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To The Members of the Council

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Date 15 January 2008

AGENDA SUPPLEMENT

Dear Sir/Madam

COUNCIL - THURSDAY 17 JANUARY 2008

I refer to the agenda for the above-mentioned meeting and enclose the following items:

Item No	Report Title	Page Nos
6.	Cabinet Minutes: 8 January 2008	75 - 116

Unconfirmed Minutes of the Cabinet meeting held on 8 January 2008
(Minute No. 14/08 - a copy of the report with regard to the Estimates
2008/2009 is attached for Members' information).

13 (a) Local Area Agreement: Update (Additional Item)

To receive a presentation on the Local Area Agreement.

Yours faithfully

Julie Britton

Committee Officer

BRECKLAND COUNCIL

At a Meeting of the

CABINET

**Held on Tuesday, 8 January 2008 at 9.30 am in
Norfolk Room, Conference Suite, Elizabeth House, Dereham**

PRESENT

Mr J.W. Nunn (Chairman)	Lady Fisher
Mr S. Askew	Mr W.H.C. Smith
Mr P.D. Claussen	Mrs A.L. Steward

Also Present

Mr J.P. Cowen	Mrs D.K.R. Irving
Mr R.F. Goreham	Mr D.S. Myers
Mrs T. Hewett	

In Attendance

Mark Finch	- Chief Accountant
Trevor Holden	- Chief Executive
Ray Johnson	- Asset Manager
Tim Leader	- Deputy Chief Executive & Monitoring Officer
Mary Palmer	- Marketing & Communications Manager
Mark Stokes	- Strategic Director (Services)
Ian Vargeson	- Democratic Services Manager

Action By

1/08 MINUTES (AGENDA ITEM 1)

The minutes of the meetings held on 20 November 2007 and 3 December 2007 were confirmed and signed as a correct record.

2/08 APOLOGIES (AGENDA ITEM 2)

An apology for absence was received from Mr A. Stasiak.

3/08 DECLARATION OF INTEREST (AGENDA ITEM 3)

Mr P. Cowen declared a personal interest in items 7 and 8 (Minute No. 154 and 155) the nature of which related to his profession as an architect.

4/08 NON-MEMBERS WISHING TO ADDRESS THE MEETING (AGENDA ITEM 5)

Messrs P. Cowen, R. Goreham, D. Myers and Mesdames T. Hewett and D. Irving.

Action By

5/08 CHAIRMAN'S ANNOUNCEMENTS (IF ANY) (AGENDA ITEM 6)

The Chairman introduced Mr P. Calkin who had been appointed as the Strategic Director of Transformation.

Mr Calkin advised Members that he had been previously employed at Kirklees Council and before that had been a specialist in business turnaround.

6/08 PLANNING AND BUILDING CONTROL BUSINESS CASE (AGENDA ITEM 7)

The Strategic Director of Transformation presented a report which updated Members on progress towards trading Planning and Building Control Services and made a number of initial recommendations for approval pending a further detailed report on the way forward.

Members agreed that by becoming a Trading Council Breckland could draw-in income and expand its services to the public without putting pressure on council tax.

The reason for setting up a wholly owned company to deliver services back to the Council was not solely to enable trading of Planning and Building Control services. It would provide a catalyst for the cultural and operational changes needed to facilitate a platform for trading and to give an identity to Planning and Building Control that would support a commercial approach to business, with detailed service specifications in place between the Council and the new company.

A Member stated that as the functions of planning were stipulated by statutory obligations there needed to be a strict regime in place to regulate the service post trading. Further to this the Member queried whether the public would be aware of the difference in service provision.

In response the Chief Executive drew Members' attention to recommendation 8.1.4 which advised that a further report would be presented to Members in two months detailing the proposal.

Performance Indicators were already in place for the Planning Service and these would still be regularly monitored.

The ARP Trading Limited (ARPT), the trading arm of the Anglia Revenues and Benefits Partnership, was an example of a successful trading service. The performance and productivity standards of that service were regularly monitored. The ARPT was a model to which other trading companies could aspire.

Members were advised that bringing together Planning and Building Control would provide a better service to the public as it would mean one point of contact.

Action By

The options available to Members were as follows:-

- (1) Agree that a full options report be submitted within 2 months but that the initial recommendations listed were approved
- (2) Not agree that a full options report be submitted within 2 months or that the initial recommendations were approved.
- (3) Members consider what revised information they required to clarify actions moving forward

The reason for the recommendation was to ensure that all options had been explored and that there was ownership and accountability for delivery.

