

Subject: 2017/18 BUDGET REPORT

Report to: Policy and Resources Committee - 7 February 2017
Full Council - 22 February 2017

Report by: Finance Director

SUBJECT MATTER/RECOMMENDATIONS

This report presents for approval by Full Council the 2017/18 budget along with the latest financial projections for the following three years to 2020/21. The report includes details of the provisional finance settlement along with the key assumptions that have been made within the budget.

Overall the position shows a deficit of £188,240 for 2017/18 which is recommended to be funded from the general reserve.

The financial forecast for the period 2018/19 to 2020/21 currently showing an increasing deficit of £693k for 2018/19 increasing to £1.5million by 2019/20. This position does not allow for the use of reserves over the medium term period to fund ongoing spending pressures but does allow for the delivery of savings and additional income that will be delivered over the short to medium term.

The Council's budget is set for approval each year; it is presented to Policy and Resources Committee for recommendation to Full Council alongside the setting of the Council Tax for the forthcoming year.

The budget has been produced based on a number of assumptions as detailed within the main body of the report and also reflects the provisional finance settlement announced on 15 December 2016. The final settlement is due to be announced early February and any amendments to the figures included in the report will be updated at the meeting as applicable and reflected in the Council Tax setting report to Full Council in February 2017.

The report also recommends an updated capital programme after allowing for slippage of schemes between financial years and approval for new capital bids and projects.

The report also outlines the risks facing the Council in setting the budget and forecasting future spending plans and resources.

Recommendations:

A) It is recommended that Policy and Resources Committee agree and recommend to Full Council:

- 1) The 2017/18 General Fund revenue budget as outlined at Appendix A;**
- 2) The fees and charges as detailed at Appendix D ;**
- 3) The Council Tax for 2017/18 for the Borough Council tax be £151.48 (for an average Band D);**
- 4) That the demand on the Collection Fund for 2017/18 be:**
 - a. £4,141,766 for the Borough Council purposes;**
 - b. £352,989 for Parish Precepts;**
- 5) The statement of and movement on the reserves as detailed at Appendix F;**
- 6) The Policy framework for reserves as detailed at Appendix G;**

- 7) The updated Capital Programme and financing for 2017/18 to 2019/20 as detailed at Appendix H;
- 8) That members note the current financial projections for the period 2018/19 to 2020/21;
- B) It is recommended that the Policy and Resources Committee agree the use of earmarked reserves to fund one-off and up-front costs that are required to deliver future savings and additional income as detailed within the reserves statement.

1. Introduction and Background

- 1.1 This report presents for recommendation the detail of the 2017/18 revenue budget and the indicative projections for the following three financial years, 2018/19 to 2020/21.
- 1.2 An updated Capital Programme has also been included, which takes account of slippage of schemes between financial years. Details of new capital schemes are included within the report and appendices for approval. Recommendations from this report will be made to Full Council on 22 February 2017 as part of the annual Budget and Council Tax setting.
- 1.3 The financial projections for the period 2017/18 to 2019/20 were presented to Members in February 2016 alongside consideration of the budget for 2016/17. These provided indicative forecasts for the future taking into account the multi-year settlement figures covering the four year period 2016/17 to 2019/20. An update to the Medium Term Financial Strategy (MTFS) covering the period 2017/18 to 2019/20 was presented to Members in November 2016. Table 1 below provides a summary of the forecast surplus/budget gap presented at those times.

Table 1 - Background - Funding Gaps			
	2017/18	2018/19	2019/20
	£000	£000	£000
February 2016	885	1,753	2,209
November 2016*	511	339	1,101

* Nov 2016 Figures included in the MTFS assumed targets for savings and additional income would be delivered.

- 1.4 The forecast in November reflected in-yea budget monitoring variances and also allowed for a reduction in funding from the New Homes Bonus which was mitigated by a revised forecast on the business rates retention informed by the in-year monitoring and previous years outturn.
- 1.5 The projections as summarised above were based on a number of assumptions around future spending plans, income and delivery of new and ongoing savings and efficiencies. They were also informed by the budget monitoring positions.
- 1.6 The budget for 2017/18 and future financial projections as included in this report and accompanying appendices is the culmination of work carried out by finance and service areas along with Executive Management Team and the Policy Resources Committee. The position has been informed by the confirmation of year two of the

multi-year settlement and provisional allocations of new homes bonus funding for 2017/18 as announced on 15 December 2016. The final settlement is expected early February and the final budget presented for approval on 22 February 2017 will be updated to reflect the final figures as applicable. Appendix A provides a general fund summary for the 2017/18 and future financial projections with more detailed within the detailed Appendices B.

2. Provisional Local Government Finance Settlement

- 2.1 The provisional finance settlement (year two of the multi-year settlement which the Council accepted) was announced by the Secretary of State for Local Government on Thursday 15 December 2016. The final settlement figures are due to be announced in late January/ early February and where applicable any changes resulting from the final settlement will be reflected in the budget report to Full Council on 22 February 2017.
- 2.2 Some of the key messages from the settlement statement and the subsequent analysis are as follows:
- a) Social Care Precept – greater flexibility over the social care precept allowing a rise from 2% to 3% on the condition that the total increase does not exceed 6% by 2019/20 (this does not apply to Great Yarmouth Borough Council);
 - b) New Homes Bonus reforms are planned to deliver £241 million to be allocated to social care authorities. This would be a redistribution of existing funding as opposed ‘new funding’. The reforms include a reduction to a five year allocation in 2017/18 and to a four year scheme from 2018/19. In addition a 0.4 % threshold below which no bonus would be payable has been introduced;
 - c) Core Spending Power - Overall there are reductions in core spending power in 2017/18 of 1.1%, although the actual changes compared to 2016/17 differ between tiers of local government;
 - d) Multi-year settlements – 97% of Local Authorities accepted the four year settlement (2016/17 to 2019/20) providing confirmation of Revenue Support Grant for the period;
 - e) Council Tax – The referendum principles for 2017/18 are expected to remain at 2% with the exception of the lowest 10 Police and Crime Commissioners and all shire district authorities for which the limit would be the higher of 2% or £5 on a band D. (For GYBC this would equate to a maximum increase of £5 per annum equating to 3.4%).
- 2.3 The settlement includes a measure referred to as ‘Core Spending Power’, this is essentially the Government’s measure of core revenue funding components for local government consisting of the following (*applicable sources for GYBC):
- Revenue Support Grant*
 - Retained Business Rates*
 - New Homes Bonus*
 - Improved Better Care Fund Income
 - Rural Services Delivery Grant
 - Transition Grant

- 2017/18 Adult Social Care Support Grant
- Assumed income from Council Tax – allowing for tax base growth*
- Assumed income from Council Tax – allowing for annual increases to the council tax to the referendum limits, i.e. higher of 2% or £5*.

2.4 Table 2 provides a summary of the Core Spending Power (CSP) for GYBC as included in the provisional settlement announcement.

Table 2 - Core Spending Power (as per the provisional settlement)					
	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
Settlement Funding Assessment	8,135	7,255	6,593	6,247	5,863
Council Tax:	3,831	3,914	4,122	4,337	4,557
Council Tax Requirement excluding parish precepts (including base growth and levels increasing by CPI)	3,831	3,914	4,066	4,223	4,387
Potential additional council tax from £5 referendum principle for all districts	0	0	56	113	170
New Homes Bonus	1,168	1,385	1,072	813	780
Core Spending Power (as per announcement)	13,134	12,554	11,788	11,397	11,200
Reduction £		(580)	(766)	(391)	(196)
Reduction %		-4.4%	-6.1%	-3.3%	-1.7%
					(1,934)
					-14.7%

2.5 The Core Spending power assumes that the resources will continue to reduce over the next four years (period of the spending review) by 14.7% equating to approximately £1.9 million, although this is based on the assumption that the Council will increase its band D council tax annually over the period of the settlement by £5 and that there will be continued growth in delivery of properties that impact on the Council tax requirement and new Homes Bonus income.

2.6 Table 3 below provides a breakdown of the Settlement Funding Assessment which consists of RSG and Business Rates Baseline funding. The baseline funding level reflects the baseline level of business rates assumed to be retained locally, this has been updated to reflect the impact of the 2017 property rating list as a result of the business rates revaluations which come into force from April 2017.

Table 3 Settlement Funding Assessment

	2015/16 Adjusted £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000
Settlement Funding Assessment:					
Revenue Support Grant		3,740	3,007	2,545	2,029
Baseline Funding Level		3,515	3,587	3,702	3,834
Total Settlement Funding Assessment	8,135	7,255	6,593	6,247	5,863
Movement - Year on Year					
Revenue Support Grant £ (Reduction)		3,740	(733)	(462)	(516)
Revenue Support Grant % Reduction			-19.6%	-15.4%	-20.3%
Baseline Funding Level £ Increase		3,515	72	115	132
Baseline Funding Level % Increase			2.0%	3.2%	3.6%
Total Settlement Funding Assessment (Reduction) £		(880)	(661)	(346)	(384)
Total Settlement Funding Assessment (Reduction) %		-10.8%	-9.1%	-5.3%	-6.1%
					(2,272)
					-28%

3. New Homes Bonus

- 3.1 The New Homes Bonus was introduced in 2011/12 to incentivise and reward Councils and Communities that build new homes in their area. The bonus is paid as an un-ring fenced grant and was until 2016/17 paid for six years based on the net additional homes (net of new homes and changes in long term empty properties) plus an additional supplement of £350 per affordable dwelling. The payment is then split between local authority tiers: 80% to the lower tier (GYBC) and 20% to the upper tier (Norfolk County Council).
- 3.2 In December 2015 the Government launched a technical consultation "New Homes Bonus: Sharpening the Incentive". The consultation closed in March 2016 and the outcomes were published in December 2016 as part of the 2017/18 Local Government Finance Settlement announcements. The main changes to the system are outlined below:
- Reduction in the number of years the bonus will be paid from six to five years in 2017/18 and reducing to four years in 2018/19 and thereafter;
 - Introduction of a growth baseline of 0.4% for NHB payments, this essentially means that a Local Authority will need to achieve growth of higher than 0.4%¹ to receive a payment of NHB. In addition the government announced that the threshold payment may change in future years if there is significant increase in housing growth.
- 3.3 The consultation paper also referred to changes to the scheme to provide closer linkages to the planning system. These changes to the scheme are expected to be implemented from 2018/19 and will include imposing penalties for those Local Authorities that do not have a local plan and withholding payments for residential development that has been allowed on appeal.

¹ The Consultation paper mentioned a baseline of 0.25%.

- 3.4 The total provisional allocation of NHB for 2017/18 for GYBC is £194,204. The allocation is based on the council tax data return submitted in October 2016 and represents additions of 322 and an increase in empty properties of 33 resulting in a net movement of 355 as total eligible units for reward. However due to the baseline threshold of 0.4% the reward numbers have been scaled back to 153 units. The bonus also includes an affordable homes premium of £7,280 for 26 properties. After allowing for the previous years allocations, the total amount payable for 2017/18 is £1,063,416. The Medium Term financial Strategy as reported to Members in November had flagged the risk around future funding from the NHB and scaled back the assumptions on funding assumed from this source in 2017/18 by £290,000, the actual allocation for 2017/18 was a further reduction of £40,000.
- 3.5 Table 4 provides details of the Council's allocations of NHB for 2017/18 including previous year's payments.

Table 4 – New Homes Bonus – Allocations to date							
Allocation	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000	£000	£000	£000	£000	£000	£000
2011/12	274	274	274	274	274	274	
2012/13		234	234	234	234	234	
2013/14			321	321	321	321	321
2014/15				119	119	119	119
2015/16					208	208	208
2016/17						220	220
2017/18							194
Total	274	508	829	949	1,157	1,377	1,063

- 3.6 Future funding from the scheme will be subject to further changes as mentioned at paragraph 3.3 in particular those around the links to planning and non-payment of the bonus for residential developments approved on appeal.
- 4. Business Rates**
- 4.1 The current scheme of Business Rates retention came into operation in April 2013. The percentage shares are 50% central government; 40% GYBC and 10% Norfolk County Council.
- 4.2 The provisional settlement announcement reflects the impact of the 2017 Business Rates Revaluation which comes into operation from April 2017. The impact of the revaluation on the overall rateable values (RV) for the Borough of Great Yarmouth is an increase of 1.8% compared to the 2010 Rating List.
- 4.3 The Government has recalculated top-ups and tariffs for 2017/18 to mitigate the impact of the revaluation and to ensure as far as possible, there are no windfall gains or losses due to the 2017 revaluation. The impact of the recalculation of the tariff for GYBC has resulted in a reduction in tariff payable for 2017/18 of £957k compared to the figures previously announced in the 2016/17 settlement.
- 4.4 The Valuation Office Agency (VOA) normally review and update the RVs every five years. The current RVs have been in place since April 2010, although RVs can change in between revaluation dates as a result of appeals. The revaluation process will redistribute the rates burden and will be cost neutral nationally. As part of the

revaluation a system of transitional relief mitigates the impact of large increases and decreases in the rates bills payable, for example those seeing significant increases in the rates bill will have annual increases capped, the converse would apply to those seeing significant reductions in the rates bill.

