,503	23.48
Programme and Projects	50,000	42,615	85.23
Property and Projects	47,730	0	-
Operational and Commercial Services	1,211,590	881,909	72.79
Leisure and Community Facilities	656,910	267,182	40.67
Total Core Capital Programme	48,162,130	27,616,736	57.34
Exempt Schemes	660,000	563,518	85.38
Total Capital Programme	48,822,130	28,180,254	57.72

3.3 The table below shows changes between the above approved budget adjusted for rephasing and now the estimate preparation 2024/2025. A detailed view can be seen in appendices 1 and 2.

Table 3

	Approved Budget Adjusted for Rephasing 2024/2025 £	UPDATED Estimates Budget 2024/2025 £	Actual as at 31st December 2024 £	Spend Percentage %
Major Projects	43,438,520	43,864,950	25,030,012	57.06
Community and Partnerships	2,240,000	2,210,000	1,273,515	57.63
Resources	517,380	517,380	121,503	23.48
Programme and Projects	50,000	50,000	42,615	85.23
Property and Projects	47,730	47,730	0	0.00

Operational and Commercial Services	1,211,590	1,211,590	881,909	72.79
Leisure and Community Facilities	656,910	369,430	267,182	72.32
Total Core Capital Programme	48,162,130	48,271,080	27,616,736	57.21
Exempt Schemes	660,000	660,000	563,518	85.38
Total Capital Programme	48,822,130	48,931,080	28,180,254	57.59

3.4 Assistant Directors have been asked to carry out a review of their areas of the Capital Programme. Rephrasing and amendments have been made to some schemes to reflect timing of works. These items and values are listed below.

Table 4

Project	Estimates Movements 2024/2025 to/(from) £	Estimates Movements 2025/2026 to/(from) £	Estimates Movements 2026/2027 to/(from) £	Notes and Overall Reduction
Nora 5	(1,586,320)	0		Budget removed
Southgate Regen Area Business Rate Pool Contribution	(279,780)	279,780		
Lynn Sport New 3G Pitch	(870,000)	870,000		
Community Safety Vehicle	(30,000)	30,000		
DMLC - Replacement Lighting Pool	(15,000)			Budget removed
DMLC - Replacement Distribution Boards	(25,000)	25,000		
DMLC - Changing room refurb	(30,000)	30,000		
L/Sport Fire Alarm Upgrade	(70,000)	70,000		
L/Sport Toilets & Changing Room	(52,480)	52,480		
St James Flooring (reception/corridors/viewing)	(15,000)	15,000		
Town Hall Roofing	(50,000)	50,000		
Town Hall Stone Mason external works	(20,000)		20,000	
Town Hall Prep Kitchen Replacement	(10,000)	10,000		
Town Hall redecoration		(15,000)	(15,000)	Budget reduced
	(3,053,580)	1,417,260	5,000	(1,631,320)

3.5 A change to an existing budget is recommended for major projects as detailed below.

3.5.1 Major Projects (£1,586,320) Nora 5; has been removed from the main body of this report across all years. This will allow officers time to review the project. An update will follow from the major housing development team. This is shown in the table above.

3.5.2 Major Projects £3,162,530 Local Authority Housing Fund; The Central Government Local Authority Housing Fund (LAHF) is an innovative capital fund that supports local authorities in England to obtain housing for those who are unable to find settled accommodation on resettlement schemes. There are now 3

LAHF rounds from government.

The addition of the £3,162,530 expenditure in 2024/2025 is to bring this into line with the project for LAHF 1 and LAHF 2.

LAHF 3 is on the assumption that the properties are to be acquired by West Norfolk Housing Company Limited (WNHC) and are therefore not included in the capital expenditure. The value of round 3 expenditure is £2.8m.

Collectively acquisitions for rounds 1 and 2 will be funded from a combination of grant monies received from the Ministry of Housing, Communities and Local Government (MHCLG), section 106 monies and capital receipts.

A summary of LAHF 1 and 2 is shown below;

Table 5

LAHF Round	Planned Expenditure £	MHULG Grant Income £	S106 Grant Income £	Capital Receipt via loan facility £	Total Income £
Round 1	3,456,120	(1,719,141)	(211,840)	(1,525,139)	(3,456,120)
Round 2	3,246,151	(1,578,461)		(1,667,691)	(3,246,151)
	* 6,702,272	(3,297,602)	(211,840)	(3,192,830)	(6,702,272)

* Note: £1,352k of this was spent in 2023/2024, the remaining £5,350k includes the additional £3.162k added above.

Table 6

Summary of 2024/2025 Movements	£
Opening Budget 2024/2025	48,822,130
Rephasing and removals from table 4	(3,053,580)
Addition from 3.5	3,162,530
Revised 2024/2025 Forecast	48,931,080

4. Major Projects

4.1 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 Delivery Group oversees project delivery, project management, logistics, project support/resources, recommendations to Member/Officer Board, operational decisions;
- d. Reports to Officer Major Projects Board on a minimum bi- monthly basis;
- e. Quarterly (once construction commences on site) Member 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.

4.2 Major Projects – Guildhall

A report went to Cabinet on 30 July 2024 to seek approval to progress with RIBA stage 4 for a full scheme. An updated report is to be submitted to Cabinet in early spring where it is expected an informed decision can be taken on approving the continued progress of this project.

5. Capital Programme “New” Bids

The Council now operates a three tier system of adding items to the capital programme where by new items require a business case and approval before being added to the programme. The tiers are explained below;

- Tier 1 Projects designated by Cabinet as a 'Major Project', delivery of which is to be monitored by the Member Major Projects Board.
- Tier 2 Projects actively being progressed operationally, with decisions made as appropriate, by Officers and/or Portfolio Holders, taken to policy review and development panels at key stages, as appropriate.
- Tier 3 Projects that are identified as initiatives to be taken forward 'at some point', for example, when capacity allows, or when funding opportunities arise; discussed with Portfolio Holders.

Appendices will identify which projects fall into which tier.

Table 7

	2024/2025	2025/2026	2026/2027	2027/2028	
	£	£	£	£	
Funded from General Capital Resources					
Adapt grant				205,326	*
Funded from Grants					
Disabled facilities grants				618,200	*
Adapt grant				1,343,974	*
Low level prevention grants				250,000	*
Funded from Unsupported Borrowing					
Grounds Maintenance Equipment				86,000	*
Public Cleansing Vehicles				231,280	*
Careline-Replacement Alarm Units				60,000	*
Waste and Recycling Bins (all colours)				160,000	*
Funded from Reserves					
L/Sport Gymnastics - Acro Floor and Tumble Track replacement		20,000	30,000		
Mintlyn Crematorium - Customer Toilets Refurb		40,000			
Mintlyn Crematorium - Memorial Gardens - Drainage for paths		20,000			
Mintlyn Cremator 1 - Refactory reline		100,000			
Mintlyn Crematorium - redecoration		30,000			
Corn Exchange -Refurbish Seating			15,000	15,000	*
Total	-	210,000	45,000	2,969,780	

5.1 Items marked with an asterisk * above are operational items that are on a rolling requirement to maintain the current levels of service.

5.2 The following is a brief summary of the additional new items above, please note these projects and values are provisional and are subject to a separate approval from senior leadership team. They have been included in this report for completeness.

Lynnsport Gymnastics; replacement of the carpet on the sprung Acro Floor £20,000 and the replacement of the tumble track £30,000. (tier 2 pending approval)

Mintlyn Crematorium;

- £40,000 for the refurbishment of the customer toilets at Mintlyn.
 - £20,000 is required for the installation of drainage in primary pathways in gardens of remembrance.
 - £100,000 is required for the replacement parts of one of the cremators to expand its useful life.
 - £30,000 for redecoration and the replacement of curtains and carpets in the chapel and other public and bearers areas.
- (all tier 2 pending approval)

6. Capital Programme 2024-2029

6.1 This part of the report deals with the medium-term capital programme 2025-2028 and first looks at a revision to the current approved programme.

The full Capital Programme 2025-2028 previously reported are summarised in the table below.

Original Capital Programme 2025 – 2028 updated for rephasing

Table 8

	Budget 2025/2026 £	Budget 2026/2027 £	Budget 2027/2028 £
Major Projects	38,174,000	28,748,520	5,813,570
Community and Partnerships	2,266,850	2,210,000	2,210,000
Resources	500,000	350,000	200,000
Programme and Projects	150,000	0	0
Property and Projects	264,000	0	0
Operational and Commercial Services	2,075,020	288,000	160,000
Leisure and Community Facilities	225,000	220,000	0
Total	43,654,870	31,816,520	8,383,570
Major Projects (Exempt)	67,000	7,574,520	0
Total Capital Programme	43,721,870	39,391,040	8,383,570

Amendment to the mid-section;

Major Projects Nora 5;

As advised in 3.4 Nora 5 has been removed from the main body of this report across all years. (£3,266,780 in 2025/2026; £4,061,730 in 2026/2027)

Community and Partnerships;

The budget under the umbrella of Private Sector Housing Assistance (PSHA), which includes disabled facility grants (DFG) has increased in 2025/2026 onwards by £267,500 to reflect the advanced notice that the grant income will be increasing by this value. These high demand services will remain flexible how the budget is allocated across the PSHA, the funding is applicable across all projects and will be managed in year.

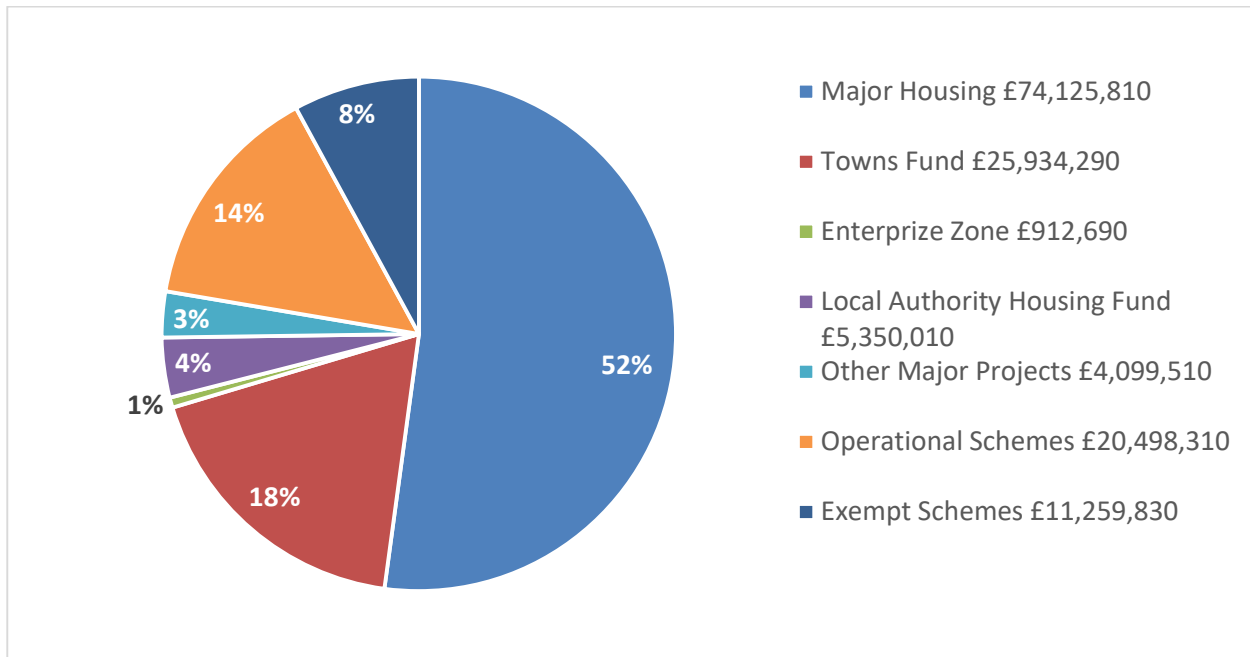
- 6.2** The table below supersedes the table in 6.1 summarising the revised Capital Programme 2025-2029 and includes all amendments (above), rephasing and new bids detailed above and in section 5. The detailed Programme is presented at Appendix 3 and 4.