RECOMMEND that the Council

- (1) approve delegated authority to the Chief Executive to agree specifications;
- (2) approve delegated authority to the Chief Executive in consultation with the Leader to deal with the administrative arrangements in respect of setting up the company, including the name, appointment of Secretary and the Board and other such administrative arrangements; and
- (3) approve that a report be submitted to Council within 2 months to report progress on options and recommend a way forward having allowed the new Strategic Director of Transformation time to consider the options fully.

7/08 PROCUREMENT STRATEGY UPDATE (AGENDA ITEM 8)

The Strategic Director of Transformation presented the report which recommended an addition to the Council's existing Procurement Strategy to incorporate a Sustainable Procurement Policy to comply with the targets emanating from the Sustainable Procurement National Action Plan and to complement the Environmental Strategy for the Council, which was out for consultation at the present time.

Members supported the recommendation as it would inform local people and businesses on how to conduct business with the Council. Contractors would be judged on their experiences and skills rather than whether they could successfully complete the Council's forms.

Two options were made available to Members. The first option was to approve the recommendations to facilitate delivery of the National Sustainable Procurement Action Plan and achievement of a level 3 in the required timescale. The second option was not to approve the recommendations and therefore not be able to facilitate delivery of the National Sustainable Procurement Action Plan and achievement of a level 3 in the required timescale

Action By

The reasons for the recommendation were as follows:-

- (1) Appointing a Member Sustainable Procurement Champion would ensure that the Sustainability Agenda in terms of procurement would be represented at Council.
- (2) Adopting the two overarching Procurement Aims as the Procurement Sustainability Principles for the Council. These would be reviewed when the National Improvement and Efficiency Strategy was launched (this strategy was the successor to the National Procurement Strategy and was due to be launched imminently).
- (3) Adopting the Sustainable Procurement Policy at Appendix C as an addendum to the current Procurement Strategy until the national Improvement and Efficiency Strategy was launched.

RECOMMEND that the Council

- (1) agree that the two overarching Procurement Aims for the Council be the Procurement Sustainability Principles supported by the Green Purchasing Policy at Appendix B of the report and that these be included as an addendum to the existing Procurement Strategy;
- (2) adopt the Sustainable Procurement Policy at Appendix C of the report as an addendum to the current Procurement Strategy; and
- (3) appoint Mr W. H. C. Smith as the Sustainable Procurement Champion.

8/08 HOUSES IN MULTIPLE OCCUPATION - ADDITIONAL LICENSING SCHEME (AGENDA ITEM 9)

The Strategic Housing Manager recommended that Members adopt new discretionary powers under the Housing Act 2004 for dealing with housing enforcement. The powers would be used in conjunction with the previously adopted mandatory provisions. Use of the discretionary powers would be essential in enabling the Council to meet the objectives in the Housing Improvement Programme.

Members supported the scheme as it would improve housing conditions across the District and ensure health and safety standards were maintained.

It was noted that Breckland was the first Local Authority to submit such a scheme to the Secretary of State.

With regard to options Cabinet had already confirmed its intent to apply an Additional HMO Licensing Scheme. (Cabinet Minute 71/06). However, should Cabinet wish to rescind that decision then the risks would be loss of income, uncontrolled spread of HMOs, HMO residents at risk due to poor housing conditions, HMOs controlled by persons not considered to be "fit and proper" to manage such properties, increased workload for

Action By

officers, reduced ability to deal expediently with failures in management or compliance with enforcement notices.

The reasons for the recommendations were as follows:

- (1) During their Housing Inspection the Audit Commission confirmed their opinion that an Additional Licensing Scheme would help control the issues arising from the exponential growth of HMOs in the Council's area.
- (2) The Additional Scheme would apply the licensing and management conditions to all HMOs not currently covered by such legislation and would help control nuisances and anti-social behaviour associated with individual HMOs. Households living in HMOs would benefit directly from improved health, safety and welfare provision.
- (3) The administration of the scheme would be self financing through the fees raised.

RESOLVED that the Additional Houses in Multiple Occupation Licensing Scheme be submitted to the Secretary of State for approval.

**Gordon
Partridge**

9/08 SECOND HOMES COUNCIL TAX MONIES FOR AFFORDABLE HOUSING SCHEME IN YAXHAM (AGENDA ITEM 10)

The Principal Housing Officer (Strategy and Enabling) sought Cabinet approval for the use of the Second Homes Council Tax monies allocated to Breckland to be spent on a Housing Project in Yaxham for 5 affordable units.

The project would deliver a new concept in eco homes called Green Gauge Housing, which would achieve the highest energy efficiency level of excellent. The system would combine modern methods of construction with sustainable materials. The homes would incorporate renewable energy provisions, thus benefiting the tenant through reduced fuel bills. Other initiatives included rainwater harvesting with collection to be used for washing machines and toilets.