- 4.5 As mentioned above the overall increase in 2017 Rating List for the borough is 1.8%, this reflects all properties within different sectors and takes account of significant movements within the listing where there have been increases and decreases in RV's. The most significant being a reduction in the RV of the power station from the 2010 list. The revaluation has also impacted on the RV of the Council's own properties, for example car parks and markets have generally seen an increase in RV, overall there is anticipated to be an increase compared to the 2016/17 budget of £70,000. Overall compared to the position factored into the forecasts as reported in the medium term financial strategy in November, there is a reduction of £140,000 retained business rates.
- 4.6 As part of the 2015 Spending Review the Government announced that the current system of rates retention would move to a 100% retention of business rates by the end of the current parliament as a move towards self-sufficiency at a local level with funding for local government being generated from council tax and business rates. Under the new system there would still need to be mechanism to redistribute business rates collected between authorities in two tier areas and to address local economic and demographic differences to recognise an element of needs against the local ability to generate income from business rates and grow the business rates base outside of enterprise zones.
- 4.7 The new system will see a number of grants previously funded separately being transferred to the 100% rates retention system, for example Revenue Support Grant, Local Council Tax Support, Benefit Administration subsidy. Further details are yet to be made available of the new scheme and how it will operate.

5. Savings and Additional Income

- 5.1 The 2017/18 budget assumes the continuation of savings and additional income identified and approved as part of previous budget setting processes which are now included in the base budget. The Medium Term Financial Strategy included indicative targets for a number of savings and additional income to be delivered across the following themes:
- a) **Strategic Asset Management** - To review all of the Council's asset holdings to ensure that income streams are being maximised and costs minimised. Identify development opportunities, new investment or assets which are under performing for potential disposal; Adding value to strategic assets; the key aim is to identify the most efficient way to utilise the Council's assets and maximise the return that the Council receives from them
 - b) **Economic Growth** – To enhance and protect the funding from business rates and identify opportunities to encourage new growth in the Borough, including the enterprise zones and other areas and to support new housing growth.
 - c) **Housing Growth** – To maximise income from the New Homes Bonus and collection of Council Tax, increasing the Council Tax Base and ensuring a strategy to support housing development in line with planning policy, whilst minimising empty homes across the Borough.

- d) **Property Investment and Commercialisation** - Identify opportunities for investment in properties whether direct or indirect to achieve an income stream or improved returns on investment.
 - e) **Technological Investment** - Enhancement and development of IT including the website to aid flexible working and access to services, ensuring linkages to the digital by design work that is ongoing.
 - f) **Shared Services, Selling Services and Partnership** - Identifying opportunities for sharing service at a local level to allow a strengthened approach to working with communities and partners in the voluntary sector to drive better outcomes for local residents, reduce avoidable demand on council services and secure investment to drive new partnerships with partners and communities to deliver corporate ambitions.
 - g) **GYBC Operating Model** - Making sure the Council operates as effectively and efficiently as possible through:
 - Digital by Design - Provision of on-line services for residents, businesses and visitors, allowing the ability to work remotely using a range of devices which automate processes and support joined-up working, and mobile solutions.
 - Procurement and Contract Management - To review current contracts in place and the arrangements for managing these contracts i.e. through a joint venture or formal contract management.
 - Enforcement Strategy - Co-ordinated approach to issues such as tackling homes and properties which blight areas and may contribute to anti-social behaviour, including a programme of work to bring empty homes back into use and to deliver new housing developments to grow the Council's tax base.
 - Efficiencies – ensuring the council operates in an efficient and effective manner, reviewing provision of services in a proactive way.
- 5.2 Table 5 below provides a summary of the savings totalling £427,882 for 2017/18, further details are included at Appendix C which have now been included within the budget for 2017/18. These have been considered by EMT and members of the Policy and Resources Committee as part of the preparatory work on the budget for 2017/18. In addition Full Council in December approved the Fees and Charges for 2017/18 the majority of which have been set in line with the current policy which essentially recommends annual increases of RPI (1.9%) plus 2%.
- 5.3 At the time of recommending the fees and charges for 2017/18 in December 2016 further review of the crematorium fees for the coming year was being carried out. This report is now recommending a new fee structure for these fees as outlined at Appendix D which introduces different charges for the time of days and length of services. In addition the report is recommending the approval of fees in relation to the operation of fayres within the borough which are detailed within Appendix D also. The Council runs an annual Easter Fayre and last year officers were asked to review the costs associated with this Fayre by the Council's Economic Development Committee. As a result some reductions in cost for the event have been made. Alongside these reductions officers are recommending an increase in the fees set for this Fayre above the Council's fees and charges policy. The recommended increase is a 5% increase from last year's fees rather than the 2% plus RPI detailed in the policy. This additional increase will help to further reduce the cost of this Fayre to the Council.

Table 5 Savings and Income Proposals	2017/18	2018/19	2019/20	2020/21
Property Investment and Commercialisation	2,500	2,500	2,500	2,500
GYBC Operating Model - Digital by Design	51,300	95,600	121,056	126,056
GYBC Operating Model - Other	173,174	410,940	448,927	466,458
GYBC Operating Model - Procurement and Contract Management	80,563	134,063	161,563	164,063
Selling Services & Charges	120,345	205,338	232,657	242,488
Total	427,882	848,441	966,703	1,001,565

6. Revenue Account Base Budget – 2017/18

- 6.1 The detail of the general fund revenue account budget now presented for approval is included within Appendices A and B to the report. Appendix A shows the overall position in the form of a General Fund Summary and further details on the individual service budgets is included at Appendix B which shows the movement of the 2017/18 base budget compared to the base budget for 2016/17 as set in February 2016 along with comments of the more significant variances.
- 6.2 The capital programme is presented in more detail at section 8 which includes both an update to the current capital programme along with new capital schemes and the financing of the programme. The revenue implications of the capital programme have been allowed for within the budget now presented for approval.
- 6.3 The revenue budget for 2017/18 makes a number of assumptions, the more significant ones are as follows:
- Council Tax** – The budget assumes an increase in the Borough element of Council Tax in 2017/18 of £5, based on the tax base of 27,342 (an increase of 620 compared to 2016/17) as approved in December 2016. This means that the borough element for a band D Council Tax for 2017/18 would be £151.48 (an increase of £5, 3.4% compared to 2016/17). Further details on the profile and level of council tax for the individual bandings is included at section 6. Overall this will deliver in the region of £227,500 additional funding compared to 2016/17.
 - Employee budgets** – The budget assumes a 1% pay award for 2017/18, although a local agreement on pay has yet to be agreed. As a guide a 0.5% sensitivity to the pay award equates to approximately £45k per annum. An allowance has been made to reflect vacancy/turnover savings of £180,000 which equates to turnover of approximately 1.5%. Where annual increments are due these have continued to be factored into the budget.

The employer pension contribution rates are based upon the results of the triennial valuation of the pension fund as at 31 March 2016. For 2017/18 the budget assumes the monetary contribution charged to the general fund will increase from £1,092,000 to £1,306,000, an increase of £214,000. For 2018/19 it will increase to £1,401,000 an increase of £95,000 and for 2019/20 it will

increase to £1,498,000 an increase of £97,000.

The forward projections include an allowance for apprenticeship levy which will come into effect in April 2017. The levy was announced as part of the chancellors Autumn statement in November 2015 to raise £3 billion nationally to fund 3 million apprenticeships. The levy is payable at a rate of 0.5% by all employer's where the pay bill is over £3 million. From 2017/18 onwards £36,000 has been factored into the budget.

- c) **Fees and Charges** – The fees and charges for 2017/18 were approved by Full Council on 22 December 2016. In the main the fees and charges for 2017/18 were increased in line with the policy as previously agreed by the Council. The policy allows for annual increases to those fees and charges which are set locally of RPI plus 2% to 2020, for 2017/18 this equates to 3.9%. At the time of reporting to Policy and Resources and Full Council in December 2016 further work was still required in respect of the Crematorium fees. Following on from the reduction of income experienced in the current year the current fee structure has been reviewed and this report is now recommending a new structure for 2017/18 as outlined at Appendix D.
 - d) **Contract inflation** – Where applicable contract inflation has been factored into the budget and forecasts.
 - e) **Interest and Minimum Revenue Provision (MRP)** – A total of £611,000 interest payable is included in the budget for 2017/18 which reflects the current long-term debt portfolio. The MRP budget of £1.802 million reflects the current programme of capital budgets along with planned expenditure in the current year. The new schemes that have been put forward for 2017/18 for approval have been allowed for within the future MRP forecasts. Where applicable assumptions have been regarding the future delivery of capital schemes and the timing of projects and the related revenue implications of MRP and interest.
- 6.4 The General Fund Summary presented at Appendix A shows a budget for 2017/18 which is reliant on the transfer of £188,240 from the general reserve, this is summarised in Table 5 with the equivalent figures from the 2016/17 base budget.

**Table 6 – Variance of 2016/17 to 2017/18
Base Budget**

	2016/17 Base Budget	2017/18 Base Budget	Variance
	£000	£000	£000
Net cost of services (incl. Parishes)	12,432	13,030	598
Non service expenditure/ income	360	(183)	(543)
Net budget requirement	12,793	12,848	55
Funded by:			
Local Taxpayers - Parishes	(354)	(353)	1
Local Taxpayers - District Council	(3,914)	(4,142)	(228)
Revenue Support Grant & Retained Business Rates	(7,255)	(7,101)	153
New Homes Bonus	(1,377)	(1,063)	314
Council Tax Freeze Grant one off (14/15)	0	0	0
Total Income	(12,900)	(12,659)	241
(Surplus)/ Deficit	(107)	188	295

7. Council Tax

- 7.1 As detailed in section 2, the core spending figures as included in the provisional finance settlement reflects increases to council tax annually by the higher of 2% or £5 per annum. The budget for 2017/18 assumes a band D council tax increase of £5 per annum for 2017/18.
- 7.2 Table 7 below summarises how the budget for 2017/18 will be financed and the District's net call on the Collection Fund for 2017/18. The Council tax summary is included at Appendix C.

Table 7– Council Tax Summary 2017/18

	£
Total District amount to be met from Government Grant & Local Taxation	12,494,665
Less:	
Revenue Support Grant	(3,006,673)
Business Rates Retained	(4,094,570)
New Homes Bonus	(1,063,416)
District call on Collection Fund – excluding Parish Precepts	(4,141,766)
Deficit (to be funded from reserves)	188,240

- 7.3 The Council Tax Base of 27,342 Band D equivalent properties for 2017/18 (26,722 for 2016/17) was approved by Full Council in December 2016. The summary below shows the equivalent charge for the council tax bandings for the 2017/18 charge compared to the current charges for the Borough Council element only. The profile of property bandings across the borough is weighted towards the lower property banding, approximately 68% of properties are within bands A and B.

Council Tax Per Annum	A	B	C	D	E	F	G	H
2016/17	£ 97.65	£113.93	£130.20	£146.48	£179.03	£211.58	£244.13	£292.96
2017/18	£100.99	£117.82	£134.65	£151.48	£185.14	£218.80	£252.47	£302.96
Increase	£ 3.33	£ 3.89	£ 4.44	£ 5.00	£ 6.11	£ 7.22	£ 8.33	£ 10.00

8. Reserves

- 8.1 The current position and forecast on the General and Earmarked Reserves is attached at Appendix D. The statement provides the latest proposals for use of reserves in the current financial year along with the budgeted movements in 2017/18, and proposed movements in the following three financial years.
- 8.2 There are three main reasons for holding reserves:
- To provide a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of the General Fund Reserve;
 - A contingency to cushion the impact of unexpected events or emergencies – this also forms part of the General Reserve;
 - As a means of building up funds, referred to as earmarked reserves, to meet known or predicted requirements. Earmarked reserves are accounted for separately but remain legally part of the General Fund. The title of the earmarked reserve generally reflects the purpose for which the balance is being maintained.
- 8.3 As part of considering the budget for 2017/18 the balance in the general and earmarked reserves should be taken into account. The level of reserves and unallocated balances provide a cushion as referred to above and also to mitigate against unforeseen fluctuations in income and where for example savings do not come into fruition as planned
- 8.4 The current recommended balance on the general reserve is £2 million although further review of the elements of the general reserve has been carried out and an updated policy framework has been included at Appendix G to this report. The framework takes into account a number of factors and sensitivities to budgets included in the base budget for 2017/18. The culmination of this review is that it is recommended that the minimum general reserve be set at £2.5million for 2017/18.
- 8.5 The balance on the general reserve at 1 April 2016 was £6,350,408 million. Current year movements from the general reserve are expected to be £33,000 this also allows for the allocation of £50,000 as approved by the Policy and Resources Committee in January 2017 for enforcement works and the budgeted movement in the current year. As part of the review of the budget and general reserve balance it is recommended that £2.7million million be transferred from the general reserve to the following in the current financial year to be used for future commitments and projects as outlined below:
- a) **Invest to Save** – An invest to save reserve of £1 million was established as part of the 2016/17 budget process, this reserve provides a source of funding to fund one-off costs on an invest to save basis that will deliver future efficiencies and savings to the Council. It is recommended that a further £900,000 now be allocated to this already established reserve to be used for both revenue and capital albeit the revenue impact of capital decision that will deliver future savings.