Table 9

	2025/2026 £	2026/2027 £	2027/2028 £	2028/2029 £
Major Projects	36,057,000	24,686,790	5,813,570	0
Community and Partnerships	2,564,350	2,477,500	2,477,500	2,477,500
Resources	850,000	350,000	200,000	0
Programme and Projects	150,000	0	0	0
Property and Projects	264,000	0	0	0
Operational and Commercial Services	2,421,820	406,000	213,750	477,280
Leisure and Community Facilities	472,480	260,000	15,000	15,000
Total	42,779,650	28,180,290	8,719,820	2,969,780
Major Projects (Exempt)	167,000	3,104,320	3,266,780	4,061,730
Total Capital Programme	42,946,650	31,284,610	11,986,600	7,031,510

Capital Programme - Distribution of spend 2024- 2029

Chart 1



7. Capital Financing and Resources 2024-2029

7.1 It has been possible to fund the proposed capital programme 2024-2029. However, due to the continued risk of increases in material costs and reduced capital receipts from property sales, heightened monitoring will be ongoing and may require revision to funding sources or reprofiling and rephasing of schemes as appropriate. Appendix 5 and 6 shows how each project in the Programme for 2024 -2029 is funded.

7.2 The Table below provides details of the revised estimated capital resources for the period 2024-2029, updated for items detailed in the proceeding sections. 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 Strategy 2024-2029 on this Cabinet Agenda.

Table 10

Source of Funding	2024/2025 £	2025/2026 £	2026/2027 £	2027/2028 £	2028/2029 £
Specific Capital Grants (Better Care Fund)	1,944,598	2,212,174	2,212,174	2,212,174	2,212,174
Specific Capital Grants (Towns Fund)	13,479,760	2,883,410	472,930	3,140,510	-
Specific Capital Grants (LAHF)	1,945,340	-	-	-	-
Misc Government Grants	2,515,390	3,649,140	168,800	-	-
Business Rate Pool	301,190	1,960,650	-	-	-
General Capital Receipts Reserve	1,743,222	1,579,216	555,326	405,326	205,326
Major Housing Capital Receipts Applied	10,911,463	27,170,910	21,968,838	2,956,603	4,061,730
Reserves/Revenue Contributions	2,601,670	2,095,640	338,000	15,000	15,000
Unsupported Borrowing	934,490	1,395,510	388,000	273,750	537,280
Temperary Borrowings	12,553,957	-	5,180,542	2,983,237	-
Total Funding	48,931,080	42,946,650	31,284,610	11,986,600	7,031,510

7.3 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.

7.4 The table below (table11) shows the updated budgets and full capital programme in tier summary. Reporting and appendices going forward will be presented in this tier format. Both have been included as users are familiar with the directorship view.

Table 11

	Budget 2024/2025 £	Budget 2025/2026 £	Budget 2026/2027 £	Budget 2027/2028 £	Budget 2028/2029 £
Tier 1 Major projects					
Enterprise Zone (Property and Projects):	912,690	-	-	-	-
Major Housing Development (Companies and Housing)	20,830,250	26,877,440	23,895,060	2,523,060	-
Other Major Projects	21,691,770	8,512,030	641,730	3,140,510	-
Total Tier 1	43,434,710	35,389,470	24,536,790	5,663,570	-
Tier 2 Operational Schemes					
Health, Wellbeing & Public Protection	2,210,000	2,477,500	2,477,500	2,477,500	2,477,500
Leisure and Community Facilities:	539,730	20,000	30,000	-	-
Operational and Commercial:	1,212,590	1,278,430	278,000	160,000	477,280
Programme and Projects:	50,000	111,000	-	-	-
Property and Projects:	74,170	-	-	-	-
Resources:	424,950	-	-	-	-
Total Tier 2	4,511,440	3,886,930	2,785,500	2,637,500	2,954,780
Tier 3 Operational Schemes					
Health, Wellbeing & Public Protection	-	86,850	-	-	-
Leisure and Community Facilities:	123,000	452,480	230,000	15,000	15,000
Operational and Commercial:	65,000	1,443,390	128,000	53,750	-
Programme and Projects:	-	39,000	-	-	-
Property and Projects:	44,500	390,470	150,000	150,000	-
Regeneration, Housing & Place:	-	241,060	-	-	-
Resources:	92,430	850,000	350,000	200,000	-
Subtotal	324,930	3,503,250	858,000	418,750	15,000
Tier 3 Exempt Schemes					
Exempt Schemes	660,000	167,000	3,104,320	3,266,780	4,061,730
Subtotal	660,000	167,000	3,104,320	3,266,780	4,061,730
Total Tier 3	984,930	3,670,250	3,962,320	3,685,530	4,076,730
Total Capital Programme (Tiers 1, 2, 3)	48,931,080	42,946,650	31,284,610	11,986,600	7,031,510

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 decisions 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 2024-2029 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 2024-2029 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 2024/2025 is set at £74m with a maximum of 40% of the total value being held as short-term loans or variable rate loans. The revised Treasury Management Strategy, also on the agenda for Cabinet on 4 February 2025, is recommending to Council that the Operational Boundary is revised to £67m.

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 reported to the Cabinet meeting on 4 February 2025.

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 2024-2029 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 2024-2029 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 2024-2029.

Source of Funding	Risk Implications and Sensitivity	Level of Risk
<p>Capital Grants</p> <p>Third Party Contributions</p>	<p>Risk</p> <p>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 2024/2025 and 2025/2026 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</p> <p>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>	<p>Medium</p>
<p>Capital Receipts</p>	<p>Risk</p> <p>Capital receipts over the 5-year capital programme 2024-2029 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</p> <p>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 £5m and £90m 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>	<p>High</p>

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
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Source of Funding	Risk Implications and Sensitivity	Level of Risk
Unsupported Borrowing	<p>Risk The proposed capital programme 2024-2029 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.</p>	Medium

	<p>External borrowing will be sourced through market loans or PWLB depending on the most favourable rates.</p> <p>The interest rates of external loans and PWLB loans are at a higher rate due to the current Bank of England base rate.</p>	
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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 2024 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 Macro-economic issues</p> <p>Sensitivity/consequences Market confidence continues to be impacted by inflation and high interest costs, albeit it is deemed to continue to gradually reduce (following on from Brexit and the pandemic). Sales values and cost of materials and labour will require regular review 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 Strategy 2024-2029
 Monitoring Reports 2024/2025
 The Capital Strategy 2025/2026
 The Treasury Management and Investment Strategy 2025/2026

APPENDIX 1		Actual as at 31 December 2024	Rephased budget 2024/2025	Estimates Budget Movements 2024/2025	Revised Estimates Budget 2024/2025
Tier 1					
Major projects	Enterprise Zone (Property and Projects):				
	Project Management / Marketing	55,087	76,500	0	76,500
	Roads / Infrastructure	(21,381)		0	
	EZ Premises Costs	6,210		0	0
	EZ Development of Spec Units 1	378,195		0	
	NORA Remediation	0	836,190	0	836,190
	Total Enterprise Zone	418,111	912,690	0	912,690
	Major Housing Development (Companies and Housing):				
	Salters Road	3,294,106	4,042,780	0	4,042,780
	Phase 3-Lynnsport 1	3,957,296	3,391,900	0	3,391,900
	Phase 2 -Lynnsport 4 /5	0	10,000	0	10,000
	Major Housing Management	0	2,510	0	2,510
	Major Housing Projects Unallocated Budget	0	27,770	0	27,770
	Florence Fields	8,339,933	10,456,950	0	10,456,950
	Nora Phase 2	0	0	0	0
	Nora Phase 3	0	0	0	0
	Nora Phase 4	69,999	173,990	0	173,990
	Nora Phase 5		1,586,320	(1,586,320)	
	Hunstanton Regeneration Southend Road Car Park	2,473,951	2,724,350	0	2,724,350
	Total Major Housing Development	18,135,285	22,416,570	(1,586,320)	20,830,250
Other Major Projects	Towns Fund:				
	St Georges Guildhall Complex	684,465	1,200,680	0	1,200,680
	Active and Clean Connectivity	343,663	4,892,260	0	4,892,260
	Rail to River	(69,935)	0	0	0
	Riverfront Regeneration	265,311	3,100,950	0	3,100,950
	Multi User Community Hub	738,974	5,447,330	0	5,447,330
	Programme Management	106,789	148,580	0	148,580
	Leisure and Community Facilities:				
	Lynn Sport New 3G Pitch	26,827	900,000	(870,000)	30,000
	Regeneration, Housing & Place:				
	Southgate Regen Area Business Rate Pool Contribution	186,703	479,780	(279,780)	200,000
	UK Shared Prosperity Fund	(176,204)	177,720	0	177,720
	Rural England Prosperity Fund	392,969	1,144,240	0	1,144,240
	Local Authority Housing Fund	3,462,624	2,187,480	3,162,530	5,350,010
	Total Other Major Projects	5,962,186	19,679,020	2,012,750	21,691,770
Total Tier 1		24,515,582	43,008,280	426,430	43,434,710
Tier 2					
Operational Schemes	Health, Wellbeing & Public Protection				
	Disabled Facilities Grant	423,580	618,200	0	618,200
	Adapt Grant	716,337	1,281,800	0	1,281,800
	Preventative works:				
	Home Repair Assistance Loan	10,728	0	0	0
	Emergency Repair Grant	1,920	0	0	0
	Careline Grant	8,132	25,000	0	25,000
	Safe and Secure Grant	15,323	0	0	0
	Low Level Prevention Fund	97,495	225,000	0	225,000
	Private Sector Housing Assistance	1,273,515	2,150,000	0	2,150,000
	Health, Wellbeing & Public Protection				
	Careline-Replacement Alarm Units	0	60,000	0	60,000
	Leisure and Community Facilities:				
	Corn Exchange Auditorium works				
	Corn Exchange -Refurbish Seating	1,795	15,000	0	15,000
	Corn Exchange - Auditorium LED Lighting	11,973	30,000	0	30,000
	Lynn Sport Gym Centre Flooring Replacement	95,308		0	
	Lynn Sport Roof	154,110	171,430	0	171,430
	Lynn Sport 3G Replacement	398,032	293,300	0	293,300
	Town Hall Redecoration	3,997	30,000	0	30,000
	Operational and Commercial:				
	Public Conveniences	0	66,000	0	66,000
	Resurfacing (various car parks)	0	61,800	0	61,800