Members welcomed the scheme as it embraced the green agenda and should be the standard of all housing. Further to this the scheme took account of whole life costing providing housing which would cut future energy costs and water consumption.

Two options were made available to Members. The first option was to agree to allocate the resources against the project which would begin on site immediately and be delivered by summer 2008. The second option was not to agree the allocation of resources to the project and consider other options for the use of resources; although this course of action would limit the resources available to the project and affect the deliverability of the scheme.

Action By

The reasons for the recommendation were as follows:

- (1) The resources had been sitting with the County Council for 2 years and were at risk of being used for other purposes. The resources had levied in match funding from the Housing Corporation and The Housing Association itself which would be lost if the shortage of funding was not met.
- (2) Housing was a strategic priority for the Council and this proposal would meet the housing improvement targets the Council had for the Strategic Housing Function.
- (3) The Council had a role to meet the housing needs of its community which had been identified through the Housing Needs survey (2007) and Strategic Housing Market Assessment (2007). There was a shortfall of 964 affordable housing units a year for the next 5 years.
- (4) In this particular sub area, which Yaxham fell within, there was a shortfall of 81 units per year for the next 5 years.
- (5) The Housing Corporation assessed stringent value for money of schemes when allocating funding; this process took into account a weighting for match funding or free land. This scheme was approved by the Housing Corporation because of the opportunity to maximise a match funding opportunity with the second homes resources. If this funding was not available the Housing Corporation would look to reallocate the grant provided; there was no guarantee this would be reallocated in Breckland.

RESOLVED that the use of second homes funding for the delivery of affordable housing in the parish of Yaxham be approved subject to:

**Darryl
Smith**

- (a) a funding agreement being in place between the registered social landlord and Breckland Council detailing full requirements and conditions;
- (b) payment of grant to be made once all conditions of the funding agreement had been met;
- (c) grant payments be monitored by the grant funding team in Finance; and
- (d) other funding being confirmed.

10/08 THE USE OF COMMUTED SUMS FROM S106 AGREEMENTS FOR AFFORDABLE HOUSING (AGENDA ITEM 11)

The Principal Housing Officer (Strategy and Enabling) sought Members' approval for the use of commuted sums which were received for affordable housing from Section 106 agreements attached to planning consents.

Action By

A Member queried whether the Local Ward Member was approached to consider where the monies could be best spent within the location.

Members were advised that a Section 106 Officer had been appointed by the Council and would be working with Ward Members and Town and Parish Councils.

With regard to ensuring that developers follow a building standard such as the Green Gauge Housing in Yaxham the Deputy Chief Executive advised that each Section 106 had to be negotiated with the developer and it would be difficult to enforce such standards.

The Leader advised that the standards and criteria for housing built within the District would be set out within the Local Development Framework.

The options available to Members were as follows:-

- (1) To operate within the existing Finance Procedure Rules every scheme funded by a commuted sum be presented to Cabinet for approval.
- (2) To allow the delegation of authority for the use of the resources to be made by the Executive Member in consultation with the Strategic Director.
- (3) To allow the Section 106 funds to be spent within the terms of the legal agreement by the Strategic Housing Team without reference to Cabinet or the Executive Member.
- (4) To operate within the existing Finance Procedure Rules every scheme funded by a commuted sum be presented to Cabinet for approval.

The reasons for the recommendation were as follows:-

- (1) To allow the delegation of authority for the use of the resources to be made by the Executive Member in consultation with the Strategic Director.
- (2) To allow the Section 106 funds to be spent within the terms of the legal agreement by the Strategic Housing Team without reference to Cabinet or the Executive Member.
- (3) The use of the Section 106 monies had already been agreed through the signing of the legal agreement between the Council and the other parties involved. The Council were unable to use the monies for any other purpose.
- (4) Allocating the resources through a delegated decision with the Executive Member, in consultation with the Strategic Director and Section 151 Officer, would retain the financial controls of proper management of the funds but allow the flexibility of use in terms of the timing of when the monies were used.

Action By

RESOLVED that the allocation of commuted sums from Section 106 agreements made under delegated authority by the Executive Member for Environment and Housing in consultation with the Strategic Director be approved subject to:

**Darryl
Smith**

- (e) schemes identified being appraised to support Breckland's housing strategy;
- (f) a funding agreement being put in place between the registered social landlord and Breckland Council detailing full requirements and conditions;
- (g) payment of grant to be made once all conditions of the funding agreement had been met;
- (h) grant payments being monitored by the grant funding team in Finance; and
- (i) other funding being confirmed.