- b) **Collection Fund (Business Rates)** – As mentioned earlier in the report the level of funding that is received from retained business rates is subject to fluctuations between years and also influenced by factors outside of the direct control of the Council. Whilst there is an element within the general reserve to cushion the impact of funding fluctuations it is recommended that £800,000 be allocated to the collection fund reserve to mitigate the significant variations between years and to reduce the impact of appeals from previous years and also as funding that can be directed to increase the Council's business rate base in preparation for the implementation of 100% retention of business rates from 2020.
 - c) **Projects** – There are a number of significant projects that the Council is involved with which will have future financial implications to the Council's overall financial position including those that are currently planned to deliver financial benefits and reduce costs. Establishing of an earmarked reserve for projects provides one-off funding that can be used as matched funding or funding revenue implications of capital projects. It is therefore recommended that £1,000,000 be reallocated from the general reserve to this earmarked reserve.
- 8.6 The reserve statement at appendix F shows the current position after allowing for the recommended movements as detailed above, in addition it allows for a transfer of £188,240 in the current year to fund the deficit. It should be recognised that funding the budget from the use of reserves is not a long term sustainable position. Part of the reason for the need to use reserves in 2017/18 was due to the late notice of changes to the New Homes Bonus Funding Scheme and reduction in business rates income compared to the forecast. Whilst the MTFS as approved in November 2016 did allow for a reduction in funding from the NHB, the actual reduction was greater due to the increase in the baseline for growth to 0.4%.
- 8.7 The budget for 2017/18 does not allow for the use of the general reserve to fund costs associated with the Tidal Surge that occurred in January 2017, for example the proactive/ preparatory work to protect individuals and property. Whilst there is a government scheme – the Bellwin scheme that provides financial assistance to Local Authorities that have incurred expenditure in relation to emergency events there is a threshold under which the costs are met by the Council, for 2016/17, the threshold for GYBC is £23,420. The impact of this will be included in the current years financial position and reported in the outturn report to Members later in the year.
- 8.8 The Council continues to hold a number of earmarked reserves for specific purposes for which the timing of their use has not yet been identified. The current virement rules allow for the use of reserves to be approved within the overall virement limits, and as allocations are made the overall reserves position and financial position will be updated as part of the in-year budget monitoring reports.
- 8.9 A comprehensive statement about the adequacy of the reserves and recommended balance will be included within the Chief Financial Officer's report, which forms part of the annual Council Tax and Budget report to Full Council in February.
- 9. **Capital**
 - 9.1 A revised capital programme for the current year is included at Appendix H to the report. The capital programme has been updated to take into consideration those changes identified within the current financial year and where timing of projects has not been as planned the budgets have slipped between financial years.

9.2 **Capital Scheme Slippage**

- 9.3 With regard to the Capital Programme, the only other changes to the budgets have been made in relation to the profiling of expenditure between financial years for the following schemes. This is to reflect more accurately when expenditure is anticipated to be incurred, although it should be noted that neither the scheme budgets, nor the sources of financing for any of these schemes have been changed.
- 9.4 The detail of the slippage of the capital programme is included in the Appendix H. In total the updated capital budget will see a reprofiling of £23,217,975 capital spend from 2016/17 to 2017/18. £20,748,434 of the reprofiled capital expenditure is to be financed from unsupported borrowing.
- 9.5 There are also a number of approved 2017/18 capital projects approved as part of prior year budgets with a capital spend of £3,687,162 with £3,565,000 of this being financed from unsupported borrowing.

New Capital Schemes

- 9.6 In addition to the existing capital programme amendments, approval is also being sought for a number of new capital projects as identified within the Capital Appendix H.
- 9.7 The total of the estimated project costs associated with these capital bids is £12,319,436 of which £9,572,398 has identified funding sources with the balance needing to be funded from unsupported borrowing.
- 9.8 Where the current and future capital programmes are being funded by capital receipts, the certainty of new capital receipts will be monitored as part of the on-going budget monitoring process, and where applicable recommendations will be made to amend the capital programme and its financing.

9.9 **Capital Programme Funding**

- 9.10 There are a number of sources of funding available to fund the capital expenditure. The following outlines those which are available to the Council:
- a) External Contributions or Grants – e.g. from third party organisations.
 - b) Reserves – Available capital and revenue reserves can be used to fund capital expenditure,
 - c) Capital Receipts – Capital receipts are generated from asset disposals and can only be used to fund capital expenditure or repay debt. The latter is not applicable at the moment, as the Council is currently debt free.
 - d) Borrowing – Under the Prudential Framework, the Council is able to fund expenditure from borrowing provided that they can demonstrate affordability and need. Borrowing (internal or external) to finance capital spend will attract charges to the revenue account in the form of interest and Minimum Revenue Provision (MRP) charges.

Table 8 Summary Capital Spend & Financing:

	2016/17 Forecast £000	2017/18 £000	2018/19 £000	2019/20 £000
Current approved Capital Programme				
General Fund Projects	29,931	3,687	1,000	0
HRA Projects (separate report)	11,129	10,554	8,307	8,809
Forecast Slippage from 2016/17	(23,218)	23,218	0	0
Revised Capital Programme	17,842	37,459	9,307	8,809
Recommended Bids				
General Fund Projects	0	1,765	1,982	644
	17,842	39,225	11,289	9,452
Financing:				
Unsupported Borrowing				
General Fund Projects	5,387	25,008	1,170	280
HRA Projects	2,100	2,052	1,360	1,995
Capital Receipts				
General Fund Projects	50	120	0	0
HRA Projects	1,216	1,077	882	828
Revenue				
General Fund Projects	0	0	0	0
HRA Projects	7,813	7,425	6,065	5,986
External Funding	0	0	0	0
General Fund Projects	1,276	3,542	1,812	363
HRA Projects	0	0	0	0
	17,842	39,225	11,289	9,452

10. Future Financial Forecasts

- 10.1 The future financial projections reflect the multi-year settlement which was confirmed in November 2016. The settlement confirms the allocation of Revenue Support Grant until 2019/20 after which funding for Local authorities will be through Council Tax and the Business Rates retention system. As mentioned earlier in the report the detail of the latter is yet to be published, although work is currently ongoing nationally on the new scheme and the links to the needs of local authorities to ensure that the new scheme has mechanisms in place to guard against significant 'winners' and 'losers' from the 100% rates retention system recognising the differing needs and ability to grow business rates across the country.
- 10.2 As per of the annual budget setting process indicative future year budgets are produced alongside the forthcoming budget. These are presented within the general fund summary at appendix A.
- 10.3 The forecast financial projections included at Appendix A for the period 2018/19 to 2020/21 make assumptions around spending forecasts and currently include the RSG as per the multi-year settlement figures for these periods, funding from the New Homes Bonus from 2018/19 has been scaled back compared to the figures assumed in the core spending power and the funding from council tax assume increases in

- line with the CSP assumptions, i.e. annual increases of £5 plus local council tax base growth of 450 per annum². Business rates baseline funding has assumed to increase each year and the tariff's increased in line with RPI annually.
- 10.4 After allowing for these assumptions the overall position shows a current forecast budget gap of £250k in 2018/19, increasing to £1.06million in 2019/20 and £3 million in 2020/21. The last year of the projections is largely due to the removal of ESG from 2020/21 although it would be expected that the needs element of this funding is received through the rates retention system from 2020/21 onwards, although the detail and operation of this is not yet known therefore no assumptions of additional funding have been factored into the future forecasts at this time.
- 10.5 The report (section 4) details a number of workstreams and projects that are being delivered over the short to medium term that will help to deliver future savings and additional income to reduce the forecast funding gap. These work streams will be continuing and monitoring of the savings and income will be factored into the regular budget monitoring reports during 2017/18. Further savings and income opportunities will need to be considered as part of the 2018/19 budget setting process for which work will commence early in the new financial year to allow for planning and implementation as necessary. Other detailed budget review work will be carried out during the year in particular on some of the significant budget headings including non-service expenditure and income such as the Minimum Revenue Provision and other opportunities for growth for example property numbers to inform New Homes Bonus funding and Council tax income.

11. Financial Implications and Risks

- 11.1 The overall budget for the general fund as presented within this report shows a balanced position, although this is after allowing for an allocation from the general reserve of £188,240 in the year. The actual general fund reserve balance is forecast to be £3.4 million at the end of 2017/18 which is above the revised recommended balance of £2.5 million for the year. The budget as presented allows for the use of reserves to fund upfront costs which will enable the delivery of ongoing savings. Use of reserves is not a long term solution for setting a sustainable budget.
- 11.2 The Council faces and will continue to face significant financial challenges with increased risks around funding streams. The planned shift from centrally funded to a more localised approach from 2020 when the Revenue Support Grant ends and the implementation of 100% business rates retention remains a risk for local authority funding.
- 11.3 The following outlines the more significant risks face by the Council in the short to medium term and in particular those that could have an impact on delivery of the 2017/18 budget.
- 11.4 **Future Funding** – As mentioned previously Local Government as a sector continue to face funding reductions and this has been confirmed by the provisional Local Government Finance Settlement and the changes to the New Homes Bonus scheme (see later comments also). Whilst the settlement has confirmed the allocations for year two of the multi-year settlement the future reductions of revenue support grant and central government assumptions around housing growth and the direct impact to local funding from new homes bonus and council tax still remain ambitious. The

² Note: Tax base growth does not just reflect property growth but also collection rates, changes in council tax discounts and movements in the numbers eligible for the discounts.

overall reduction in RSG between financial years covered by the settlement period is just over £1.7m. The financial planning process has taken account of this change, however the future funding gaps still remain a risk with the significant reduction in 2020/21 when there will be no RSG and funding will be from 100% business rates and council tax. The future forecasts have assumed the removal of RSG in full from 2020/21 which will mean a reduction of over £2 million in funding from 2019/20 to 2020/21.

- 11.5 **New Homes Bonus** – The provisional settlement has confirmed the allocation of NHB for 2017/18 which has been reduced from previous years as a result of the shift to a four year scheme by 2018/19 and also the implementation of the 0.4% baseline threshold. The baseline of 0.4% significantly reduces the ability of the Council to benefit from the scheme to access funding for the delivery of new homes in the borough. Furthermore there is very likely to be additional reductions to the scheme from 2018/19 from the planned changes to the scheme which will mean that the bonus is not payable upon development schemes that are approved on appeal. How this will operate in practice is not yet clear, but this still remains a significant risk in terms of future funding for the Borough.
- 11.6 **Business Rates** - Funding fluctuations from business rate continues to be a prevalent feature of the funding of local authorities. The impact of appeals only exacerbates this risk and this applies to current appeals and new appeals. Whilst the risk is shared between Borough/Districts, County and Central Government in the proportionate shares of rates retention i.e., 40:10:50, the impact can be over a number of years where there is a deficit to be covered from the collection of business rate income. In addition the impact of the 2017 revaluation will have an impact on the level of funding retained, although an element of this will have been mitigated by changes to the calculation of the tariff for 2017/18 to limit the impact of windfall gains and losses.
- 11.7 Other factors that will lead to reductions in income include for example, business closures, successful rateable value appeals (which reduce the RV and consequently the rates payable), including the impact of back dated appeals, reduced income as schools transfer to academy status, the national impact of the GP surgery appeals which are being finalised through the appeal process and also the risk around hospital and NHS trust properties. The NNDR provision within the system only reflects the potential impact of appeals currently in the appeals system.
- 11.8 A further risk in relation to the income retained from the business rates retention system is the ongoing review of the 100% rates retention system that is due to come into operation at the end of the current parliament. Further technical consultations on how this will operate are expected in 2017. Assurances will be needed that the new system has mechanisms in place to balance needs alongside growth ability, to ensure that those areas where there is limited growth in business rates are not financially disadvantaged in terms of the need to spend.
- 11.9 **Savings and Additional Income** – The Council has continued to deliver savings and efficiencies from a number of projects within the transformation programme, for example, digital by design, flexible working, fees and charges. Savings and additional income from these projects have been included in the base budgets in previous years and are now part of the overall base budget position. New savings and income from services totalling £432,000 have been factored into the 2017/18 budget increasing to £852,000 from 2018/19. It is critical that the delivery of these savings is closely monitored by Officers and Members, for example through the various monitoring reports.