Car Parks Pay & Display Machine Replacement	55,368	75,000	0	75,000
Car Pk Multi-storey Barrier Ticket Machine	0	38,130	0	38,130
Car Prk Multi-storey Lighting + Controls	60,712	163,180	0	163,180
Car Parking Strategy	44,137		0	
CCTV Control Room Upgrade	0	25,000	0	25,000
Heacham North Beach Pay & Display Infrastructure	0	23,000	0	23,000
Christmas Lights Replacement	0	20,000	0	20,000
Parking/Gladstone Server Upgrade	0	12,030	0	12,030
Digital Signage Installation - NTP	0	43,000	0	43,000
High Street Public Realm TF Accelerated project	25,349	8,810	0	8,810
NSF Events Equipment	6,405	11,580	0	11,580
Replacement Stage	57,538		0	0
Refuse - Black Bins	17,202	40,000	0	40,000
Brown Bins/Compost	34,404	40,000	0	40,000
Green Bins/Recycling	11,400	40,000	0	40,000
Trade Bins	0	40,000	0	40,000
Bandstand Roof Replacement - Hunstanton	0	30,000	0	30,000
Resort - Beach Safety Signage	0	15,000	0	15,000
Grounds Maintenance Equipment	147,659	203,300	0	203,300
Public Cleansing Vehicles	418,416	256,760	0	256,760
Programme and Projects:				
Downham Market Public Conveniences	42,615	50,000	0	50,000
Property and Projects:				
South Quay Somerfield Thomas Silo	65,034	30,940	0	30,940
Factory Unit 1 - New Depot Site	21,571	0	0	0
Air Source Heat Pump Project - Enterprise Works	8,435	0	0	0
North Promenade Erosion		3,230	0	3,230
Re:Fit Project	21,358	40,000	0	40,000
Resources:				
ICT Development Programme	76,464	424,950	0	424,950
Standard Desktop Refresh			0	0
Total Operational Schemes	3,052,797	4,511,440	0	4,511,440
Total Tier 2	3,052,797	4,511,440	0	4,511,440
Tier 3				
Operational Schemes	Health, Wellbeing & Public Protection			
Careline - Replacement Vehicles		0	0	0
Community Safety Vehicle		0	30,000	(30,000)
	Leisure and Community Facilities:			
Corn Exchange -Internal Dec		0	0	0
DMLC - Flooring Replacement		0	0	0
DMLC - Replacement Lighting Pool		0	28,000	(15,000)
DMLC - Replacement Distribution Boards		0	25,000	(25,000)
DMLC - Changing room refurb		0	30,000	(30,000)
DMLC - Pool Cover		0	0	0
DMLC - Window Replacement (dryside)		0	20,000	0
L/Sport - Floor Surface Reseal		0	0	0
L/Sport Fire Alarm Upgrade		0	70,000	(70,000)
L/Sport Toilets & Changing Room		0	52,480	(52,480)
L/Sport Flooring (changing/toilets/reception)		0	0	0
L/Sport Cubical and locker replacement		0	0	0
L/Sport Track and Barn Line marking		0	0	0
L/Sport Window replacement		0	0	0
St James - Floor/Surface Replace		0	0	0
St James Pool Covers		0	0	0
St James Flooring (reception/corridors/viewing)		0	15,000	(15,000)
St James Pool Hall replacement lighting		0	0	0
St James Fire Alarm System		0	0	0
St James Pool plate heat exchange		0	0	0
Oasis Fitness Flooring bowls hall/fitness stairs		0	10,000	0
Oasis Pool Hall lighting		0	0	0
Oasis Cubicles replacement		0	50,000	0
Oasis lockers replacement		0	30,000	0
Oasis distribution board replacement		0	0	0
	Town Hall:			
Roofing		0	50,000	(50,000)
Electrical Switch Replacement		0	0	0
Redecoration		0	0	0
Replacement flooring/stairs		0	0	0
Stone Mason external works		0	20,000	(20,000)
Prep Kitchen Replacement		0	10,000	(10,000)
Fairstead Replacement Flooring		0	0	0
			0	
	Operational and Commercial:			
Decrim Car Park		0	0	0

Resurfacing (various car parks)	0	0	0	0
Car Parks Pay & Display Machine Replacement	0	0	0	0
CCTV Control Room Upgrade	0	0	0	0
CCTV Kettlewell Gardens	0	0	0	0
CCTV Multi-storey	0		0	0
CCTV Crematorium	0		0	0
CCTV Safer Streets	3,319		0	0
Christmas Lights Replacement	0		0	0
Emergency Plan - Replace Radios	0	15,000	0	15,000
The Walks Crazy Golf Equipment	0	0	0	0
Replacement Play Area Equipment	0	0	0	0
Play Area Equipment - King's Lynn (KLACC)	0	0	0	0
Replacement Dog Bins	0	0	0	0
Resort Chalet Window Replacement	0	50,000	0	50,000
Resort Replacement Play Area Equipment	0		0	0
Resort - Visitor Digital Sign	0	0	0	0
Grounds Maintenance Vehicles	0		0	
Programme and Projects:		0		
Changing Places Toilet - St James's	0		0	0
Property and Projects:		0		
Re:Fit Project	0		0	0
Sewage Treatment Works Refurb/Connect Public Sewer	0	14,000	0	14,000
Estate Roads - Resurfacing	0	30,500	0	30,500
Bergen Way Industrial Estate Roof Replacement	0	0	0	0
Regeneration, Housing & Place:			0	
ICI/Active Travel Hub (KLIC2)	0	0	0	0
South Quay Stage 3	0	0	0	0
Resources:				
ICT Development Programme	0		0	0
Standard Desktop Refresh	0		0	0
Community Projects	45,039	92,430	0	92,430
Total Operational Schemes	48,358	642,410	(317,480)	324,930
Total Exempt Schemes	563,518	660,000	0	660,000
Total Tier 3	611,875	1,302,410	(317,480)	984,930
Total Capital Programme	28,180,254	48,822,130	108,950	48,931,080

APPENDIX 2							
Cost Centre	Tier	Capital Project	Approved Budget 2024/2025	Approved Budget Adjusted for Rephasing 2024/2025	Estimates Movements 2024/2025	UPDATED Estimates Budget 2024/2025	Actual as at 31 December 2024
			£	£	£	£	£
		MAJOR PROJECTS					
		Enterprise Zone					
C8501	1	Project Management / Marketing	35,000	76,500		76,500	55,087
C8502	1	Roads / Infrastructure	1,143,470	0		0	(21,381)
C8504	1	EZ Premises Costs	0				6,210
C5002	1	EZ Development of Spec Units 1	0	0		0	378,195
C8203	1	NORA Remediation	845,890	836,190		836,190	
		Total Enterprise Zone (AD Property and Project	2,024,360	912,690	0	912,690	418,111
		Major Housing Development					
C8161	1	Salterns Road	3,591,880	4,042,780		4,042,780	3,294,106
C8602	1	Alexandra Rd Hunstanton BCKLWN Cost	0				
C8125	1	Phase 3-Lynnsport 1	5,153,690	3,391,900		3,391,900	3,957,296
C8123	1	Lynnsport 3	0				
C8124	1	Phase 2 -Lynnsport 4 /5	10,000	10,000		10,000	
C8142	1	Major Housing Management	2,510	2,510		2,510	
C8164	1	Major Housing Projects Unallocated Budget	0	27,770		27,770	
C8431	1	Florence Fields	16,456,950	10,456,950		10,456,950	8,339,933
C8100	1	Nora Phase 4	210,000	173,990		173,990	69,999
TBC		Nora Phase 5		1,586,320	(1,586,320)	0	
C5004	1	Hunstanton Regeneration Southend Road Car Park	1,258,440	2,724,350		2,724,350	2,473,951
		Total Major Housing Development (AD Compani	26,683,470	22,416,570	(1,586,320)	20,830,250	18,135,285
		Other Major Projects					
		Towns Fund					
C9061	1	St Georges Guildhall Complex	1,380,630	1,200,680		1,200,680	684,465
C9063	1	Active and Clean Connectivity	4,892,260	4,892,260		4,892,260	343,663
		1 Rail to River	0				(69,935)
C9066	1	Riverfront Regeneration	3,306,460	3,100,950		3,100,950	265,311
C8435	1	Multi User Community Hub	5,458,000	5,447,330		5,447,330	738,974
C9065	1	Programme Management	95,000	148,580		148,580	106,789
		Total Towns Fund	15,132,350	14,789,800	0	14,789,800	2,069,268
C8172	2	South Quay Somerfield Thomas Silo	0	30,940		30,940	65,034
C0950	2	Factory Unit 1 - New Depot Site	0				21,571
C1422	2	Air Source Heat Pump Project - Enterprise Works	0				8,435
C1420	3	Re:Fit Project	300,000	40,000		40,000	21,358
		Total for AD Property and Projects	300,000	70,940	0	70,940	116,399
C8173	1	Southgate Regen Area Business Rate Pool Contrib	400,000	479,780	(279,780)	200,000	186,703
C0102	3	ICI/Active Travel Hub (KLIC2)	121,060	0		0	
C8306	2	UK Shared Prosperity Fund	233,570	177,720		177,720	(176,204)
C8401	2	Rural England Prosperity Fund	1,122,350	1,144,240		1,144,240	392,969
C8005	2	Local Authority Housing Fund	0	2,187,480	3,162,530	5,350,010	3,462,624
		Total for AD Regeneration	1,876,980	3,989,220	2,882,750	6,871,970	3,866,091
TBC	2	Public Conveniences	400,000	66,000		66,000	
		Total for AD Operational and Commercial Servic	400,000	66,000	0	66,000	0
TBC	2	Lynn Sport 3G Replacement	0	293,300		293,300	398,032
C0329	1	Lynn Sport New 3G Pitch	900,000	900,000	(870,000)	30,000	26,827
		Total for Leisure and Community Facilities	6,053,960	1,193,300	(870,000)	323,300	424,859
		Total Major Projects	52,471,120	43,438,520	426,430	43,864,950	25,030,012
		OPERATIONAL SCHEMES					

Cost Centre	Tier	Capital Project	Approved Budget 2024/2025	Approved Budget Adjusted for Rephasing 2024/2025	Estimates Movements 2024/2025	UPDATED Estimates Budget 2024/2025	Actual as at 31 December 2024
		AD Community and Partnerships					
C1201	2	Disabled Facilities Grant	618,200	618,200		618,200	423,580
C1202	2	Adapt Grant	1,281,800	1,281,800		1,281,800	716,337
			1,900,000	1,900,000	0	1,900,000	1,139,917
		Preventative Works					
C1203	2	Home Repair Assistance Loan	0				10,728
C1204	2	Emergency Repair Grant	0				1,920
C1206	2	Careline Grant	25,000	25,000		25,000	8,132
C1207	2	Safe and Secure Grant	0				15,323
C1212	2	Low Level Prevention Fund	225,000	225,000		225,000	97,495
		Preventative Works Total	250,000	250,000	0	250,000	133,598
		Total Private Sector Housing Assistance	2,150,000	2,150,000	0	2,150,000	1,273,515
C1710	2	Careline-Replacement Alarm Units	60,000	60,000		60,000	
TBC	3	Community Safety Vehicle	30,000	30,000	(30,000)	0	
		Total for AD Community & Partnerships	2,240,000	2,240,000	(30,000)	2,210,000	1,273,515
		AD Resources (S151 Officer)					
C9001	2	ICT Development Programme	258,740	424,950		424,950	76,464
C9009	3	Standard Desktop Refresh	0				
C8303	3	Community Projects	50,000	92,430		92,430	45,039
		Total for AD Resources (S151 Officer)	308,740	517,380	0	517,380	121,503
		AD Programme and Projects					
		3 Changing Places Toilet - St James's					0
C0611	2	Downham Market Public Conveniences	0	50,000		50,000	42,615
		Total for AD Programme and Projects	0	50,000	0	50,000	42,615
		AD Property and Projects					
C1409	3	Sewer	28,000	14,000		14,000	
C1401	3	Estate Roads - Resurfacing	30,500	30,500		30,500	
TBC	3	Bergen Way Industrial Estate roof replace	250,000	0		0	
	2	North Promenade Erosion	45,000	3,230		3,230	
		Total for AD Property and Projects	353,500	47,730	0	47,730	0
		AD Operational and Commercial Services					
		<u>Car Parks</u>					
C0901	2	Resurfacing (various car parks)	70,000	61,800		61,800	
C0905	2	Car Parks Pay & Display Machine Replacement	180,000	75,000		75,000	55,368
C0912	2	Car Pk Multi-storey Barrier Ticket Machine	38,130	38,130		38,130	
C0913	2	Car Prk Multi-storey Lighting + Controls	0	163,180		163,180	60,712
TBC	2	Heacham North Beach Pay & Display Infrastructure	0	23,000		23,000	
c0920	2	Car Parking Strategy	0				44,137
		<u>CCTV</u>					
C1802	3	CCTV Control Room Upgrade	171,050	25,000		25,000	
C1805	3	CCTV Kettlewell Gardens	24,840				
C1807	3	CCTV Multi-storey	9,890				
C1809	3	CCTV Crematorium	7,730				
TBC	3	CCTV Safer Streets	50,000				3,319
C0705	2	Christmas Lights Replacement	187,550	20,000		20,000	
C1712	3	Emergency Plan - Replace Radios	0	15,000		15,000	
C1605		Gayton Road Cemetery Extension	0				
C0702	2	Parking/Gladstone Server Upgrade	8,030	12,030		12,030	
C0935	2	Digital Signage Installation - NTP	0	43,000		43,000	
		<u>HAG _ CRF Signage</u>					
C0936	2	High Street Public Realm TF Accelerated project	0	8,810		8,810	25,349
C0925	2	NSF Events Equipment	0	11,580		11,580	6,405
C0926	2	Replacement Stage	0				57,538
		<u>Refuse and Recycling</u>					
C2101	2	Refuse - Black Bins	40,000	40,000		40,000	17,202
C2103	2	Brown Bins/Compost	40,000	40,000		40,000	34,404

Cost Centre	Tier	Capital Project	Approved Budget 2024/2025	Approved Budget Adjusted for Rephasing 2024/2025	Estimates Movements 2024/2025	UPDATED Estimates Budget 2024/2025	Actual as at 31 December 2024
C2104	2	Green Bins/Recycling	40,000	40,000		40,000	11,400
C2105	2	Trade Bins	40,000	40,000		40,000	
C2106		Refuse Vehicles	0				
TBC	3	The Walks Crazy Golf Equipment	120,000				
TBC	2	Bandstand Roof Replacement - Hunstanton	0	30,000		30,000	
C0701	3	Replacement Play Area Equipment	20,000				
TBC	3	Resort Chalet Window Replacement	0	50,000		50,000	
C0605	3	Resort Replacement Play Area Equipment	28,000				
C0602	2	Resort - Beach Safety Signage	15,000	15,000		15,000	
C0606	3	Resort - Visitor Digital Sign	50,000				
C8302	3	Tourist Signs A47	21,000				
C1704	2	Grounds Maintenance Equipment	42,000	203,300		203,300	147,659
C1701	3	Grounds Maintenance Vehicles	56,980				
C1705	2	Public Cleansing Vehicles	0	256,760		256,760	418,416
		Total for AD Operations and Commercial	1,260,200	1,211,590	0	1,211,590	881,909
		<u>Leisure and Community Facilities</u>					
		<u>Corn Exchange</u>					
C0215	3	Corn Exchange -Refurbish Seating	15,000	15,000		15,000	1,795
	3	Corn Exchange - Auditorium LED Lighting	30,000	30,000		30,000	11,973
		<u>Downham Market Leisure Centre</u>					
TBC	3	DMLC - Flooring Replacement	40,000				
TBC	3	DMLC - Replacement Lighting Pool	20,000	28,000	(15,000)	13,000	
TBC	3	DMLC - Replacement Distribution Boards	25,000	25,000	(25,000)	0	
TBC	3	DMLC - Changing room refurb	30,000	30,000	(30,000)	0	
TBC	3	DMLC - Window Replacement (dryside)	15,000	20,000		20,000	
		<u>Lynnsport</u>					
C0306	3	L/Sport - Floor Surface Reseal	17,000				
C0312	3	L/Sport Fire Alarm Upgrade	70,000	70,000	(70,000)	0	
C0324	3	L/Sport Toilets & Changing Room	42,480	52,480	(52,480)	0	
C0342	2	L/Sport Gym Centre Flooring Replacement	0				95,308
	2	L/Sport Roof		171,430		171,430	154,110
TBC	3	L/Sport Cubical and locker replacement	10,000				
		<u>St James Pool</u>					
C0502	3	St James - Floor/Surface Replace	25,000				
TBC	3	St James Flooring (reception/corridors/viewing)	15,000	15,000	(15,000)	0	
TBC	3	St James Pool Hall replacement lighting	20,000				
TBC	3	St James Pool plate heat exchange	10,000				
		<u>Oasis</u>					
TBC	3	Oasis Fitness Flooring bowls hall/fitness stairs	10,000	10,000		10,000	
TBC	3	Oasis Cubicles replacement	0	50,000		50,000	
TBC	3	Oasis lockers replacement	20,000	30,000		30,000	
		<u>Town Hall</u>					
TBC	3	Roofing	60,000	50,000	(50,000)	0	
TBC	3	Electrical Switch Replacement	40,000				
TBC	3	Redecoration	30,000	30,000		30,000	3,997
TBC	3	Stone Mason external works	20,000	20,000	(20,000)	0	
TBC	3	Prep Kitchen Replacement	10,000	10,000	(10,000)	0	
		Total for Leisure and Community Facilities	574,480	656,910	(287,480)	369,430	267,182
		Total Operational Schemes	4,736,920	4,723,610	(317,480)	4,406,130	2,586,724
		Total Capital Programme (Non Exempt)	57,208,040	48,162,130	108,950	48,271,080	27,616,736
		(Exempt)	2,102,960	660,000	0	660,000	563,518
		TOTAL CAPITAL PROGRAMME	59,311,000	48,822,130	108,950	48,931,080	28,180,254

APPENDIX 3		Estimates Process budget 2024/2025	Estimates Process Budget 2025/2026	Estimates Process Budget 2026/2027	Estimate Process Budget 2027/2028	Estimates Process Budget 2028/2029	All Year Budgets
Tier 1							
Major projects	Enterprise Zone (Property and Projects):						
	Project Management / Marketing	76,500	-	-	-	-	76,500
	Roads / Infrastructure	-	-	-	-	-	-
	EZ Premises Costs	-	-	-	-	-	-
	EZ Development of Spec Units 1	-	-	-	-	-	-
	NORA Remediation	836,190	-	-	-	-	836,190
	Total Enterprise Zone	912,690	-	-	-	-	912,690
	Major Housing Development (Companies and Housing):						
	Salter's Road	4,042,780	-	-	-	-	4,042,780
	Phase 3-Lynnsport 1	3,391,900	9,153,840	8,622,560	2,209,100	-	23,377,400
	Phase 2 -Lynnsport 4 /5	10,000	-	-	-	-	10,000
	Major Housing Management	2,510	-	-	-	-	2,510
	Major Housing Projects Unallocated Budget	27,770	-	-	-	-	27,770
	Florence Fields	10,456,950	17,713,600	15,272,500	313,960	-	43,757,010
	Nora Phase 2	-	-	-	-	-	-
	Nora Phase 3	-	-	-	-	-	-
	Nora Phase 4	173,990	10,000	-	-	-	183,990
	Hunstanton Regeneration Southend Road Car Park	2,724,350	-	-	-	-	2,724,350
	Total Major Housing Development	20,830,250	26,877,440	23,895,060	2,523,060	-	74,125,810
Other Major Projects	Towns Fund:						
	St Georges Guildhall Complex	1,200,680	6,102,790	641,730	3,140,510	-	11,085,710
	Active and Clean Connectivity	4,892,260	641,340	-	-	-	5,533,600
	Rail to River	-	-	-	-	-	-
	Riverfront Regeneration	3,100,950	596,010	-	-	-	3,696,960
	Multi User Community Hub	5,447,330	-	-	-	-	5,447,330
	Programme Management	148,580	22,110	-	-	-	170,690
	Leisure and Community Facilities:						
	Lynn Sport New 3G Pitch	30,000	870,000	-	-	-	900,000
	Regeneration, Housing & Place:						
	Southgate Regen Area Business Rate Pool Contribution	200,000	279,780	-	-	-	479,780
	UK Shared Prosperity Fund	177,720	-	-	-	-	177,720
	Rural England Prosperity Fund	1,144,240	-	-	-	-	1,144,240
	Local Authority Housing Fund	5,350,010	-	-	-	-	5,350,010
	Total Other Major Projects	21,691,770	8,512,030	641,730	3,140,510	-	33,986,040
Total Tier 1		43,434,710	35,389,470	24,536,790	5,663,570	-	109,024,540
Tier 2							
Operational Schemes	Health, Wellbeing & Public Protection						
	Disabled Facilities Grant	618,200	618,200	618,200	618,200	618,200	3,091,000
	Adapt Grant	1,281,800	1,281,800	1,281,800	1,281,800	1,281,800	6,409,000
	Preventative works:		267,500	267,500	267,500	267,500	1,070,000
	Home Repair Assistance Loan	-	-	-	-	-	-
	Emergency Repair Grant	-	-	-	-	-	-
	Careline Grant	25,000	25,000	25,000	25,000	25,000	125,000
	Safe and Secure Grant	-	-	-	-	-	-
	Low Level Prevention Fund	225,000	225,000	225,000	225,000	225,000	1,125,000
	Private Sector Housing Assistance	2,150,000	2,417,500	2,417,500	2,417,500	2,417,500	11,820,000
	Health, Wellbeing & Public Protection						
	Careline-Replacement Alarm Units	60,000	60,000	60,000	60,000	60,000	300,000
	Leisure and Community Facilities:						
	Corn Exchange Auditorium works	-	-	-	-	-	-
	Corn Exchange -Refurbish Seating	15,000	-	-	-	-	15,000
	Corn Exchange - Auditorium LED Lighting	30,000	-	-	-	-	30,000
	Lynn Sport Gym Centre Flooring Replacement	-	-	-	-	-	-
	Lynn Sport Roof	171,430	-	-	-	-	171,430
	Lynn Sport 3G Replacement	293,300	-	-	-	-	293,300
	L/Sport Gymnastics - Acro Floor and Tumble Track replacement	-	20,000	30,000	-	-	50,000
	Town Hall Redecoration	30,000	-	-	-	-	30,000
	Operational and Commercial:						
	Public Conveniences	66,000	300,000	-	-	-	366,000
	Resurfacing (various car parks)	61,800	-	-	-	-	61,800
	Car Parks Pay & Display Machine Replacement	75,000	165,000	-	-	-	240,000
	Car Pk Multi-storey Barrier Ticket Machine	38,130	-	-	-	-	38,130
	Car Prk Multi-storey Lighting + Controls	163,180	-	-	-	-	163,180
	Car Parking Strategy	-	-	-	-	-	-
	CCTV Control Room Upgrade	25,000	-	-	-	-	25,000
	Heacham North Beach Pay & Display Infrastructure	23,000	-	-	-	-	23,000
	Christmas Lights Replacement	20,000	167,550	-	-	-	187,550
	Parking/Gladstone Server Upgrade	12,030	-	-	-	-	12,030
	Digital Signage Installation - NTP	43,000	-	-	-	-	43,000
	High Street Public Realm TF Accelerated project	8,810	-	-	-	-	8,810