- 11.10 **Interest Payable and MRP** - The budget reflects the revenue costs of the planned borrowing and financing of the current and future capital programmes. Slippage of capital schemes will impact on the level of borrowing required along with the associated financing costs. In addition as new schemes and projects are approved outside of the budget this too will have an impact on the associated financing costs and will need to be considered as part of the options appraisal and business cases presented for approval.
- 11.11 **Budgeted Income** – The budget includes a number of significant service income areas which are reliant on external demand. These include car parking, planning and building control, crematorium and property rentals from council assets. Whilst budgets have been based on previous actuals and knowledge of the service delivery, income levels need to be closely monitored. Therefore delivery of service income still remains a financial risk that cannot be fully influenced by the Council. It is for reasons such as this that a factor in determining the recommended general reserve balance includes an amount for the sensitivity in delivery of the more significant demand led income budgets
- 11.12 **Reserves** - The Council currently holds a number of earmarked reserves for which some are allocated for specific purposes, although the profile of spend is not yet agreed and commitments not currently made. As mentioned earlier in the report reserves provide a short term solution to mitigate the forecast deficits and can also be used to mitigate the impact if for example savings and income are not achieved as budgeted, but reserves do not provide a long term solution for a sustainable budget. As part of the budget process it is recommended that re-allocations are made from the general reserve for earmarking for projects and also to mitigate future funding fluctuations in relation to the business rates retention.
- 11.13 **Universal Credit and Housing Benefit Subsidy** – The budget reflects the reducing funding from the Department for Work and Pensions for housing benefit administration. The Council is responsible for paying out in the region of £41million of housing benefit and rent rebates which the budget assumes is recoverable through the subsidy system. The subsidy returns are audited annually at which point any under or over recovery will be determined and adjusted for. Any under recovery that is not eligible for subsidy would result in a financial implication to the Council. As a significant expenditure and income line in the budget this area is closely monitored.
- 11.14 **Partnerships and Outsourced Service Provision** – The Council has some significant partnership/joint ventures that are essential for the delivery of services internally and externally, namely GYBS and provision of ICT services by Norfolk County Council. It is essential that these arrangements are closely monitored to support the delivery of services and also to ensure that the impact of local decisions on these arrangements are considered as part of the decision making process.

12. Conclusions

- 12.1 The budget is set for approval each year; it is being presented for consideration by the Policy and Resources Committee for recommendation to Full Council as part of the budget and council tax setting process. The reports presents the detailed budget for 2017/18 along with high level financial forecast for the following three financial years. The budget has been informed by the multi-year settlement and a number of assumptions around future savings and income which are detailed in the report and appendices.
- 12.2 The report provides an overview of the risks that are facing the Council in the short to medium term, the most significant being the future funding for local government and the 100% rates retention from 2020.

13. Background Papers

13.1 The budget report has been informed in the main by the following:

- a) 2015/16 Outturn Report
- b) In year budget monitoring reports
- c) Medium Term Financial Strategy
- d) National Non Domestic Rates returns
- e) Provisional Local Government Finance Settlement.

Areas of consideration: e.g. does this report raise any of the following issues and if so how have these been considered/mitigated against?

Area for consideration	Comment
Monitoring Officer Consultation:	
Section 151 Officer Consultation:	
Existing Council Policies:	
Financial Implications:	
Legal Implications (including human rights):	
Risk Implications:	
Equality Issues/EQIA assessment:	
Crime & Disorder:	
Every Child Matters:	

Appendices:

A – General Fund Summary

B – Detailed Service Appendices

C – Savings

D – Fees and Charges (additions)

E – Council tax Summary

F – Reserves Statement

G – Policy Framework for Reserves

H – Capital Programme

General Fund Summary	2016/17 Base	2016/17	2017/18 Base	2018/19	2019/20	2020/21
	Budget	Forecast	Budget	Forecast	Forecast	Forecast
	LOCAL GOVERNMENT FINANCE SETTLEMENT PERIOD					
	£		£	£	£	£
Services:						
Executive	489,562	865,815	542,195	557,324	563,385	569,522
Resources Growth and Governance	1,439,829	1,701,178	1,510,172	1,054,615	1,009,391	981,182
Customer Services	7,437,849	7,874,931	7,728,709	7,742,220	7,735,397	7,600,120
Housing and Neighbourhoods	2,711,094	2,917,487	2,925,325	2,744,506	2,694,170	2,698,167
Net Cost of Service	12,078,334	13,359,411	12,706,401	12,098,665	12,002,343	11,848,991
Non Service Exp/(Income) :						
Recharges to HRA	(1,215,998)	(1,215,998)	(1,486,260)	(1,486,260)	(1,486,260)	(1,486,260)
Parish Precepts	354,143	354,143	352,989	352,989	352,989	352,989
Parish CTSS Grant	41,289	47,100	46,070	46,070	46,070	46,070
Capital Charges	(1,564,720)	(1,564,720)	(1,861,586)	(1,861,586)	(1,861,586)	(1,861,586)
Interest Receivable	(25,000)	(25,000)	(72,000)	(119,000)	(288,000)	(288,000)
Interest Payable	703,998	538,306	610,795	739,252	1,328,604	1,328,604
Minimum Revenue Provision	1,649,720	1,572,580	1,802,342	1,972,262	2,036,598	1,936,598
IAS19 Pension Adjustment	1,092,000	1,340,578	1,306,407	1,400,692	1,498,173	1,498,173
Second Homes Council Tax Grant		(41,219)	(62,397)	0	0	0
Vacancy Management	(100,000)	0	(180,000)	(180,000)	(180,000)	(180,000)
Ward Budgets	39,000	0	0	0	0	0
Apprenticeship Levy	0	0	36,000	36,000	36,000	36,000
Sub total - Non Service Exp/Inc	1,074,432	1,005,770	492,361	900,419	1,482,588	1,382,588
Net Operating Expenditure	13,152,766	14,365,181	13,198,762	12,999,084	13,484,932	13,231,579
Contributions to/(from) Reserves:						
Planning Delivery Grant	(43,000)	(43,000)	0	0	0	0
Town Centre	0	(44,236)	(25,000)	0	0	0
Neighbourhood Management	0	(128,876)	0	0	0	0
Enforcement		50,000	0	0	0	0
Restricted Use Grant	(37,290)	(124,721)	0	0	0	0
Efficiency Support Grant	0	(241,135)	0	0	0	0
Specific Budget	0	(7,180)	0	0	0	0
LEGI	0	0	(57,000)	0	0	0
Repairs and Maintenance	0	(16,476)	0	0	0	0
Second Homes Council Tax	(76,676)	(77,000)	0	0	0	0
Waste Management	(110,000)	(110,000)	(25,170)	0	0	0
Invest To Save	1,000,000	853,089	(119,558)	(39,495)	0	0
General Reserve	(1,089,000)	(2,732,777)	0	0	0	0
Collection Fund Reserve		468,081	0	0	0	0
Special Project Reserve		1,000,000	(105,250)	(25,503)	(25,758)	0
Other Reserves	(4,000)	(120,200)	(19,130)	(4,000)	0	0
Sub Total Reserves	(359,966)	(1,274,432)	(351,108)	(68,998)	(25,758)	0
Amount to be met from Government Grant and Local Taxpayers	12,792,800	13,090,749	12,847,654	12,930,087	13,459,174	13,231,579
Collection Fund - Parishes	(354,143)	(354,143)	(352,989)	(352,989)	(352,989)	(352,989)
Collection Fund - Borough	(3,914,239)	(3,914,239)	(4,141,766)	(4,348,892)	(4,560,518)	(4,776,644)
Retained Business Rates (net)	(3,514,927)	(3,814,043)	(4,094,570)	(4,217,407)	(4,343,929)	(4,474,247)
Revenue Support Grant	(3,739,670)	(3,739,670)	(3,006,673)	(2,544,905)	(2,029,123)	0
New Homes Bonus	(1,377,044)	(1,377,044)	(1,063,416)	(772,660)	(664,601)	(544,204)
Income from Grant and Taxpayers	(12,900,023)	(13,199,139)	(12,659,414)	(12,236,853)	(11,951,160)	(10,148,084)
(Surplus)/Deficit (before general reserve transfer)	(107,223)	(108,390)	188,240	693,234	1,508,014	3,083,495
Transfer from the general reserve 2017/18			(188,240)			
Surplus/Deficit after use of reserves			(0)			

	Budget 2016-17	Budget 2017-18	Variance	Comments
	£	£	£	
Executive Team				
EXEG ESG				
Gross Direct Costs	37,540	0	(37,540)	Efficiency Support Grant funding fully utilised in 2016/17 so no further spend against this in 2017/18.
Gross Direct Income	0	0	0	
Internal Recharges	0	0	0	
Capital Charges	0	0	0	
Total	37,540	0	(37,540)	
EXTE Executive Team				
Gross Direct Costs	452,022	542,195	90,173	Increase in 2017/18 costs due to £77.5k transfer of staff from Governance department now reported under this cost heading New procurement software licencing costs increase costs expected in 2017/18 by £7.4k.
Gross Direct Income	0	0	0	
Internal Recharges	(452,010)	(542,190)	(90,180)	Reflects increase in cost of service, as per above, as Executive team is fully recharged.
Capital Charges	0	0	0	
Total	12	5	(7)	
Total Executive Team:	37,552	5	(37,547)	
Resources, Governance & Growth				
Governance				
ROCS Corporate Strategy				
Gross Direct Costs	154,395	81,436	(72,959)	Decrease in 2017/18 costs due to £77.5k transfer of staff from Governance department now included under Executive Team heading
Gross Direct Income	0	0	0	
Internal Recharges	(154,400)	(81,450)	72,950	Reflects decrease in cost of service, as per above, as corporate strategy is fully recharged.
Capital Charges	0	0	0	
Total	(5)	(14)	(9)	
ROLE Legal (Client)				
Gross Direct Costs	229,887	229,887	0	
Gross Direct Income	(20,000)	(25,000)	(5,000)	NP Law profit share for 2017/18 increased by £5k based on previous 3 years outturn.
Internal Recharges	(209,890)	(204,880)	5,010	
Capital Charges	0	0	0	
Total	(3)	7	10	
ROMS Member Services				
Gross Direct Costs	512,644	467,262	(45,382)	£28k increase in members expenses allowance from the 2016/17 budget. Licensing & computer contract costs incurred by this area are expected to be reduced in 2017/18 by £15.7k. Reduction of £39k for Ward Budgets from the 2016/17 budget. Cost of £18.6k for parish council concurrent function grants transferred to other services.
Gross Direct Income	0	0	0	
Internal Recharges	(356,500)	(364,640)	(8,140)	
Capital Charges	0	0	0	
Total	156,144	102,622	(53,522)	
Total Governance:	156,136	102,615	(53,521)	

		Budget 2016-17	Budget 2017-18	Variance	Comments
		£	£	£	
Growth					
RGED	Economic Development				
	Gross Direct Costs	219,867	222,710	2,843	
	Gross Direct Income	(1,500)	(1,500)	0	
	Internal Recharges	139,423	140,903	1,480	
	Capital Charges	0	0	0	
	Total	357,790	362,113	4,323	No major variances.
RGEG	Enterprise GY				
	Gross Direct Costs	275,000	57,000	(218,000)	Reduction in spend offset by external project funding no longer receivable.
	Gross Direct Income	(275,000)	0	275,000	End of current funding programme from Coastal Communities Fund
	Internal Recharges	130,803	33,333	(97,470)	To reflect the reduction in the programme only the recharge for a proportion of the Group Manager costs has been included in the 2017/18 budget.
	Capital Charges	0	0	0	
	Total	130,803	90,333	(40,470)	
RGEZ	Enterprise Zone				
	Gross Direct Costs	0	0	0	
	Gross Direct Income	0	0	0	
	Internal Recharges	0	0	0	
	Capital Charges	0	0	0	
	Total	0	0	0	
RGSP	Strategic Planning				
	Gross Direct Costs	489,347	466,463	(22,885)	Due to 2 year cycle for Planning Inspectorate costs for service specialists in 2017/18 expected to £40k lower than in 2016/17. In 2017/18 costs of professional training for Strategic Planners expected to increase by £15k. The additional training cost will be funded by a transfer from earmarked reserves.
	Gross Direct Income	(9,345)	(9,345)	0	
	Internal Recharges	36,514	43,864	7,350	
	Capital Charges	2,620	0	(2,620)	
	Total	519,136	500,982	(18,155)	
Total Growth:		1,007,729	953,428	(54,302)	
Property & Construction					
CGDC	Churchill Depot				
	Gross Direct Costs	15,680	0	(15,680)	2017/18 electricity costs are reduced by £15.7k as this depot cost will be paid direct by GYBS in 2017/18.
	Gross Direct Income	(15,680)	0	15,680	Cost recovery from GYBS for electricity costs no longer required in 2017/18, as per above GYBS will be paying these directly.
	Internal Recharges	0	410	410	
	Capital Charges	0	600	600	
	Total	0	1,010	1,010	
RPCC	Community Centres				
	Gross Direct Costs	8,525	8,633	108	
	Gross Direct Income	(2,844)	(2,152)	692	
	Internal Recharges	1,150	1,600	450	
	Capital Charges	0	18,974	18,974	2017/18 budget reflects depreciation on community centres.
	Total	6,831	27,055	20,224	

		Budget 2016-17	Budget 2017-18	Variance	Comments
		£	£	£	
RPCS	Construction Services				
	Gross Direct Costs	582,259	541,256	(41,003)	2017/18 includes a £26k cost reduction in relation to a savings proposal. Reallocation of premises business rates of £20k to Corporate Estates to reflect where other cost & income for GYBC offices are aligned.
	Gross Direct Income	(56,350)	(850)	55,500	As above £55k income relating to GYBC offices transferred to Corporate Estates service.
	Internal Recharges	(635,880)	(595,120)	40,760	
	Capital Charges	109,965	54,716	(55,249)	
	Total	(6)	2	8	
RPFA	Fayres				
	Gross Direct Costs	0	22,000	22,000	New service area in 2017/18 which was previously incorporated within markets, as noted below.
	Gross Direct Income	0	(15,265)	(15,265)	New service area in 2017/18 which was previously incorporated within markets, as noted below.
	Internal Recharges	0	0	0	
	Capital Charges	0	0	0	
	Total	0	6,735	6,735	
RPMA	Markets				
	Gross Direct Costs	299,533	273,758	(25,775)	Overtime costs are expected to reduce by £15.7k in 2017/18. Also separate service line created in 2017/18 for capturing Fayres income & expenditure therefore transfer of Fayres costs base budget from Markets of £15.3k.
	Gross Direct Income	(398,921)	(355,542)	43,379	Separate service line created in 2017/18 for capturing Fayres income & expenditure therefore £14.7k of the Markets income budget relating to fayres transferred to new service line. Reduction in market fees for 2017/18, as approved by Council in December 2016, is expected to reduce market income by £26.7k (2.5%).
	Internal Recharges	156,430	143,380	(13,050)	
	Capital Charges	4,495	4,494	(1)	
	Total	61,537	66,090	4,553	
RPMT	Modernisation Team				
	Gross Direct Costs	80,041	75,243	(4,798)	
	Gross Direct Income	0	0	0	
	Internal Recharges	17,520	23,700	6,180	
	Capital Charges	0	0	0	
	Total	97,561	98,943	1,382	No major variances.
RPPB	Bretts				
	Gross Direct Costs	28,305	28,707	402	
	Gross Direct Income	(45,853)	(43,482)	2,371	
	Internal Recharges	950	1,160	210	
	Capital Charges	0	0	0	
	Total	(16,598)	(13,615)	2,983	No major variances.