NSF Events Equipment	11,580	-	-	-	-	11,580
Replacement Stage	-	-	-	-	-	-
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
Bandstand Roof Replacement - Hunstanton	30,000	-	-	-	-	30,000
Resort - Beach Safety Signage	15,000	-	-	-	-	15,000
Grounds Maintenance Equipment	203,300	139,080	50,000	-	86,000	478,380
Public Cleansing Vehicles	256,760	156,800	68,000	-	231,280	712,840
Mintlyn Crematorium - Customer Toilets Refurb		40,000				40,000
Mintlyn Crem - Memorial Gardens - Drainage for paths		20,000				20,000
Mintlyn Cremator 1 - Refactory reline		100,000				100,000
Mintlyn Crematorium - redecoration		30,000				30,000
Programme and Projects:		-				-
Downham Market Public Conveniences	50,000	111,000	-	-	-	161,000
Property and Projects:						
South Quay Somerfield Thomas Silo	30,940	-	-	-	-	30,940
Factory Unit 1 - New Depot Site	-	-	-	-	-	-
Air Source Heat Pump Project - Enterprise Works	-	-	-	-	-	-
North Promenade Erosion	3,230	-	-	-	-	3,230
Re:Fit Project	40,000	-	-	-	-	40,000
Resources:						
ICT Development Programme	424,950	-	-	-	-	424,950
Standard Desktop Refresh	-	-	-	-	-	-
Total Operational Schemes	4,511,440	3,886,930	2,785,500	2,637,500	2,954,780	16,776,150
Total Tier 2	4,511,440	3,886,930	2,785,500	2,637,500	2,954,780	16,776,150
Tier 3						
Operational Schemes	Health, Wellbeing & Public Protection					
Careline - Replacement Vehicles	-	56,850	-	-	-	56,850
Community Safety Vehicle	-	30,000	-	-	-	30,000
Leisure and Community Facilities:						
Corn Exchange -Internal Dec	-	-	10,000	-	-	10,000
Corn Exchange -Refurbish Seating	-	15,000	15,000	15,000	15,000	60,000
DMLC - Flooring Replacement	-	-	-	-	-	-
DMLC - Replacement Lighting Pool	13,000	-	-	-	-	13,000
DMLC - Replacement Distribution Boards	-	25,000	-	-	-	25,000
DMLC - Changing room refurb	-	30,000	-	-	-	30,000
DMLC - Pool Cover	-	-	15,000	-	-	15,000
DMLC - Window Replacement (dryside)	20,000	-	-	-	-	20,000
L/Sport - Floor Surface Reseal	-	-	-	-	-	-
L/Sport Fire Alarm Upgrade	-	70,000	-	-	-	70,000
L/Sport Toilets & Changing Room	-	52,480	-	-	-	52,480
L/Sport Flooring (changing/toilets/reception)	-	30,000	-	-	-	30,000
L/Sport Cubical and locker replacement	-	-	-	-	-	-
L/Sport Track and Barn Line marking	-	15,000	-	-	-	15,000
L/Sport Window replacement	-	40,000	-	-	-	40,000
St James - Floor/Surface Replace	-	-	25,000	-	-	25,000
St James Pool Covers	-	-	15,000	-	-	15,000
St James Flooring (reception/corridors/viewing)	-	15,000	-	-	-	15,000
St James Pool Hall replacement lighting	-	-	-	-	-	-
St James Fire Alarm System	-	-	50,000	-	-	50,000
St James Pool plate heat exchange	-	-	10,000	-	-	10,000
Oasis Fitness Flooring bowls hall/fitness stairs	10,000	-	-	-	-	10,000
Oasis Pool Hall lighting	-	15,000	-	-	-	15,000
Oasis Cubicles replacement	50,000	-	-	-	-	50,000
Oasis lockers replacement	30,000	-	-	-	-	30,000
Oasis distribution board replacement	-	-	30,000	-	-	30,000
Town Hall:						
Roofing	-	50,000	-	-	-	50,000
Electrical Switch Replacement	-	40,000	-	-	-	40,000
Redecoration	-	15,000	15,000	-	-	30,000
Replacement flooring/stairs	-	10,000	10,000	-	-	20,000
Stone Mason external works	-	20,000	20,000	-	-	40,000
Prep Kitchen Replacement	-	10,000	-	-	-	10,000
Fairstead Replacement Flooring	-	-	15,000	-	-	15,000
Operational and Commercial:						
Decrim Car Park	-	49,150	-	-	-	49,150
Resurfacing (various car parks)	-	200,000	100,000	-	-	300,000
Car Parks Pay & Display Machine Replacement	-	-	-	-	-	-
CCTV Control Room Upgrade	-	246,050	-	-	-	246,050
CCTV Kettlewell Gadens	-	24,840	-	-	-	24,840
CCTV Multi-storey	-	9,890	-	-	-	9,890
CCTV Crematorium	-	7,730	-	-	-	7,730
CCTV Safer Streets	-	50,000	-	-	-	50,000
Christmas Lights Replacement	-	-	-	-	-	-
Emergency Plan - Replace Radios	15,000	15,000	-	-	-	30,000
The Walks Crazy Golf Equipment	-	120,000	-	-	-	120,000
Replacement Play Area Equipment	-	155,000	-	-	-	155,000
Play Area Equipment - King's Lynn (KLACC)	-	8,000	-	-	-	8,000
Replacement Dog Bins	-	21,000	-	-	-	21,000

Resort Chalet Window Replacement	50,000	50,000	-	-	-	100,000
Resort Replacement Play Area Equipment	-	-	28,000	-	-	28,000
Resort - Visitor Digital Sign	-	50,000	-	-	-	50,000
Grounds Maintenance Vehicles		436,730		53,750		490,480
						-
Programme and Projects:						-
Changing Places Toilet - St James's	-	39,000	-	-	-	39,000
						-
Property and Projects:						-
Re:Fit Project	-	126,470	150,000	150,000		426,470
Sewage Treatment Works Refurb/Connect Public Sewer	14,000	14,000	-	-	-	28,000
Estate Roads - Resurfacing	30,500	-	-	-	-	30,500
Bergen Way Industrial Estate Roof Replacement	-	250,000	-	-	-	250,000
						-
Regeneration, Housing & Place:						-
ICI/Active Travel Hub (KLIC2)	-	121,060	-	-	-	121,060
South Quay Stage 3	-	120,000	-	-	-	120,000
						-
Resources:						-
ICT Development Programme	-	500,000	150,000	150,000		800,000
Standard Desktop Refresh	-	300,000	150,000	-		450,000
Community Projects	92,430	50,000	50,000	50,000		242,430
						-
Total Operational Schemes	324,930	3,503,250	858,000	418,750	15,000	5,119,930
Total Exempt Schemes	660,000	167,000	3,104,320	3,266,780	4,061,730	11,259,830
Total Tier 3	984,930	3,670,250	3,962,320	3,685,530	4,076,730	16,379,760
Total Capital Programme	48,931,080	42,946,650	31,284,610	11,986,600	7,031,510	142,180,450

APPENDIX 4																	
Cost Centre	Tier	Capital Project	Approved Budget Adjusted for Rephasing 2024/2025	Estimates Movements 2024/2025	UPDATED Estimates Budget 2024/2025	Budget 2025/2026	Estimates Movements 2025/2026	UPDATED Estimates Budget 2025/2026	Budget 2026/2027	Estimates Movements 2026/2027	UPDATED Estimates Budget 2026/2027	Budget 2027/2028	Estimates Movements 2027/2028	UPDATED Estimates Budget 2027/2028	Budget 2028/2029	All Years	
			£	£	£	£	£	£	£	£	£	£	£	£	£	£	
MAJOR PROJECTS																	
Enterprise Zone																	
C8501	1	Project Management / Marketing	76,500		76,500	0		0	0		0	0		0		76,500	
C8502	1	Roads / Infrastructure	0		0	0		0	0		0	0		0		0	
C8504	1	EZ Premises Costs				0		0	0		0	0		0		0	
C5002	1	EZ Development of Spec Units 1	0		0	0		0	0		0	0		0		0	
C8203	1	NORA Remediation	836,190		836,190	0		0	0		0	0		0		836,190	
Total Enterprise Zone (AD Property and Projec			912,690	0	912,690	0	0	0	0	0	0	0	0	0	0	912,690	
Major Housing Development																	
C8161	1	Salters Road	4,042,780		4,042,780	0		0	0		0	0		0		4,042,780	
C8602	1	Alexandra Rd Hunstanton BCKLWN Cost				0		0	0		0	0		0		0	
C8125	1	Phase 3-Lynnsport 1	3,391,900		3,391,900	9,153,840		9,153,840	8,622,560		8,622,560	2,209,100		2,209,100		23,377,400	
C8123	1	Lynnsport 3				0		0	0		0	0		0		0	
C8124	1	Phase 2 -Lynnsport 4 /5	10,000		10,000	0		0	0		0	0		0		10,000	
C8142	1	Major Housing Management	2,510		2,510	0		0	0		0	0		0		2,510	
C8164	1	Major Housing Projects Unallocated Budget	27,770		27,770	0		0	0		0	0		0		27,770	
C8431	1	Florence Fields	10,456,950		10,456,950	17,713,600		17,713,600	15,272,500		15,272,500	313,960		313,960		43,757,010	
		1 Nora Phase 2				0		0	0		0	0		0		0	
		1 Nora Phase 3				0		0	0		0	0		0		0	
C8100	1	Nora Phase 4	173,990		173,990	10,000		10,000	0		0	0		0		183,990	
		Nora Phase 5	1,586,320	(1,586,320)	0											0	
C5003		Hunstanton Regeneration Bus Station & NCC Library				0		0	0		0	0		0		0	
C5004	1	Hunstanton Regeneration Southend Road Car Parl	2,724,350		2,724,350	0		0	0		0	0		0		2,724,350	
Total Major Housing Development (AD Compani			22,416,570	(1,586,320)	20,830,250	26,877,440	0	26,877,440	23,895,060	0	23,895,060	2,523,060	0	2,523,060	0	74,125,810	
238	Other Major Projects																
	Towns Fund																
	C9064		Town Centre Public Realm														
	C9061	1	St Georges Guildhall Complex	1,200,680		1,200,680	6,102,790		6,102,790	641,730		641,730	3,140,510		3,140,510		11,085,710
	C9063	1	Active and Clean Connectivity	4,892,260		4,892,260	641,340		641,340	0		0	0		0		5,533,600
			1 Rail to River				0		0	0		0	0		0		0
	C9066	1	Riverfront Regeneration	3,100,950		3,100,950	596,010		596,010	0		0	0		0		3,696,960
	C8435	1	Multi User Community Hub	5,447,330		5,447,330	0		0	0		0	0		0		5,447,330
	C9065	1	Programme Management	148,580		148,580	22,110		22,110	0		0	0		0		170,690
	Total Towns Fund			14,789,800	0	14,789,800	7,362,250	0	7,362,250	641,730	0	641,730	3,140,510	0	3,140,510	0	25,934,290
C8172	2	South Quay Somerfield Thomas Silo	30,940		30,940	0		0	0		0	0		0		30,940	
C0950	2	Factory Unit 1 - New Depot Site				0		0	0		0	0		0		0	
C1422	2	Air Source Heat Pump Project - Enterprise Works				0		0	0		0	0		0		0	
C1420	3	Re:Fit Project	40,000		40,000	126,470		126,470	150,000		150,000	150,000		150,000		466,470	
Total for AD Property and Projects			70,940	0	70,940	126,470	0	126,470	150,000	0	150,000	150,000	0	150,000	0	497,410	
C1421		Decarbonisation Re:Fit 2				0		0	0		0	0		0		0	
Total for AD Planning			0	0	0	0	0	0	0	0	0	0	0	0	0	0	
C8173	1	Southgate Regen Area Business Rate Pool Contrib	479,780	(279,780)	200,000		279,780	279,780								479,780	
C8211		Sail the Wash - Sutton Br														0	
C0102	3	ICI/Active Travel Hub (KLIC2)	0		0	121,060		121,060	0		0	0		0		121,060	

Cost Centre	Tier	Capital Project	Approved Budget Adjusted for Rephasing 2024/2025	Estimates Movements 2024/2025	UPDATED Estimates Budget 2024/2025	Budget 2025/2026	Estimates Movements 2025/2026	UPDATED Estimates Budget 2025/2026	Budget 2026/2027	Estimates Movements 2026/2027	UPDATED Estimates Budget 2026/2027	Budget 2027/2028	Estimates Movements 2027/2028	UPDATED Estimates Budget 2027/2028	Budget 2028/2029	All Years
		Total for AD Programme and Projects	50,000	0	50,000	150,000	0	150,000	0	0	0	0	0	0	0	200,000
		AD Property and Projects														
C1412		Princess Theatre Terrace Extension														0
C0101		Arts Centre Complex														0
C1413		Princess Theatre Roof Replacement														0
C1409	3	Sewer	14,000		14,000	14,000		14,000								28,000
C1401	3	Estate Roads - Resurfacing	30,500		30,500											30,500
C1510		Kings Court Flat Roof														0
new	3	Bergen Way Industrial Estate roof replace	0		0	250,000		250,000								250,000
	2	North Promenade Erosion	3,230		3,230											3,230
		Kings Court - Toilets Refurbs														0
		Total for AD Property and Projects	47,730	0	47,730	264,000	0	264,000	0	0	0	0	0	0	0	311,730
		AD Regeneration, Housing & Place														
		Tourist Signs A47				0		0	0		0	0		0	0	0
		Total for AD Regeneration, Housing & Place	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		AD Operational and Commercial Services														
		Car Parks														
C0901	2	Resurfacing (various car parks)	61,800		61,800	200,000		200,000	100,000		100,000	0		0		361,800
C0905	2	Car Parks Pay & Display Machine Replacement	75,000		75,000	165,000		165,000								240,000
C0912	2	Car Pk Multi-storey Barrier Ticket Machine	38,130		38,130											38,130
C0913	2	Car Prk Multi-storey Lighting + Controls	163,180		163,180											163,180
C0914		Mintlyn Crematorium - Car Park														0
C0915		The Walks Car Park Resurf & P&D														0
C1707	240	Off Street Car Parks- Vehicles														0
tbc	2	Heacham North Beach Pay & Display Infrastructure	23,000		23,000											23,000
c0920	2	Car Parking Strategy														0
C0906		Decrim Car Park				49,150		49,150								49,150
		CCTV														
C1802	3	CCTV Control Room Upgrade	25,000		25,000	246,050		246,050								271,050
C1805	3	CCTV Kettlewell Gadens				24,840		24,840								24,840
C1807	3	CCTV Multi-storey				9,890		9,890								9,890
C1809	3	CCTV Crematorium				7,730		7,730								7,730
new	3	CCTV Safer Streets				50,000		50,000								50,000
C0705	2	Christmas Lights Replacement	20,000		20,000	167,550		167,550								187,550
C1712	3	Emergency Plan - Replace Radios	15,000		15,000	15,000		15,000								30,000
C1605		Gayton Road Cemetery Extension														0
C0702	2	Parking/Gladstone Server Upgrade	12,030		12,030											12,030
new	2	Mintlyn Crematorium - Customer Toilets Refurb					40,000	40,000								40,000
new	2	Mintlyn Crem - Memorial Gardens - Drainage for					20,000	20,000								20,000
new	2	Mintlyn Cremator 1 - Refactory reline					100,000	100,000								100,000
new	2	Mintlyn Crematorium - redecoration					30,000	30,000								30,000
C0935	2	Digital Signge Installation - NTP	43,000		43,000											43,000
		HAG _ CRF Signage														0
C0936	2	High Street Public Realm TF Accelerated project	8,810		8,810											8,810
C0925	2	NSF Events Equipment	11,580		11,580											11,580
C0926	2	Replacement Stage														0
		Refuse and Recycling														0
C2101	2	Refuse - Black Bins	40,000		40,000	40,000		40,000	40,000		40,000	40,000		40,000	40,000	200,000
C2103	2	Brown Bins/Compost	40,000		40,000	40,000		40,000	40,000		40,000	40,000		40,000	40,000	200,000

Cost Centre	Tier	Capital Project	Approved Budget Adjusted for Rephasing 2024/2025	Estimates Movements 2024/2025	UPDATED Estimates Budget 2024/2025	Budget 2025/2026	Estimates Movements 2025/2026	UPDATED Estimates Budget 2025/2026	Budget 2026/2027	Estimates Movements 2026/2027	UPDATED Estimates Budget 2026/2027	Budget 2027/2028	Estimates Movements 2027/2028	UPDATED Estimates Budget 2027/2028	Budget 2028/2029	All Years
new		L/Sport Roof														0
new		L/Sport Flooring (changing/toilets/reception)				30,000		30,000								30,000
	2	L/Sport Roof	171,430		171,430											171,430
new	3	L/Sport Cubical and locker replacement														0
new		L/Sport Track and Barn Line marking				15,000		15,000								15,000
new		L/Sport Basket Ball fittings replacement														0
new		L/Sport Window replacement				40,000		40,000								40,000
		<u>St James Pool</u>														0
C0502	3	St James - Floor/Surface Replace							25,000		25,000					25,000
C0505		St James Fitness Equipment														0
C0506		St James Pool Covers							15,000		15,000					15,000
C0510		St James Spin Bikes														0
C0514		St James Replacement Plant														0
new		St James Flooring (changing area)														0
new	3	St James Flooring (reception/corridors/viewing)	15,000	(15,000)	0		15,000	15,000								15,000
new	3	St James Pool Hall replacement lighting														0
new		St James Cubical replacement														0
new		St James Locker replacement														0
new		St James wetside toilet refurb														0
new		St James Fire Alarm System							50,000		50,000					50,000
new	3	St James Pool plate heat exchange							10,000		10,000					10,000
		<u>Oasis</u>														0
C1009		Oasis Fire Doors														0
TBC		Oasis Fitness Equipment														0
TBC		Oasis Fitness Flooring														0
new	3	Oasis Fitness Flooring bowls hall/fitness stairs	10,000		10,000											10,000
new		Oasis Pool Hall lighting				15,000		15,000								15,000
new	3	Oasis Cubicles replacement	50,000		50,000											50,000
new	3	Oasis lockers replacement	30,000		30,000											30,000
new		Oasis distribution board replacement							30,000		30,000					30,000
		<u>Town Hall</u>														0
new	3	Roofing	50,000	(50,000)	0		50,000	50,000								50,000
new	3	Electrical Switch Replacement				40,000		40,000								40,000
new	3	Redecoration	30,000		30,000	30,000	(15,000)	15,000	30,000	(15,000)	15,000					60,000
new		Replacement flooring/stairs				20,000	(10,000)	10,000	20,000	(10,000)	10,000					20,000
new	3	Stone Mason external works	20,000	(20,000)	0	20,000		20,000		20,000	20,000					40,000
new	3	Prep Kitchen Replacement	10,000	(10,000)	0		10,000	10,000								10,000
		<u>Community Centres</u>														0
new		Fairstead Replacement Flooring							15,000		15,000					15,000
		Total for Leisure and Community Facilities	656,910	(287,480)	369,430	225,000	247,480	472,480	220,000	40,000	260,000	0	15,000	15,000	15,000	1,131,910
		<u>AD Central Services</u>														0
-		Working)														0
		Total AD Central Services														
		Total Operational Schemes	4,723,610	(317,480)	4,406,130	5,480,870	1,241,780	6,722,650	3,068,000	425,500	3,493,500	2,570,000	336,250	2,906,250	2,969,780	20,498,310
		Total Capital Programme (Non Exempt)	48,162,130	108,950	48,271,080	40,388,090	2,391,560	42,779,650	27,754,790	425,500	28,180,290	8,383,570	336,250	8,719,820	2,969,780	130,920,620
		(Exempt)	660,000	0	660,000	3,333,780	(3,166,780)	167,000	11,636,250	(8,531,930)	3,104,320	0	3,266,780	3,266,780	4,061,730	11,259,830
		TOTAL CAPITAL PROGRAMME	48,822,130	108,950	48,931,080	43,721,870	(775,220)	42,946,650	39,391,040	(8,106,430)	31,284,610	8,383,570	3,603,030	11,986,600	7,031,510	142,180,450