		Budget 2016-17	Budget 2017-18	Variance	Comments
		£	£	£	
RPPC	Courts				
	Gross Direct Costs	10,871	11,203	332	
	Gross Direct Income	(18,419)	(18,419)	0	
	Internal Recharges	2,600	3,540	940	
	Capital Charges	0	0	0	
	Total	(4,948)	(3,676)	1,272	No major variances.
RPPF	Factory Units				
	Gross Direct Costs	57,558	58,527	969	
	Gross Direct Income	(144,765)	(100,905)	43,860	£40.9k reduction in property rents expected in 2017/18.
	Internal Recharges	9,710	9,190	(520)	
	Capital Charges	0	0	0	
	Total	(77,497)	(33,188)	44,309	
RPPG	Corporate Estates				
	Gross Direct Costs	181,834	191,975	10,141	Costs reduced as Met Office services no longer required providing a saving of £11.9k. An increase in business rates costs of £20k for GYBC offices reallocated from construction services to reflect where other cost & income for GYBC offices are recorded.
	Gross Direct Income	(2,459,722)	(2,395,661)	64,061	£55k income relating to GYBC offices transferred from construction services is offset by a £119k reduction in expected rental income from the 2016/17 budget figures.
	Internal Recharges	318,600	282,610	(35,990)	
	Capital Charges	22,920	6,524	(16,396)	
	Total	(1,936,368)	(1,914,552)	21,816	
RPPM	Minerva House				
	Gross Direct Costs	74,464	75,121	657	
	Gross Direct Income	(32,017)	(36,600)	(4,583)	
	Internal Recharges	12,310	12,380	70	
	Capital Charges	0	0	0	
	Total	54,757	50,901	(3,856)	No major variances.
RPPO	Onians				
	Gross Direct Costs	2,817	2,817	0	
	Gross Direct Income	(18,760)	(18,760)	0	
	Internal Recharges	0	0	0	
	Capital Charges	0	0	0	
	Total	(15,943)	(15,943)	0	No major variances.
RPPP	Property Services				
	Gross Direct Costs	370,446	345,884	(24,562)	2017/18 includes a £49.5k cost reduction in relation to a savings proposal. 75% re-apportionment of staff costs from this service to the development control service resulting in a £19k decrease in costs to this service.
	Gross Direct Income	0	0	0	
	Internal Recharges	(370,450)	(345,890)	24,560	
	Capital Charges	0	0	0	
	Total	(4)	(6)	(2)	

	Budget 2016-17	Budget 2017-18	Variance	Comments
	£	£	£	
RPPS Beacon Park				
Gross Direct Costs	269,756	178,459	(91,297)	2017/18 includes a £40k cost reduction in relation to a savings proposal. A reduction in service charges of £56.5K expected in 2017/18. A review of the income for Beacon Park suggests a £107.5k reduction in income from the 2016/17 budget.
Gross Direct Income	(472,894)	(365,344)	107,550	
Internal Recharges	19,420	17,400	(2,020)	
Capital Charges	0	119,563	119,563	
Total	(183,718)	(49,922)	133,796	
RPPW Waterways				
Gross Direct Costs	0	0	0	No major variances.
Gross Direct Income	0	0	0	
Internal Recharges	0	0	0	
Capital Charges	0	0	0	
Total	0	0	0	
Total Property & Construction:	(2,014,396)	(1,786,901)	227,495	
RRFI Finance (exc BIDS & SUMX)				
Gross Direct Costs	948,823	943,178	(5,645)	Adjustment for insurance policies recovery.
Gross Direct Income	(80,000)	(35,531)	44,469	
Internal Recharges	(896,596)	(1,016,096)	(119,500)	
Capital Charges	27,784	31,785	4,001	
Total Finance:	11	(76,664)	(76,675)	
RRHR HR				
Gross Direct Costs	350,258	391,353	41,095	Transfer of previous vacant Group Manager role now included under HR. Review of the "Organisation Development" program as part of the 2017/18 identified a cost reduction of £35.5k.
Gross Direct Income	0	0	0	
Internal Recharges	(350,247)	(358,017)	(7,770)	
Capital Charges	0	0	0	
Total Human Resources:	11	33,336	33,325	
Total Resources, Governance & Growth	(850,509)	(774,186)	76,323	
Total Resources, Growth & Governance				
Gross Direct Costs	5,404,219	5,215,067	(189,152)	
Gross Direct Income	(3,648,681)	(3,424,356)	224,325	
Internal Recharges	(2,224,153)	(2,794,813)	(570,660)	
Capital Charges	167,782	236,656	68,874	
	(300,833)	(767,446)	(466,613)	

Note:

All figures exclude IAS19 Adjustments (Subjective 10280000)

Customer Services Directorate

		Budget 2016-17	Budget 2017-18	Variance	Comments
		£	£	£	
Customer Services					
CCBE	Benefits				
	Gross Direct Costs	43,542,116	41,362,782	(2,179,334)	Reduction in the level of housing benefit claims processed by the Council due to the introduction of Universal Credit has resulted in an expenditure £2.1m reduction in the 2017/18 budget.
	Gross Direct Income	(44,126,000)	(41,769,274)	2,356,726	As above as the expectation is that the housing benefit claims expenditure would fall by £2.1m the subsidy income from DWP to cover this cost incurred by the Council would fall by the same amount. Further as a result of the Government expecting a fall housing benefit claims processed by the Council they have reduction the housing benefit subsidy administration grant paid to GYBC by £196k from that received in 2016/17.
	Internal Recharges	742,110	496,658	(245,452)	
	Capital Charges	0	0	0	
	Total	158,226	90,166	- 68,060	
CCCG/L/N/C	Car Parks				
	Gross Direct Costs	1,694,255	1,696,456	2,201	No Major variances
	Gross Direct Income	(2,831,281)	(2,969,826)	(138,545)	Increase in Fees and charges in 2017/18 as approved by the Council in December 2016.
	Internal Recharges	266,320	308,350	42,030	Revised basis for reallocation of Executive recharges basis from prior year has resulted in an increase of £36k in the charge to this service.
	Capital Charges	7,286	25,324	18,038	Capital works completed on car parks as part of the 2016/17 capital programme will incur depreciation charges in 2017/18.
	Total	- 863,420	- 939,696	- 76,276	
CCCE/R	Cemeteries and Crematorium				
	Gross Direct Costs	985,364	969,625	(15,739)	Reduction in energy costs from new cremators.
	Gross Direct Income	(1,769,667)	(1,617,005)	152,662	Reduction in the crematorium income recognised in the 2017/18 budget mainly reflecting a reduction in demand for the service.
	Internal Recharges	109,010	198,680	89,670	
	Capital Charges	44,849	68,070	23,221	
	Total	(630,444)	(380,630)	249,814	
CCCS	Customer Services				
	Gross Direct Costs	544,657	553,042	8,385	
	Gross Direct Income	0	0	0	
	Internal Recharges	(524,200)	(536,350)	(12,150)	
	Capital Charges	0	0	0	
	Total	20,457	16,692	(3,765)	No major variances.
CCSS	Support Services				
	Gross Direct Costs	248,997	235,649	(13,348)	Restructuring of service removed vacant post & therefore these costs were removed from the 2017/18 budget.
	Gross Direct Income	0	0	0	
	Internal Recharges	(252,710)	(222,660)	30,050	
	Capital Charges	3,715	3,714	(1)	
	Total	2	16,703	16,701	

		Budget 2016-17	Budget 2017-18	Variance	Comments
		£	£	£	
CCIC	IT				
	Gross Direct Costs	1,128,773	1,252,048	123,275	£80k increase in costs for resource to enable savings proposals in future years. £46k increase from 2016/17 budget for computer contract costs.
	Gross Direct Income	0	0	0	
	Internal Recharges	(1,128,780)	(1,285,350)	(156,570)	
	Capital Charges	0	50,000	50,000	New IT equipment purchased in 2016/17 as part of the new ICT contract so depreciation charge required for the first time in 2017/18 budget.
	Total	(7)	16,698	16,705	
RRRE	Revenues				
	Gross Direct Costs	704,513	710,930	6,417	
	Gross Direct Income	(484,000)	(534,000)	(50,000)	Norfolk County Council one-off funding granted in 2017/18 for implementation of Council Tax Discount changes.
	Internal Recharges	500,503	507,793	7,290	
	Capital Charges	0	0	0	
	Total	721,016	684,723	(36,293)	
Total Customer Services		(594,170)	(495,344)	98,826	
Environmental Services					
CPCP	Coast Protection				
	Gross Direct Costs	59,548	127,999	68,451	New Coastal Protection Partnership operating in 2017/18 resulting in increased costs of £25k. Realignment of £42k costs relating to repairs & maintenance to coastal protection services.
	Gross Direct Income	(550)	(550)	0	
	Internal Recharges	19,500	22,140	2,640	
	Capital Charges	307,949	331,787	23,838	
	Total	386,447	481,376	94,929	
CGGM	Grounds Maintenance				
	Gross Direct Costs	290,752	277,238	(13,514)	Staff costs transferred from Environmental Health.
	Gross Direct Income	(22,075)	(22,075)	0	
	Internal Recharges	30,590	17,850	(12,740)	
	Capital Charges	107,598	125,790	18,192	Revised capital budget for depreciation in 2017/18.
	Total	406,865	398,803	(8,062)	
CGPC	Public Toilets				
	Gross Direct Costs	301,853	307,791	5,938	
	Gross Direct Income	(4,000)	(4,000)	0	
	Internal Recharges	20,940	23,680	2,740	
	Capital Charges	61,891	85,850	23,959	Capital works completed on public toilets as part of the 2016/17 capital programme will incur depreciation charges in 2017/18.
	Total	380,684	413,321	32,637	
CGRM	Repairs and Maintenance				
	Gross Direct Costs	1,029,157	1,003,050	(26,107)	Realignment of £42k costs relating to repairs & maintenance to coastal protection services.
	Gross Direct Income	(249,000)	(249,000)	0	
	Internal Recharges	11,240	15,410	4,170	
	Capital Charges	90,537	209,080	118,543	Revised capital budget for depreciation in 2017/18.
	Total	881,934	978,540	96,606	

		Budget 2016-17	Budget 2017-18	Variance	Comments
		£	£	£	
CGSC	Street Cleansing				
	Gross Direct Costs	920,202	929,486	9,284	
	Gross Direct Income	0	0	0	
	Internal Recharges	11,220	11,750	530	
	Capital Charges	0	0	0	
	Total	931,422	941,236	9,814	No major variances.
CGSF	Footway Lighting				
	Gross Direct Costs	450,533	438,896	(11,637)	2017/18 includes a £20k cost reduction in relation to a savings proposal.
	Gross Direct Income	0	0	0	
	Internal Recharges	14,980	15,680	700	
	Capital Charges	110,078	59,232	(50,846)	Revised capital budget for depreciation in 2017/18 to reflect capital works completed on footway lighting as part of the 2016/17 and recent years capital programmes has increased depreciation charges in 2017/18.
	Total	575,591	513,808	(61,783)	
CGWA	Waste				
	Gross Direct Costs	2,157,612	2,284,852	127,240	2017/18 includes a £136k cost reduction in relation to a savings proposal. Reduction of £30k in the cost of recycling services.
	Gross Direct Income	(1,067,170)	(1,272,881)	(205,711)	2017/18 includes a £182k cost reduction in relation to a savings proposal.
	Internal Recharges	76,030	42,830	(33,200)	
	Capital Charges	236,198	135,898	(100,300)	
	Total	1,402,670	1,190,699	(211,971)	
CEEH	Environmental Health				
	Gross Direct Costs	1,450,588	1,503,109	52,521	Staff costs transferred to Grounds Maintenance service.
	Gross Direct Income	(94,051)	(103,024)	(8,973)	
	Internal Recharges	302,150	317,620	15,470	
	Capital Charges	0	4,497	4,497	
	Total	1,658,687	1,722,202	63,515	
Total Environmental Services		6,624,300	6,639,984	227,655	
<u>Licensing and Elections</u>					
ROEL	Elections				
	Gross Direct Costs	421,489	285,179	(136,310)	One election in 2017/18 rather than two, as in 2016/17 resulting in a £120k reduction in costs relating to elections (e.g. station costs, casual staff, postage, printing & stationery).
	Gross Direct Income	(212,700)	(106,700)	106,000	One election in 2017/18 rather than two, as in 2016/17 resulting in a £106k reduction in funding for elections provided from Government.
	Internal Recharges	28,950	312,510	283,560	
	Capital Charges	0	0	0	
	Total	237,739	490,989	253,250	