APPENDIX 5	CAPITAL PROJECT	Estimates Process budget 2024/2025	Estimates Process Budget 2025/2026	Estimates Process Budget 2026/2027	Estimate Process Budget 2027/2028	Estimates Process Budget 2028/2029	All Year Budgets	Capital Receipts	Unsupported Borrowing	Temporory Borrowing	Government Grants	Towns Fund Grant	Other Grants	Business Rate Pool	Reserves	Total Funding
Tier 1																
Major projects	Enterprise Zone (Property and Projects):															
	Project Management / Marketing	76,500	-	-	-	-	76,500	-	-	76,500	-	-	-	-	-	76,500
	Roads / Infrastructure	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	EZ Premises Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	EZ Development of Spec Units 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	NORA Remediation	836,190	-	-	-	-	836,190	836,190	-	-	-	-	-	-	-	836,190
	Total Enterprise Zone	912,690	-	-	-	-	912,690	836,190	-	76,500	-	-	-	-	-	912,690
	Major Housing Development (Companies and Housing):															
	Salters Road	4,042,780	-	-	-	-	4,042,780	-	-	4,042,780	-	-	-	-	-	4,042,780
	Phase 3-Lynnsport 1	3,391,900	9,153,840	8,622,560	2,209,100	-	23,377,400	-	-	23,377,400	-	-	-	-	-	23,377,400
	Phase 2 -Lynnsport 4 /5	10,000	-	-	-	-	10,000	-	-	10,000	-	-	-	-	-	10,000
	Major Housing Management	2,510	-	-	-	-	2,510	-	-	2,510	-	-	-	-	-	2,510
	Major Housing Projects Unallocated Budget	27,770	-	-	-	-	27,770	-	-	27,770	-	-	-	-	-	27,770
	Florence Fields	10,456,950	17,713,600	15,272,500	313,960	-	43,757,010	-	-	43,757,010	-	-	-	-	-	43,757,010
	Nora Phase 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Nora Phase 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Nora Phase 4	173,990	10,000	-	-	-	183,990	-	-	183,990	-	-	-	-	-	183,990
	Hunstanton Regeneration Southend Road Car Park	2,724,350	-	-	-	-	2,724,350	-	-	1,178,350	-	-	-	-	1,546,000	2,724,350
	Total Major Housing Development	20,830,250	26,877,440	23,895,060	2,523,060	-	74,125,810	-	-	72,579,810	-	-	-	-	1,546,000	74,125,810
Other Major Projects	Towns Fund:															
	St Georges Guildhall Complex	1,200,680	6,102,790	641,730	3,140,510	-	11,085,710	-	-	-	-	11,085,710	-	-	-	11,085,710
	Active and Clean Connectivity	4,892,260	641,340	-	-	-	5,533,600	-	-	-	-	3,511,650	-	2,021,950	-	5,533,600
	Rail to River	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Riverfront Regeneration	3,100,950	596,010	-	-	-	3,696,960	-	-	-	368,980	3,327,980	-	-	-	3,696,960
	Multi User Community Hub	5,447,330	-	-	-	-	5,447,330	-	-	-	3,566,750	1,880,580	-	-	-	5,447,330
	Programme Management	148,580	22,110	-	-	-	170,690	-	-	-	-	170,690	-	-	-	170,690
	Leisure and Community Facilities:															
	Lynn Sport New 3G Pitch	30,000	870,000	-	-	-	900,000	-	-	-	900,000	-	-	-	-	900,000
	Regeneration, Housing & Place:															
	Southgate Regen Area Business Rate Pool Contribution	200,000	279,780	-	-	-	479,780	239,890	-	-	-	-	-	239,890	-	479,780
	UK Shared Prosperity Fund	177,720	-	-	-	-	177,720	-	-	-	177,720	-	-	-	-	177,720
	Rural England Prosperity Fund	1,144,240	-	-	-	-	1,144,240	-	-	-	1,144,240	-	-	-	-	1,144,240
	Local Authority Housing Fund	5,350,010	-	-	-	-	5,350,010	-	-	3,404,670	1,945,340	-	-	-	-	5,350,010
	Total Other Major Projects	21,691,770	8,512,030	641,730	3,140,510	-	33,986,040	239,890	-	3,404,670	8,103,030	19,976,610	-	2,261,840	-	33,986,040
Total Tier 1		43,434,710	35,389,470	24,536,790	5,663,570	-	109,024,540	1,076,080	-	76,060,980	8,103,030	19,976,610	-	2,261,840	1,546,000	109,024,540
Tier 2																
Operational Schemes	Health, Wellbeing & Public Protection															
	Disabled Facilities Grant	618,200	618,200	618,200	618,200	618,200	3,091,000									
	Adapt Grant	1,281,800	1,281,800	1,281,800	1,281,800	1,281,800	6,409,000									
	Preventative works:		267,500	267,500	267,500	267,500	1,070,000									
	Home Repair Assistance Loan	-	-	-	-	-	-									
	Emergency Repair Grant	-	-	-	-	-	-									
	Careline Grant	25,000	25,000	25,000	25,000	25,000	125,000									
	Safe and Secure Grant	-	-	-	-	-	-									
	Low Level Prevention Fund	225,000	225,000	225,000	225,000	225,000	1,125,000									
	Private Sector Housing Assistance	2,150,000	2,417,500	2,417,500	2,417,500	2,417,500	11,820,000	1,026,706	-	-	-	-	10,793,294	-	-	11,820,000
	Health, Wellbeing & Public Protection															
	Careline-Replacement Alarm Units	60,000	60,000	60,000	60,000	60,000	300,000	-	300,000	-	-	-	-	-	-	300,000
	Leisure and Community Facilities:															
	Corn Exchange Auditorium works	-	-	-	-	-	-									
	Corn Exchange -Refurbish Seating	15,000	-	-	-	-	15,000	-	-	-	-	-	-	-	15,000	15,000
	Corn Exchange - Auditorium LED Lighting	30,000	-	-	-	-	30,000	-	-	-	-	-	-	-	30,000	30,000
	Lynn Sport Gym Centre Flooring Replacement	-	-	-	-	-	-									
	Lynn Sport Roof	171,430	-	-	-	-	171,430	-	171,430	-	-	-	-	-	-	171,430
	Lynn Sport 3G Replacement	293,300	-	-	-	-	293,300	-	-	-	-	-	-	-	293,300	293,300

	L/Sport Gymnastics - Acro Floor and Tumble Track replacement		20,000	30,000			50,000								50,000	50,000
	Town Hall Redecoration	30,000	-	-	-	-	30,000								30,000	30,000
	Operational and Commercial:															
	Public Conveniences	66,000	300,000	-	-	-	366,000								366,000	366,000
	Resurfacing (various car parks)	61,800	-	-	-	-	61,800								61,800	61,800
	Car Parks Pay & Display Machine Replacement	75,000	165,000	-	-	-	240,000								240,000	240,000
	Car Pk Multi-storey Barrier Ticket Machine	38,130	-	-	-	-	38,130								38,130	38,130
	Car Prk Multi-storey Lighting + Controls	163,180	-	-	-	-	163,180								163,180	163,180
	Car Parking Strategy															
	CCTV Control Room Upgrade	25,000	-	-	-	-	25,000		25,000						-	25,000
	Heacham North Beach Pay & Display Infrastructure	23,000	-	-	-	-	23,000								23,000	23,000
	Christmas Lights Replacement	20,000	167,550	-	-	-	187,550								187,550	187,550
	Parking/Gladstone Server Upgrade	12,030	-	-	-	-	12,030								12,030	12,030
	Digital Signage Installation - NTP	43,000	-	-	-	-	43,000				43,000				-	43,000
	High Street Public Realm TF Accelerated project	8,810	-	-	-	-	8,810	8,810							-	8,810
	NSF Events Equipment	11,580	-	-	-	-	11,580				11,580				-	11,580
	Replacement Stage	-	-	-	-	-	-								-	-
	Refuse - Black Bins	40,000	40,000	40,000	40,000	40,000	200,000		200,000						-	200,000
	Brown Bins/Compost	40,000	40,000	40,000	40,000	40,000	200,000		200,000						-	200,000
	Green Bins/Recycling	40,000	40,000	40,000	40,000	40,000	200,000		200,000						-	200,000
	Trade Bins	40,000	40,000	40,000	40,000	40,000	200,000		200,000						-	200,000
	Bandstand Roof Replacement - Hunstanton	30,000	-	-	-	-	30,000								30,000	30,000
	Resort - Beach Safety Signage	15,000	-	-	-	-	15,000								15,000	15,000
	Grounds Maintenance Equipment	203,300	139,080	50,000	-	86,000	478,380	0	478,380						-	478,380
	Public Cleansing Vehicles	256,760	156,800	68,000	-	231,280	712,840	0	712,840						-	712,840
	Mintlyn Crematorium - Customer Toilets Refurb		40,000				40,000								40,000	40,000
	Mintlyn Crem - Memorial Gardens - Drainage for paths		20,000				20,000								20,000	20,000
	Mintlyn Cremator 1 - Refactory reline		100,000				100,000								100,000	100,000
	Mintlyn Crematorium - redecoration		30,000				30,000								30,000	30,000
	Programme and Projects:															
	Downham Market Public Conveniences	50,000	111,000	-	-	-	161,000								161,000	161,000
	Property and Projects:															
	South Quay Somerfield Thomas Silo	30,940	-	-	-	-	30,940	30,940							-	30,940
	Factory Unit 1 - New Depot Site	-	-	-	-	-	-								-	-
	Air Source Heat Pump Project - Enterprise Works	-	-	-	-	-	-								-	-
	North Promenade Erosion	3,230	-	-	-	-	3,230								3,230	3,230
	Re:Fit Project	40,000	-	-	-	-	40,000			40,000					-	40,000
	Resources:															
	ICT Development Programme	424,950	-	-	-	-	424,950	424,950							-	424,950
	Standard Desktop Refresh	-	-	-	-	-	-								-	-
	Total Operational Schemes	4,511,440	3,886,930	2,785,500	2,637,500	2,954,780	16,776,150	1,491,406	2,487,650	40,000	54,580	-	10,793,294	-	1,909,220	16,776,150
Total Tier 2		4,511,440	3,886,930	2,785,500	2,637,500	2,954,780	16,776,150	1,491,406	2,487,650	40,000	54,580	-	10,793,294	-	1,909,220	16,776,150
Tier 3																
Operational Schemes	Health, Wellbeing & Public Protection															
	Careline - Replacement Vehicles	-	56,850	-	-	-	56,850		56,850						-	56,850
	Community Safety Vehicle	-	30,000	-	-	-	30,000		30,000						-	30,000
	Leisure and Community Facilities:															
	Corn Exchange -Internal Dec	-	-	10,000	-	-	10,000								10,000	10,000
	Corn Exchange -Refurbish Seating	-	15,000	15,000	15,000	15,000	60,000								60,000	60,000
	DMLC - Flooring Replacement	-	-	-	-	-	-								-	-
	DMLC - Replacement Lighting Pool	13,000	-	-	-	-	13,000		13,000						-	13,000
	DMLC - Replacement Distribution Boards	-	25,000	-	-	-	25,000		25,000						-	25,000
	DMLC - Changing room refurb	-	30,000	-	-	-	30,000								30,000	30,000
	DMLC - Pool Cover	-	-	15,000	-	-	15,000								15,000	15,000
	DMLC - Window Replacement (dryside)	20,000	-	-	-	-	20,000								20,000	20,000
	L/Sport - Floor Surface Reseal	-	-	-	-	-	-								-	-
	L/Sport Fire Alarm Upgrade	-	70,000	-	-	-	70,000		70,000						-	70,000
	L/Sport Toilets & Changing Room	-	52,480	-	-	-	52,480								52,480	52,480
	L/Sport Flooring (changing/toilets/reception)	-	30,000	-	-	-	30,000								30,000	30,000
	L/Sport Cubical and locker replacement	-	-	-	-	-	-								-	-
	L/Sport Track and Barn Line marking	-	15,000	-	-	-	15,000								15,000	15,000
	L/Sport Window replacement	-	40,000	-	-	-	40,000								40,000	40,000
	St James - Floor/Surface Replace	-	-	25,000	-	-	25,000								25,000	25,000
	St James Pool Covers	-	-	15,000	-	-	15,000								15,000	15,000
	St James Flooring (reception/corridors/viewing)	-	15,000	-	-	-	15,000								15,000	15,000

St James Pool Hall replacement lighting	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
St James Fire Alarm System	-	-	50,000	-	-	-	50,000	-	50,000	-	-	-	-	-	-	50,000
St James Pool plate heat exchange	-	-	10,000	-	-	-	10,000	-	-	-	-	-	-	-	10,000	10,000
Oasis Fitness Flooring bowls hall/fitness stairs	10,000	-	-	-	-	-	10,000	-	-	-	-	-	-	-	10,000	10,000
Oasis Pool Hall lighting	-	15,000	-	-	-	-	15,000	-	-	-	-	-	-	-	15,000	15,000
Oasis Cubicles replacement	50,000	-	-	-	-	-	50,000	-	-	-	-	-	-	-	50,000	50,000
Oasis lockers replacement	30,000	-	-	-	-	-	30,000	-	30,000	-	-	-	-	-	-	30,000
Oasis distribution board replacement	-	-	30,000	-	-	-	30,000	-	-	-	-	-	-	-	30,000	30,000
Town Hall:																
Roofing	-	50,000	-	-	-	-	50,000	-	-	-	-	-	-	-	50,000	50,000
Electrical Switch Replacement	-	40,000	-	-	-	-	40,000	-	-	-	-	-	-	-	40,000	40,000
Redecoration	-	15,000	15,000	-	-	-	30,000	-	-	-	-	-	-	-	30,000	30,000
Replacement flooring/stairs	-	10,000	10,000	-	-	-	20,000	-	-	-	-	-	-	-	20,000	20,000
Stone Mason external works	-	20,000	20,000	-	-	-	40,000	-	-	-	-	-	-	-	40,000	40,000
Prep Kitchen Replacement	-	10,000	-	-	-	-	10,000	-	-	-	-	-	-	-	10,000	10,000
Fairstead Replacement Flooring	-	-	15,000	-	-	-	15,000	-	-	-	-	-	-	-	15,000	15,000
Operational and Commercial:																
Decrim Car Park	-	49,150	-	-	-	-	49,150	-	-	-	-	-	-	-	49,150	49,150
Resurfacing (various car parks)	-	200,000	100,000	-	-	-	300,000	-	-	-	-	-	-	-	300,000	300,000
Car Parks Pay & Display Machine Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CCTV Control Room Upgrade	-	246,050	-	-	-	-	246,050	-	246,050	-	-	-	-	-	-	246,050
CCTV Kettlewell Gardens	-	24,840	-	-	-	-	24,840	-	-	-	-	-	-	-	24,840	24,840
CCTV Multi-storey	-	9,890	-	-	-	-	9,890	-	-	-	-	-	-	-	9,890	9,890
CCTV Crematorium	-	7,730	-	-	-	-	7,730	-	-	-	-	-	-	-	7,730	7,730
CCTV Safer Streets	-	50,000	-	-	-	-	50,000	-	-	-	-	-	-	-	50,000	50,000
Christmas Lights Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Emergency Plan - Replace Radios	15,000	15,000	-	-	-	-	30,000	-	30,000	-	-	-	-	-	-	30,000
The Walks Crazy Golf Equipment	-	120,000	-	-	-	-	120,000	-	-	-	-	-	-	-	120,000	120,000
Replacement Play Area Equipment	-	155,000	-	-	-	-	155,000	-	-	-	-	-	-	-	155,000	155,000
Play Area Equipment - King's Lynn (KLACC)	-	8,000	-	-	-	-	8,000	-	-	-	-	-	-	-	8,000	8,000
Replacement Dog Bins	-	21,000	-	-	-	-	21,000	-	-	-	-	-	-	-	21,000	21,000
Resort Chalet Window Replacement	50,000	50,000	-	-	-	-	100,000	-	-	-	-	-	-	-	100,000	100,000
Resort Replacement Play Area Equipment	-	-	28,000	-	-	-	28,000	-	-	-	-	-	-	-	28,000	28,000
Resort - Visitor Digital Sign	-	50,000	-	-	-	-	50,000	-	-	-	-	-	-	-	50,000	50,000
Grounds Maintenance Vehicles	-	436,730	-	53,750	-	-	490,480	-	490,480	-	-	-	-	-	-	490,480
Programme and Projects:																
Changing Places Toilet - St James's	-	39,000	-	-	-	-	39,000	-	-	-	-	-	-	-	39,000	39,000
Property and Projects:																
Re:Fit Project	-	126,470	150,000	150,000	-	-	426,470	-	-	426,470	-	-	-	-	-	426,470
Sewage Treatment Works Refurb/Connect Public Sewer	14,000	14,000	-	-	-	-	28,000	28,000	-	-	-	-	-	-	-	28,000
Estate Roads - Resurfacing	30,500	-	-	-	-	-	30,500	30,500	-	-	-	-	-	-	-	30,500
Bergen Way Industrial Estate Roof Replacement	-	250,000	-	-	-	-	250,000	250,000	-	-	-	-	-	-	-	250,000
Regeneration, Housing & Place:																
ICI/Active Travel Hub (KLIC2)	-	121,060	-	-	-	-	121,060	-	-	-	121,060	-	-	-	-	121,060
South Quay Stage 3	-	120,000	-	-	-	-	120,000	120,000	-	-	-	-	-	-	-	120,000
Resources:																
ICT Development Programme	-	500,000	150,000	150,000	-	-	800,000	800,000	-	-	-	-	-	-	-	800,000
Standard Desktop Refresh	-	300,000	150,000	-	-	-	450,000	450,000	-	-	-	-	-	-	-	450,000
Community Projects	92,430	50,000	50,000	50,000	-	-	242,430	242,430	-	-	-	-	-	-	-	242,430
Total Operational Schemes	324,930	3,503,250	858,000	418,750	15,000	5,119,930	1,920,930	1,041,380	426,470	121,060	-	-	-	1,610,090	5,119,930	
Total Exempt Schemes	660,000	167,000	3,104,320	3,266,780	4,061,730	11,259,830	-	-	9,641,830	-	-	-	1,618,000	-	11,259,830	
Total Tier 3	984,930	3,670,250	3,962,320	3,685,530	4,076,730	16,379,760	1,920,930	1,041,380	10,068,300	121,060	-	-	1,618,000	1,610,090	16,379,760	
Total Capital Programme	48,931,080	42,946,650	31,284,610	11,986,600	7,031,510	142,180,450	4,488,416	3,529,030	86,169,280	8,278,670	19,976,610	10,793,294	3,879,840	5,065,310	142,180,450	

Cost Centre APPENDIX 6	Tier	Capital Project	UPDATED Estimates Budget 2024/2025	UPDATED Estimates Budget 2025/2026	UPDATED Estimates Budget 2026/2027	UPDATED Estimates Budget 2027/2028	Budget 2028/2029	All Years	Capital Receipts	Unsupported Borrowing	Temporory Borrowing	Government Grants	Towns Fund Grant	Other Grants	Business Rate Pool	Reserves	Total Funding
C0350		L/Sport Wellness Studio						0	0	0	0	0	0	0	0	0	0
C0342	2	L/Sport Gym Centre Flooring Replacement						0									
C0352		L/Sport Spin Ventilation						0	0	0	0	0	0	0	0	0	0
TBC		L/Sport Fitness Flooring						0	0	0	0	0	0	0	0	0	0
C0322		L/Sport 3G LED Lighting						0	0	0	0	0	0	0	0	0	0
new		L/Sport Roof						0	0	0	0	0	0	0	0	0	0
new		L/Sport Flooring (changing/toilets/reception)		30,000				30,000	0	0	0	0	0	0	0	30,000	30000
	2	L/Sport Roof	171,430					171,430	0	171,430	0	0	0	0	0	0	171430
new	3	L/Sport Cubical and locker replacement						0	0	0	0	0	0	0	0	0	0
new		L/Sport Track and Barn Line marking		15,000				15,000	0	0	0	0	0	0	0	15,000	15000
new		L/Sport Basket Ball fittings replacement						0	0	0	0	0	0	0	0	0	0
new		L/Sport Window replacement		40,000				40,000	0	0	0	0	0	0	0	40,000	40000
								0									
		<u>St James Pool</u>						0									
C0502	3	St James - Floor/Surface Replace				25,000		25,000	0	0	0	0	0	0	0	25,000	25000
C0505		St James Fitness Equipment						0	0	0	0	0	0	0	0	0	0
C0506		St James Pool Covers				15,000		15,000	0	0	0	0	0	0	0	15,000	15000
C0510		St James Spin Bikes						0	0	0	0	0	0	0	0	0	0
C0514		St James Replacement Plant						0	0	0	0	0	0	0	0	0	0
new		St James Flooring (changing area)						0	0	0	0	0	0	0	0	0	0
new	3	St James Flooring (reception/corridors/viewing)	0	15,000				15,000	0	0	0	0	0	0	0	15,000	15000
new	3	St James Pool Hall replacement lighting						0	0	0	0	0	0	0	0	0	0
new		St James Cubical replacement						0	0	0	0	0	0	0	0	0	0
new		St James Locker replacement						0	0	0	0	0	0	0	0	0	0
new		St James wetside toilet refurb						0	0	0	0	0	0	0	0	0	0
new		St James Fire Alarm System				50,000		50,000	0	50,000	0	0	0	0	0	0	50000
new	3	St James Pool plate heat exchange				10,000		10,000	0	0	0	0	0	0	0	10,000	10000
								0									
		<u>Oasis</u>						0									
C1009		Oasis Fire Doors						0	0	0	0	0	0	0	0	0	0
TBC		Oasis Fitness Equipment						0	0	0	0	0	0	0	0	0	0
TBC		Oasis Fitness Flooring						0	0	0	0	0	0	0	0	0	0
new	3	Oasis Fitness Flooring bowls hall/fitness stairs	10,000					10,000	0	0	0	0	0	0	0	10,000	10000
new		Oasis Pool Hall lighting		15,000				15,000	0	0	0	0	0	0	0	15,000	15000
new	3	Oasis Cubicles replacement	50,000					50,000	0	0	0	0	0	0	0	50,000	50000
new	3	Oasis lockers replacement	30,000					30,000	0	30,000	0	0	0	0	0	0	30000
new		Oasis distribution board replacement				30,000		30,000	0	0	0	0	0	0	0	30,000	30000
								0									
		<u>Town Hall</u>						0									
new	3	Roofing	0	50,000				50,000	0	0	0	0	0	0	0	50,000	50000
new	3	Electrical Switch Replacement		40,000				40,000	0	0	0	0	0	0	0	40,000	40000
new	3	Redecoration	30,000	15,000	15,000			60,000	0	0	0	0	0	0	0	60,000	60000
new		Replacement flooring/stairs		10,000	10,000			20,000	0	0	0	0	0	0	0	20,000	20000
new	3	Stone Mason external works	0	20,000	20,000			40,000	0	0	0	0	0	0	0	40,000	40000
new	3	Prep Kitchen Replacement	0	10,000	0			10,000	0	0	0	0	0	0	0	10,000	10000
								0									
		<u>Community Centres</u>						0									
new		Fairstead Replacement Flooring				15,000		15,000	0	0	0	0	0	0	0	15,000	15000
		Total for Leisure and Community Facilities	369,430	472,480	260,000	15,000	15,000	1,131,910	0	0	0	0	0	0	0	0	0
		<u>AD Central Services</u>						0									
-		Working)						0	0	0	0	0	0	0	0	0	0
								0	0	0	0	0	0	0	0	0	0
		Total AD Central Services						0	0	0	0	0	0	0	0	0	0
								0	0	0	0	0	0	0	0	0	0
		Total Operational Schemes	4,406,130	6,722,650	3,493,500	2,906,250	2,969,780	20,498,310	3,261,396	3,529,030	0	54,580	0	10,793,294	0	2,860,010	20,498,310
		Total Capital Programme (Non Exempt)	48,271,080	42,779,650	28,180,290	8,719,820	2,969,780	130,920,620	4,488,416	3,529,030	76,527,450	8,278,670	19,976,610	10,793,294	2,261,840	5,065,310	130,920,620
		(Exempt)	660,000	167,000	3,104,320	3,266,780	4,061,730	11,259,830	-	-	9,641,830	-	-	-	1,618,000	-	11,259,830
		TOTAL CAPITAL PROGRAMME	48,931,080	42,946,650	31,284,610	11,986,600	7,031,510	142,180,450	4,488,416	3,529,030	86,169,280	8,278,670	19,976,610	10,793,294	3,879,840	5,065,310	142,180,450

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