		Budget 2016-17	Budget 2017-18	Variance	Comments
		£	£	£	
ROLI	Licensing				
	Gross Direct Costs	98,051	93,806	(4,245)	CRM checks for taxi drivers not required in 2017/18 therefore the cost of this, £12k, removed from the 2017/18 budget. The checks are required every 3 years.
	Gross Direct Income	(286,703)	(276,013)	10,690	As the cost of the CRB checks, as per above, are recharged to the taxi drivers, the income expected for 2017/18 is also reduced by £12k.
	Internal Recharges	47,730	46,270	(1,460)	
	Capital Charges	0	0	0	
	Total	(140,922)	(135,937)	4,985	
Total Licensing and Elections		96,817	355,052	(62,596)	
Planning					
CPBC	Building Control				
	Gross Direct Costs	243,445	247,525	4,080	
	Gross Direct Income	(231,700)	(247,700)	(16,000)	Building control income expected to increase by £15k in 2017/18 for implementing charges for services previously not charged for.
	Internal Recharges	157,300	106,980	(50,320)	
	Capital Charges	0	0	0	
	Total	169,045	106,805	(62,240)	
CPDC	Development Control				
	Gross Direct Costs	444,013	533,540	89,527	Additional post created in 2017/18 resulting in increased costs of £54k to be funded from additional income. 75% re-apportionment of staff costs to this service from property services resulting in a £19k increase in costs to this service.
	Gross Direct Income	(381,100)	(461,100)	(80,000)	£50k increase in planning fee income. 2017/18 includes a £30k cost reduction in relation to a savings proposal.
	Internal Recharges	124,210	99,440	(24,770)	Revised basis for reallocation of Executive recharges basis from prior year has resulted in reduction of £26k in the charge to this service.
	Capital Charges	0	0	0	
	Total	187,123	171,880	(15,243)	
CPLC	Land Charges				
	Gross Direct Costs	118,024	118,023	(2)	
	Gross Direct Income	(180,000)	(188,100)	(8,100)	Increase in fees & charges, as approved by Council in December 2016, expected to result in increased income of £8.1k in 2017/18.
	Internal Recharges	74,100	88,460	14,360	
	Capital Charges	40,009	1,747	(38,262)	Revised capital budget for depreciation in 2017/18.
	Total	52,133	20,130	(32,004)	
Total Planning		408,301	298,815	(109,486)	
Tourism and Marketing					
CTCP	Civic and Portering				
	Gross Direct Costs	152,006	138,460	(13,546)	2017/18 includes a £2.5k cost reduction in relation to a savings proposal. £11k reduction in civic program costs due to fewer events planned for 2017/18 compared to 2016/17.
	Gross Direct Income	0	0	0	
	Internal Recharges	(152,010)	(108,450)	43,560	
	Capital Charges	0	0	0	
	Total	(4)	30,010	30,014	

		Budget 2016-17	Budget 2017-18	Variance	Comments
		£	£	£	
CTCO	Communications				
	Gross Direct Costs	71,953	70,397	(1,556)	
	Gross Direct Income	0	0	0	
	Internal Recharges	(66,880)	(60,390)	6,490	
	Capital Charges	0	0	0	
	Total	5,073	10,007	4,934	No major variances.
CTRE	Print and Design				
	Gross Direct Costs	139,013	134,868	(4,145)	2017/18 includes a £5k cost reduction in relation to a savings proposal.
	Gross Direct Income	(16,698)	(16,698)	0	
	Internal Recharges	(122,310)	(103,170)	19,140	
	Capital Charges	0	0	0	
	Total	5	15,000	14,995	
CTTO	Tourism				
	Gross Direct Costs	730,593	730,542	(51)	
	Gross Direct Income	(295,843)	(275,962)	19,881	Based on continuing decline in ticket sales and commissions made by the tourism office £22k reduction made to the 2017/18 budget.
	Internal Recharges	196,260	235,930	39,670	Increased cost of £25k for recharges from revenue services in 2017/18.
	Capital Charges	6,600	0	(6,600)	
	Total	637,610	690,510	52,900	
CTVE	Events				
	Gross Direct Costs	67,543	3,024	(64,519)	Reduction in costs due to outsourcing of wedding & functions in 2017/18, offset by the removal of the income budget.
	Gross Direct Income	(70,524)	(10,000)	60,524	Income from outsourcing wedding & functions in 2017/18.
	Internal Recharges	151,610	49,100	(102,510)	Reduction in work required by GYBC staff following outsourcing in 2017/18.
	Capital Charges	0	0	0	
	Total	148,629	42,124	(106,505)	
Total Tourism and Marketing		791,313	787,651	(3,662)	
		7,326,561	7,586,158	150,737	
Total Customer Services					
	Gross Direct Costs	57,995,050	56,008,316	(1,986,734)	
	Gross Direct Income	(52,323,062)	(50,123,909)	2,199,153	
	Internal Recharges	637,863	600,761	(37,102)	
	Capital Charges	1,016,710	1,100,989	84,279	
	Total	7,326,561	7,586,158	259,597	

Housing & Neighbourhoods Directorate

		Budget 2016-17	Budget 2017-18	Variance	Variance Explanation
		£	£	£	
RPCO	Conservation				
	Gross Direct Costs	233,892	233,998	106	
	Gross Direct Income	(35,000)	(30,000)	5,000	
	Internal Recharges	98,820	109,100	10,280	
	Capital Charges	24,633	26,129	1,496	
	Total	322,345	339,227	16,882	No major variances.
CGGP	Parks				
	Gross Direct Costs	528,313	526,072	(2,241)	
	Gross Direct Income	(10,100)	0	10,100	Reduction of £10k in income due to park concession ceasing in 2017/18.
	Internal Recharges	990	5,740	4,750	
	Capital Charges	0	2,224	2,224	
	Total	519,203	534,036	14,833	
CGOS	Outdoor Sports				
	Gross Direct Costs	296,544	289,223	(7,321)	Fire risk assessments costs removed from 2017/18 budget as no charge has been incurred in previous years. To be funded as a one-off if required.
	Gross Direct Income	(107,156)	(107,363)	(207)	
	Internal Recharges	8,650	14,280	5,630	
	Capital Charges	39,820	33,157	(6,663)	
	Total	237,858	229,297	(8,561)	
GNCL	Leisure & Culture				
	Gross Direct Costs	204,231	203,876	(355)	
	Gross Direct Income	(11,825)	(11,825)	0	
	Internal Recharges	33,200	38,820	5,620	
	Capital Charges	42,882	192	(42,690)	Revised capital budget for depreciation in 2017/18.
	Total	268,488	231,063	(37,425)	
GNMP	Marina & Phoenix				
	Gross Direct Costs	529,640	433,523	(96,117)	Marina & Phoenix Management Fees are expected to be £81k less in 2017/18 therefore the budget has been reduced. Under the new management arrangement of Marina & Phoenix Centres £11k kiosk rental costs were transferred to the the new operator.
	Gross Direct Income	(11,375)	0	11,375	As above, as the costs of the kiosks have transferred to the new operator so have the kiosk rental income, therefore 2017/18 budget income reduced by £11k.
	Internal Recharges	24,750	21,890	(2,860)	
	Capital Charges	266,851	417,339	150,488	Increased depreciation costs in 2017/18 of £127k following refurbishment of the Phoenix Leisure Centre & leasing of gym equipment for the new gym at the site.
	Total	809,866	872,752	62,886	
GNCC	CCTV				
	Gross Direct Costs	137,153	137,153	0	
	Gross Direct Income	(4,000)	(4,000)	0	
	Internal Recharges	21,620	20,880	(740)	
	Capital Charges	6,040	0	(6,040)	
	Total	160,813	154,033	(6,780)	No major variances.

		Budget 2016-17	Budget 2017-18	Variance	Variance Explanation
		£	£	£	
GNNM	Neighbourhood Management				
	Gross Direct Costs	1,171,984	1,222,458	50,474	Neighbourhoods that Work scheme costs expected to increase by £30k in 2017/18. Annual increase in staff costs of £11k recognised in 2017/18 budget.
	Gross Direct Income	(797,320)	(782,804)	14,516	Reduction in neighbourhood management grant funding in 2017/18 of £14.5k.
	Internal Recharges	(47,050)	(143,110)	(96,060)	
	Capital Charges	0	0	0	
	Total	327,614	296,544	(31,070)	
GNGV	Partnerships				
	Gross Direct Costs	197,856	182,856	(15,000)	2017/18 includes a £15k cost reduction in relation to a savings proposal.
	Gross Direct Income	(36,000)	(36,000)	0	
	Internal Recharges	20,820	20,440	(380)	
	Capital Charges	0	0	0	
	Total	182,676	167,296	(15,380)	
Neighbourhood & Communities		2,828,863	2,824,248	(4,615)	
Housing Needs					
GHHN	Housing Needs				
	Gross Direct Costs	775,190	778,406	3,216	
	Gross Direct Income	(224,983)	(225,128)	(145)	
	Internal Recharges	315,720	292,760	(22,960)	
	Capital Charges	0	19,178	19,178	Revised capital budget for depreciation in 2017/18.
	Total	865,927	865,216	(711)	
GHHS	Housing Options & Strategy				
	Gross Direct Costs	123,637	125,910	2,273	
	Gross Direct Income	0	0	0	
	Internal Recharges	43,710	54,020	10,310	
	Capital Charges	0	25,723	25,723	Revised capital budget for depreciation in 2017/18.
	Total	167,347	205,653	38,306	
Housing Needs		1,033,274	1,070,869	37,595	
DFGs & HIA Homes for Health					
GWPS	Private Sector Housing				
	Gross Direct Costs	137,386	173,680	36,294	5 yearly stock condition survey costing £30k required in 2017/18. Additional cost in 2017/18 for £4.5k provision of security devices for lone workers.
	Gross Direct Income	(37,400)	(37,400)	0	
	Internal Recharges	147,436	97,886	(49,550)	Revised basis for reallocation of Executive recharges basis from prior year has resulted in reduction of £47k in the charge to this service.
	Capital Charges	0	0	0	
	Total	247,422	234,166	(13,256)	

		Budget 2016-17	Budget 2017-18	Variance	Variance Explanation
		£	£	£	
GWSH	Safe At Home				
	Gross Direct Costs	213,122	244,955	31,833	Additional staff costs of £27k required to increase capacity within the team to completed Better Care Fund work. 2017/18 includes a £60k cost reduction in relation to a savings proposal.
	Gross Direct Income	(145,500)	(172,894)	(27,394)	Partner funding of £34k no longer going to be received in 2017/18.
	Internal Recharges	58,016	125,086	67,070	Revised basis for reallocation of Executive recharges basis from prior year has resulted in an increase in the charge to this service of £25k. Increase of ICT budget in 2017/18 has increased the recharge to this service by £10k. Inclusion of recharge for constriction services has increased recharges to this services by a further £30k.
	Capital Charges	0	0	0	
	Total	125,638	197,147	71,509	
DFGs & HIA Homes for Health		373,060	431,313	58,253	
Total Housing & Neighbourhoods		4,235,197	4,326,430	91,233	
	Gross Direct Costs	4,548,948	4,552,110	3,162	
	Gross Direct Income	(1,420,659)	(1,407,414)	13,245	
	Internal Recharges	726,682	657,792	(68,890)	
	Capital Charges	380,226	523,942	143,716	
	Total	4,235,197	4,326,430	91,233	

2017/18 Budget Process - Additional income and savings proposals

Ref.	Description	Savings/ Income	2017/18 £	2018/19 £	2019/20 £	2020/21 £
Governance						
CG2-2	Savings within the Governance budget	Savings	0	25,000	40,000	40,000
Customer Services						
CS1	Review of structures and change in duties to role.	Savings	15,000	15,000	15,000	15,000
CS2	Year on year increase of cremation fees and burial/ash internment fees and efficiency saving	Savings	25,000	25,000	25,000	25,000
CS4	Resource savings through administrative efficiencies and online self serve	Savings	0	8,200	8,200	8,200
CS5	Introduction of E billing and SMS usage	Savings	6,300	12,400	32,856	32,856
CS5	Introduction of E billing and SMS usage	Income	0	0	0	0
CS6	Cost efficient use of MFDs	Savings	5,000	5,000	5,000	5,000
CS7	Work already underway to identify and plan reduction in IT systems, licences and servers, looking at opportunities of managed services or alternative hosted solutions.	Savings	25,000	30,000	35,000	40,000
CS8	Continued changes in services delivery/ customers accessing services online	Savings	15,000	40,000	40,000	40,000
Environmental Health						
ENV1	Increasing the take up of the garden waste collection service	Income	36,085	142,056	145,640	149,350
ENV6	A second officer will greatly improve our service delivery around education, promoting behavioural change and improve our capacity to look at other perhaps more innovative proactive ways to improve our recycling performance and reduce the high levels of contamination in our recycling. Invest to save proposal to deliver additional income.	Income	(7,937)	27,063	27,063	27,063
GYB Services						
GY8	Review of overheads as a result of changes to service delivery model	Savings	0	0	40,000	40,000
GY9	Completion of energy reduction programme arising from energy efficiency audit, some upfront costs required as an invest to save.	Savings	20,000	20,000	20,000	20,000

Ref.	Description	Savings/ Income	2017/18	2018/19	2019/20	2020/21
Neighbourhood and Communities						
NC2	Freeze the current Town Centre CCTV contribution amount	Savings	2,652	5,360	8,124	10,945
NC4	Progress partnership working to build stronger communities and reduce demand on public sector services	Income	15,000	15,000	15,000	0
NC6	Review of service resource to reduce service to operational delivery	Savings	0	51,000	51,000	51,000
NC1	Opportunities for rationalisation and investment/opportunities for external funding including removal of annual increases.	Savings	2,036	4,123	6,262	6,262
Property and Construction						
PC1	New fee structure for valuation work/ end of year/ RTB buy backs	Income	3,500	7,000	7,000	7,000
PC2	Proposing business transfer of service for seafront concession tenants	Savings	2,500	2,500	2,500	2,500
PC3	Internal review of team resource and roles.	Savings	45,401	75,401	75,401	75,401
PC4	Professional advice to be procured/funded from the capital budget on a per project basis approach.	Savings	40,000	40,000	20,000	20,000
Tourism						
TC1	External contract allows for additional income if functions exceed an agreed level	Income	10,000	10,000	12,500	15,000
TC2	Review and reduction in the budgets/ spend within a number of the seafront related budgets.	Savings	3,500	7,000	10,500	34,000
TC3	Reduction in costs for New Equipment/Anticipated reduction in use of paper	Savings	5,000	7,000	10,000	12,000
TC4	Review of a number of smaller civic related budgets.	Savings	3,500	4,000	4,500	5,000
TC5	Identify potential seafront advertising spaces to generate income, some invest to save required.	Income	0	5,000	7,500	7,500
TC7	Opportunity to consider a commission-only resource to increase sponsorship and advertising revenue	Income	5,000	10,000	15,000	15,000
Finance						
FIN2	Review and reduction of the annual Internal Audit plan and where additional works/reviews are requested these are funded as one-offs.	Savings	10,000	20,000	25,000	25,000
FIN1	Review provision of procurement services internally	Savings	10,000	20,000	20,000	20,000
Housing						
HN1	Adopted revised procedures for assessing medical needs through central Occupational Therapist teams	Savings	10,000	10,000	10,000	10,000
Total			307,537	643,103	734,046	759,077

2017/18 Budget Process - Additional income and savings proposals

Ref.	Description	Savings/ Income	2017/18	2018/19	2019/20	2020/21
PLAN1	Charge for re-opening old building regulation applications/Review Prescribed Charges *	Income	15,000	17,000	19,000	21,000
PLAN2	Charging for pre application discussions/advice and general planning enquiries *	Income	30,000	45,000	55,000	60,000
ENV3	Introduction of an Administration Charge for Replacement or Extra Bins *	Income	16,980	16,980	16,980	16,980
ENV4	Introduction of An Administration Fee For the Provision of First Time Residual Waste and Recycling Bins (New Build Properties) *	Income	6,797	9,790	10,109	12,940
ENV5	Reinstatement of the full cost of collecting/detaining stray passed to dog owner *	Income	13,000	13,000	13,000	13,000
EXEC1	Identify charges as Special Expenses (charge to Parish/Town Council for services)	Savings	-	65,000	80,000	80,000
HHW1	Increase fees to 19.1% and 21.6% *	Income	38,568	38,568	38,568	38,568
Total			120,345	205,338	232,657	242,488

* Fees and charges agreed by Full Council, December 2016

2016/17 Charges VAT @ 20% (where applicable)	2017/18 Charges VAT @ 20% (where applicable)
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CREMATION CHARGES

NB: From 01 April 2017 the Medical Referee Fee of £25 is included in the Cremation Fee.

The fee also includes an Environmental Charge of £60

The use of the Wesley Music System is included.

The following charges relate to cremation:

	Non-viable foetus or stillborn child	No Charge	No Charge
	The body of a child not exceeding four years of age at time of death	No Charge	No Charge
	The body of a child of four years, but not exceeding twelve years at the time of death	No Charge	No Charge
	The body of a person whose age at the time of death exceeded twelve years	698.00	<i>See below</i>
	New charging structure from 1 April 2017:		
	The body of a person whose age at the time of death exceeded twelve years:		
	For Service times: 08:20, 08:50 and 16:00, 16:30 (30 minutes)	n/a	720.00
	For Service times 09:20, 10:10, 11:00, 11:50, 12:40, 13:30, 14:20, 15:10 (50 minutes)	n/a	760.00
	New Charges for 2017/18:		
New	Funeral Director No Attendance (arrangements required, no service)	n/a	480.00
New	Administration charge for permission to erect memorial on ash interment plots and full burial plots applies	n/a	62.00

FAIR FEES AND CHARGES

Costs based on square metres

Category	Attractions Description:		
A	Roundabouts over 25ft (7.62m) in diameter or any other machinery or apparatus, whether operated by electricity, steam, hand or other means	2.50	2.65
B	Roundabouts less than 25ft (7.62m) in diameter, power operated Hoopla's, Spinners and games of a similar nature	4.50	4.75
C	Non-mechanical operated Hoopla's, Swinging Boats, Booths, Shows and Exhibitions and Refreshments	3.00	3.15
D	Kiosks		
	Dart Stalls, Coconut-Shy, Shooting Galleries and other Shooting Games	1.50	1.60
	Minimum Charge	30.00	31.50

Council Tax Summary 2017/18

	2016/17 Actual	Actual 2017/18 £5 Council Tax Increase		
			Movement £	Movement %
Demand on Collection Fund (excluding Parish/Town Precepts)	£ 3,914,239	£ 4,141,766	£227,527	5.81%
Borough Council Tax Level at Band D	£ 146.48	£ 151.48	£5.00	3.41%
Net Borough Council Tax at Band D	£ 146.48	£ 151.48	£ 5.00	3.41%
Value of Precepts	£ 354,143	£352,989	(£1,154.00)	-0.33%
Effect of Parish/Town Precepts	£ 13.25	12.91	(£0.34)	-2.57%
Billed Borough Council Tax at Band D	£ 159.73	£ 164.39	£ 4.66	2.92%

Tax Base	26,722	27,342
Tax Base Movement		620

Note: The Tax Base for 2017/18 is 27,342 (2016/17 26,722) so each £27,342 change in net expenditure has £1.00 effect on Council Tax at Band D.

General Fund Reserves Schedule - 2017/18 Budget		Opening Balance 01/04/16	Movement 2016/17	Closing Balance 31/03/17	Budgeted Movement 2017/18	Closing Balance 31/03/18	Budgeted Movement 2018/19	Closing Balance 31/03/19	Budgeted Movement 2019/20	Closing Balance 31/03/20
Summary and Purpose of Reserve		£	£	£	£	£	£	£	£	£
Planning Delivery Grant	The reserve is planned to be used to provide service improvements in Planning, and deliver the Local Development Framework.	62,360	(43,000)	19,360	0	19,360	0	19,360	0	19,360
Insurance Fund	The Council budgets for a level of excess being charged to the Service Accounts annually. Any under provision is met from the Insurance Fund, and any surplus is transferred to the fund.	131,769	0	131,769	0	131,769	0	131,769	0	131,769
Town Centre Initiative	Earmarked for spend in relation to the town centre project.	594,262	(44,236)	550,026	(25,000)	525,026	0	525,026	0	525,026
SHARP Funding	The Council will utilise this funding for capital expenditure incurred in the Wellesley Rd, Sandown Rd, Euston Rd & Paget Rd areas.	493,039	0	493,039	0	493,039	0	493,039	0	493,039
Restricted use grant	These Reserves are utilised as expenditure is incurred. No provision has been made to add to these reserves in future years.	906,756	(124,721)	782,035	0	782,035	0	782,035	0	782,035
Efficiency Support grant	Balance of funding from the ESG released for project spend as approved within the budget.	241,135	(241,135)	0	0	0	0	0	0	0
Invest to Save	To be used to fund one-off costs associated with projects that will deliver future efficiencies and savings including costs associated with restructures.	1,000,000	853,089	1,853,089	(119,558)	1,733,531	(39,495)	1,694,036	0	1,694,036
Specific budget	These Reserves are utilised as expenditure is incurred. No provision has been made to add to these Reserves in future years.	63,241	(7,180)	56,061	0	56,061	0	56,061	0	56,061
LEGI	As costs are incurred, these are offset by the Reserve.	523,671	0	523,671	(57,000)	466,671	0	466,671	0	466,671
Repairs and Maintenance	These Reserves are utilised as expenditure is incurred. No provision has been made to add to these Reserves in future years.	343,827	(16,476)	327,351	0	327,351	0	327,351	0	327,351

General Fund Reserves Schedule - 2017/18 Budget		Opening Balance 01/04/16	Movement 2016/17	Closing Balance 31/03/17	Budgeted Movement 2017/18	Closing Balance 31/03/18	Budgeted Movement 2018/19	Closing Balance 31/03/19	Budgeted Movement 2019/20	Closing Balance 31/03/20
Summary and Purpose of Reserve		£	£	£	£	£	£	£	£	£
Second Homes Council Tax	These Reserves are utilised as expenditure is incurred. No provision has been made to add to these Reserves in future years.	97,039	(77,000)	20,039	0	20,039	0	20,039	0	20,039
Waste Management	These Reserves are utilised as expenditure is incurred. No provision has been made to add to these Reserves in future years.	135,170	(110,000)	25,170	(25,170)	(0)	0	(0)	0	(0)
Collection Fund (Business Rates)	Earmarked to mitigate the fluctuations in business rate income between years,	1,197,010	468,081	1,665,091	0	1,665,091	0	1,665,091	0	1,665,091
Neighbourhoods	Earmarked from previous grants for neighbourhood projects	128,876	(128,876)	0	0	0	0	0	0	0
Enforcement	Earmarked for enforcement related works to address issues and bring properties back into use.	0	50,000	50,000	0	50,000	0	50,000	0	50,000
Strategic Planning Training	Earmarking of underspends for training and development.	0	15,130	15,130	(15,130)	0	0	0	0	0
Special Project Reserve	Earmarked as per the 2017/18 budget report for project spend and also for matched funding as appropriate.	0	1,000,000	1,000,000	(105,250)	894,750	(25,503)	869,248	(25,758)	843,490
Other Reserves	These Reserves are utilised as expenditure is incurred.	205,676	(135,330)	70,346	(4,000)	66,346	(4,000)	62,346	0	62,346
Total GF Earmarked Reserves		6,123,831	1,458,345	7,582,176	(351,108)	7,231,068	(68,998)	7,162,070	(25,758)	7,136,313
General Fund Reserve	Current recommended balance of £2.5 million	6,350,408	(2,732,777)	3,617,631	(188,240)	3,429,391	0	3,429,391	0	3,429,391
Total GF Reserves		12,474,239	(1,274,432)	11,199,807	(539,348)	10,660,459	(68,998)	10,591,461	(25,758)	10,565,704
Note: 2017/18 transfers allows for the use of £188,240 from the general reserve.										

Policy Framework for the Earmarked Reserves and Assessing the Optimum Level of the General Reserve for the period 2017/18 to 2020/21

1 Background

- 1.1 In accordance with statute (principally the Local Government Finance Act 2002) and following the Guidance Note on Local Authority Reserves and Balances (LAAP Bulletin No. 77 – November 2008), Great Yarmouth Borough Council maintains a range of reserves.
- 1.2 Two types of reserves are discussed in this policy framework:
 - Earmarked Reserves
 - The General Reserve
- 1.3 There are also a number of other reserves which local authorities hold in relation to legislation and proper accounting practices, these are not resource-backed reserves and therefore are not considered as part of this policy framework.
- 1.4 In making decisions in relation to setting the Council Tax, section 25 of the Local Government Act 2003 requires the Chief Financial Officer of the Council to report to the Council on the adequacy of the proposed financial reserves.
- 1.5 This Policy framework has been informed by current guidance on the level of reserves including, both the Local Authority Accounting Panel (LAAP) Bulletin No. 77 and the Audit Commissions report published in December 2012 'Striking a Balance' Improving Councils' Decision Making on Reserves'.

2 Earmarked Reserves

2.1 Purpose

- 2.1.1 Earmarked reserves are a means of building up funds to meet known or predicted liabilities.
- 2.1.2 Typically earmarked reserves are used to set aside sums for major schemes, such as capital developments or asset purchases, or to fund reorganisations and restructurings to deliver longer term savings and efficiencies. Reserves can also be held for trading and business units built up from surpluses to cover potential losses in future years, or to finance capital expenditure. In certain circumstances, if expenditure is delayed on specific budgets, it may be agreed that the underspending at a year end is carried forward for future use in an earmarked reserve.

2.2 Earmarked Reserves Protocol

- 2.2.1 For each reserve the following arrangements have been established:
 - the reasons for / purpose of the reserve
 - how and when the reserve can be used
 - procedures for the reserve's management and control
 - a process and timetable for review of the reserve to ensure continuing relevance and adequacy.
- 2.2.2 The establishment and use of earmarked reserves is reviewed at the time of budget setting and then controlled through the year as part of the regular budget monitoring processes.

2.3 Review of Earmarked Reserves

- 2.3.1 The Reserves Statement is included as part of the Budget Report to Policy and Resources Committee and gives full details of the earmarked reserves and current planned use.
- 2.3.2 It is considered that sufficient provision for the Council's capital programme (as recommended) has been included in the capital estimates and capital reserves, and that nothing further is required.
- 2.3.3 Where in-year expenditure is being funded by earmarked reserves and general reserves, the relevant transfers from the reserves have been allowed for within the reserves balances and revenue account budgets as detailed in the budget report.

3 The General Reserve

3.1 Purpose

- 3.1.1 The general reserve is held for two main purposes:
- a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing;
 - a contingency to help cushion the impact of unexpected events or emergencies.

3.2 The Optimum Level of the General Reserve

- 3.2.1 There are two recommended approaches for deciding the optimum level of the general reserve:
- A risk assessment of the budget which takes full account of the context within which the budget has been prepared. The budget report itself provides this contextual information.
 - To set the reserve at a percentage of expenditure. Too low a level puts the council at unacceptable risk of failing to meet its obligations, too high a level unnecessarily ties up resources.
- 3.2.2 This appendix sets out the framework for considering a risk assessment approach and validating the result against a percentage calculation. At the end of the day, the level of reserves is a matter of opinion informed by the judgement of the Council's Chief Financial Officer.

3.3 Assessment Framework

- 3.3.1 The issues to be considered include the following:
- The Council continues to operate on an ongoing basis.
 - The robustness of the budget process including recognition of the linkages with the corporate plan, the strategic risks and the financial plan update.
 - Internal financial control mechanisms and adequacy of the budget monitoring processes.
 - The adequacy of earmarked reserves and the movements on the general reserves both in the past and planned.
 - The extent to which savings and planned service reductions are required and can be relied upon to support corporate plan targets.
 - The risk of major litigation and legal claims, both currently and in the future.
 - The impact of future Government funding reductions.
 - Implications of the Local Council Tax Support Scheme and increase in the demand for support.

Appendix G

- Fluctuations in retained business rate income and funding from the government for the extensions to reliefs for example small business rates.
- Fluctuations around certain income streams and grants, for example demand led services such as planning, building control income, land charges and car parking.
- Future changes to the funding for Local Authorities, for example the New Homes Bonus.
- Unplanned volume increases in major demand led budgets, particularly in the context of the current economic climate for example housing benefits, council tax support and homelessness.
- The need to retain a general contingency to provide for any unforeseen circumstances that may arise including inadequately funded Government initiatives.
- Where there is a move to do less by direct service provision (either through the Localism Agenda or through third parties, including outsourcing), this in turn increases the risks borne by authorities. There is a risk that these arrangements fail and there are many circumstances when a statutory liability remains with the local authority. Such risks may not be insurable at an economic level and demand rigorous risk minimisation strategies and this is an area that will be considered in more detail if the Council pursues these arrangements in future years.
- The need to retain reserves for general day to day cash flow requirements.

3.3.2 All of these issues interlink and any one incident is likely to span across many of the issues and might not be contained within one financial year. Risks change over time and the general reserve needs to be considered across the medium term financial plan. What might be an adequate level of reserves now may not be reflective of what would be deemed to be adequate in years two to four. Therefore the framework should be reviewed as part of the budget setting process.

3.4 The Assessment of the General Fund Reserve

- 3.4.1 When undertaking the assessment it must be remembered that the items considered are merely guides to assessing the overall level of the reserve. In no way is it a budget for any of the items being created since by its nature a general reserve is designed to protect against the unexpected and unquantifiable for whatever reason.
- 3.4.2 Having considered the relevant risks and the mitigation measures already in place, it is felt that the following indicative items should be taken into account in the budget risk assessment for 2017/18:

Item	2017/18	2018/19	2019/20	2020/21
1 Pay and Price Inflation (0.5% sensitivity to budget assumption)	110,000	110,000	110,000	110,000
2 Interest Rates & MRP (0.5% sensitivity to short term borrowing and profiling of capital spend and MRP impact)	140,000	150,000	150,000	150,000
3 Failure to Achieve Planned Savings and Cost Pressures from Corporate Plan Targets (to ensure core services are maintained)	150,000	130,000	130,000	130,000
4 Major Litigation and Legal Claims (to provide additional comfort above earmarked reserves)	100,000	100,000	100,000	100,000

Appendix G

Item	2017/18	2018/19	2019/20	2020/21
5 Emergencies and Other Unknowns (to recognise the risks associated with unpredictable events)	500,000	500,000	500,000	500,000
6 Treatment of Demand Led Pressures (recognising the impact of increase or reduction in demand and compensating increase or reduction in expenditure or income)	510,000	540,000	540,000	550,000
7 Project Risks (To recognise the risks the Authority is facing in terms of partnership work and significant projects)	100,000	100,000	100,000	100,000
8 Cash Flow (the impact of timing of cash flow, including the profiling of expenditure)	50,000	50,000	50,000	50,000
9 Future Funding Fluctuations (an allowance to reflect the increased risk around local funding, ie business rates and new homes bonus, to mitigate the impact within and between financial years)	850,000	830,00	830,000	830,000
Total Indicated General Fund Reserve Recommended	2,510,000	2,510,000	2,510,000	2,520,000
% of Net Budgeted Operating Expenditure (excluding parish precepts)	20%	20%	19%	20%

4 Chief Financial Officer's Opinion

- 4.1 The Earmarked Reserves detailed within the reserves statement are proper and appropriate with regard to purpose, level and proposed use, although the future timing of their use will be reported within the budget monitoring reports and the statement updated accordingly.
- 4.2 Based on the assessment detailed above the recommended level of the general reserve for 2017/18 should be £2.510 million. This is above the current recommended general reserve of £2 million and reflects a greater reliance on external resources and income from a number of demand led services and therefore it is recommended that the minimum level of the general reserve be **increased to £2.5 million** for 2017/18. The budgeted General Fund Reserve has been reviewed as part of the 2017/18 budget and the recommendations within the report include reallocations from the general reserve to current and new earmarked reserves to support the delivery of the corporate plan and also to mitigate future fluctuations in funding.

Capital Programme Forward Budget 2017-2018

Directorate	Project Title	Rolled forward slippage 2016/17	Prior Year Approved 17/18 projects	Recommended 2017/18 Bids	2017/18 Capital Programme	BORROWING	GRANTS & CONTRIBUTIONS				CAPITAL RECEIPTS		REVENUE
						Unsupported Borrowing	DFG	SHIP/SHARP/ N&WELS	NCC	Other Grants/3rd Party Contributions	Capital Receipt - Housing	Capital Receipts - other	Revenue Funding
HRA	Housing Capital Programme	£0	£0	£10,554,080	£10,554,080	£2,052,000					£1,077,000		£7,425,080
Customer Services	Replacement of the Council's Air Quality Monitoring Station	£0	£0	£50,000	£50,000	£50,000							
Customer Services	ICT Investment to deliver GYBC ICT Strategy	£0	£0	£222,500	£222,500	£222,500							
Customer Services	Rebuilding sections of Factory Rd/Belvedere Rd/Nth Denes Rd Gt Yarmouth Cemetery Wall	£0	£0	£75,000	£75,000	£75,000							
Customer Services	St Nicholas Minster West Boundary Wall	£0	£0	£50,000	£50,000	£50,000							
Customer Services	Marine Parade car park Gorleston Surfacing	£0	£0	£22,000	£22,000	£22,000							
Customer Services	Public Toilet Refurbishment Programme	£0	£0	£160,000	£160,000	£160,000							
Customer Services	Rialto Civil enforcement	£0	£0	£21,050	£21,050	£7,518			£13,532				
Housing & Neighbourhoods	Disabled Facilities Grant	£0	£0	£941,786	£941,786	£0	£941,786						
Housing & Neighbourhoods	Childrens Playground Refurbishment 2017/18 - 2019/20	£0	£0	£151,370	£151,370	£36,370				£115,000			
Housing & Neighbourhoods	Children's Playground Resurfacing	£0	£0	£37,650	£37,650	£37,650							
Housing & Neighbourhoods	Priory Gardens Footpath Gorleston	£0	£0	£19,000	£19,000	£19,000							
Housing & Neighbourhoods	Wellesley CCTV	£0	£0	£15,000	£15,000	£15,000							
Housing & Neighbourhoods	New Marina Centre Refurbishment	£4,127,435	£1,600,000	£0	£5,727,435	£5,727,435							
Housing & Neighbourhoods	Mill Lane Hot Water Vessels	£31,000	£0	£0	£31,000	£31,000							
Housing & Neighbourhoods	The Waterways (revised HLF bid)	£0	£262,162	£0	£262,162	£140,000				£122,162			
Housing & Neighbourhoods	Empty Homes	£650,000	£0	£0	£650,000	£650,000							
Housing & Neighbourhoods	Homes 4 Health	£300,000	£0	£0	£300,000	£50,000		£250,000					
Housing & Neighbourhoods	Beacon Park LATC - Phase 1/ Equinox	£9,260,000	£0	£0	£9,260,000	£9,260,000							
Housing & Neighbourhoods	Runham Vauxhall	£119,541	£0	£0	£119,541	£0						£119,541	
Customer Services	Footway Lighting	£0	£100,000	£0	£100,000	£100,000							
Customer Services	Esplande Resurfacing	£91,440	£100,000	£0	£191,440	£191,440							
Resource, Governance & Growth	Beacon Park projects	£2,600,000	£1,625,000	£0	£4,225,000	£4,225,000							
Resource, Governance & Growth	Beacon Park - Site 12a	£3,300,000	£0	£0	£3,300,000	£3,300,000							
Resource, Governance & Growth	South Denes	£2,738,559	£0	£0	£2,738,559	£638,559			£2,100,000				
TOTAL		£23,217,975	£3,687,162	£12,319,436	£39,224,573	£27,060,472	£941,786	£250,000	£2,113,532	£237,162	£1,077,000	£119,541	£7,425,080

Capital Programme Forward Budget 2018-2019

Directorate	Project Title	Prior Year approved 18/19 projects	17/18 Recommended Bid 18/19	2018/19 Capital Programme	BORROWING	GRANTS & CONTRIBUTIONS		CAPITAL RECEIPTS		REVENUE
					Unsupported Borrowing	DFG	Other Grants/3rd Party Contributions	Capital Receipt - Housing	Capital Receipts - other	Revenue Funding
HRA	Housing Capital Programme	£0	£8,307,080	£8,307,080	£1,360,000			£882,000		£6,065,080
Customer Services	ICT Investment to deliver GYBC ICT Strategy	£0	£290,500	£290,500	£290,500					
Customer Services	St Nicholas Minster West Boundary Wall	£0	£50,000	£50,000	£50,000					
Customer Services	Public Toilet Refurbishment Programme	£0	£160,000	£160,000	£160,000					
Housing & Neighbourhoods	Childrens Playground Refurbishment 2017/18 - 2019/20	£0	£46,595	£46,595	£46,595					
Housing & Neighbourhoods	Disabled facilities Grant	£800,000	£0	£800,000	£233,000	£567,000				
Housing & Neighbourhoods	The Waterways (revised HLF bid)	£0	£1,435,311	£1,435,311	£190,000		£1,245,311			
Customer Services	Footway Lighting	£100,000	£0	£100,000	£100,000					
Customer Services	Esplande Resurfacing	£100,000	£0	£100,000	£100,000					
		£1,000,000	£10,289,486	£11,289,486	£2,530,095	£567,000	£1,245,311	£882,000	£0	£6,065,080

Capital Programme Forward Budget 2019-2020

Directorate	Project Title	17/18 Recommended Bid 19/20	BORROWING GRANTS & CONTRIBUTIONS			CAPITAL RECEIPTS		REVENUE
			Unsupported Borrowing	NCC	Other Grants/3rd Party Contributions	Capital Receipt - Housing	Capital Receipts - other	Revenue Funding
HRA	Housing Capital Programme	£8,808,580	£1,995,000			£828,000		£5,985,580
Customer Services	ICT Investment to deliver GYBC ICT Strategy	£240,500	£240,500					
Housing & Neighbourhoods	Childrens Playground Refurbishment 2017/18 - 2019/20	£39,945	£39,945					
Housing & Neighbourhoods	The Waterways (revised HLF bid)	£363,260	£0		£363,260			
		£9,452,285	£2,275,445	£0	£363,260	£828,000	£0	£5,985,580