11/08 BRITISH GAS - COUNCIL TAX INITIATIVE (AGENDA ITEM 12)

The Strategic Housing Manager informed Members that the British Gas Council Tax Initiative (BGCTI) was a partnership programme between British Gas and local authorities which used a cashback incentive to encourage owner occupiers to improve the energy efficiency of their homes.

The Local Authority was responsible for promotion of the scheme and this would be done by articles in Breckland Voice and by including a leaflet in the council tax mailout for maximum impact.

Members were advised that the scheme was aimed at households that did not receive any form of benefit and paid full council tax. Furthermore the households did not need to be customers of British Gas. However, Members raised concerns that those households with a different energy supplier from British Gas may receive unwanted solicitations to change supplier.

In response the Strategic Housing Manager advised that British Gas was a reputable supplier and received excellent publicity and positive promotion from the scheme.

The options were either to join or not join the British Gas Council Tax Initiative.

The reasons for the recommendation were as follows:-

- (1) Whilst there were many grant and cashback schemes to encourage householders to improve energy efficiency most required the applicants to be in receipt of some form of benefit. Every additional household that carried out such works contributed to Breckland achieving its targets under the Home Energy Conservation Act and PSA 7 for decent homes. Breckland could demonstrate leadership in

Action By

tackling climate change and partnership working. All energy savings would help to ameliorate the effects of climate change.

- (2) Households would benefit directly from the £75 cashback and from longer term savings on their energy bills. The effect on Breckland was largely fiscally neutral.

RESOLVED that Breckland Council join the British Gas Council Tax Initiative.

**Anita
Brennan**

**12/08 AN ENVIRONMENT STRATEGY FOR BRECKLAND COUNCIL
(AGENDA ITEM 13)**

The Strategic Director of Services presented the report which focused on the draft Environmental Strategy for Breckland Council which identified 3 key priorities being:-

- Tackling Climate Change
- Protecting the Natural Environment and Resources
- Improving the Local Environment

Members' approval was sought to recommend that a consultation process be undertaken to engage with its key partners to support and develop the strategy and thus move it forward.

The Chairman for the Overview and Scrutiny Commission stated that the Commission felt that this was a serious issue and any recommendation which came forward to Cabinet would have the support of all Members.

Two options were made available to Members: either approve the Environmental Strategy and commence a consultation or not approve the Strategy.

The reasons for the recommendation were as follows:-

- (1) The Strategy met the Corporate Objectives of the Council.
- (2) To develop an integrated environmental strategy, working together with key partners to improve the quality of life for the people who live and work in the Breckland District both now and in the future.

RESOLVED that

- (1) the draft Environmental Strategy be approved;
- (2) the consultation process proceed;
- (3) the revised Strategy and Action Plan be reported back to Cabinet in April; and
- (4) the Council sign-up to the Nottingham Declaration as detailed in Appendix 2 of the Environmental Strategy.

**Steve
Wilde**

Action By

13/08 STRATEGY TO HELP FIGHT FRAUD AND CORRUPTION (AGENDA ITEM 14)

The Executive Member for the Cabinet Office advised Members that Breckland Council was committed to the highest possible standards of openness, probity and accountability in order to ensure the proper use of public funds. The, substantially, updated Strategy to Help Fight Fraud and Corruption established the Council's objectives in this respect and detailed the cohesive framework that had been developed to effectively manage the risks associated with fraud and corruption involving staff, Members or third parties.

The new Audit Committee would introduce new mechanisms to support the Overview and Scrutiny Commission's commitment to openness, probity and accountability.

Further to the above a Whistleblowing Policy would be incorporated into the document to support the Strategy.

Two options were made available to Members: to either recommend or not recommend that Council adopts the Strategy.

The reason for the recommendation was that the Strategy would provide a clear framework to be followed where fraud or corruption was suspected or detected

RECOMMEND that the Council approve the Anti Fraud and Corruption Strategy.

14/08 ESTIMATES 2008 - 2009 (AGENDA ITEM 15)

The Executive Member for the Cabinet Office presented a report which set out Breckland's proposed future spending plans, including the Star Chamber recommendations. Cabinet was requested to consider the estimates and Breckland's proposed council tax for 2008-2009 and make a recommendation for approval.

The aim was to improve services whilst maintaining a balanced budget without placing pressure on council tax. The proposed council tax for a Band D property was £61.98 per year. It was felt this provided good value for all the services provided by Breckland.

A Member queried statements made with regard to the CCTV budget and the impact the vacancy factor of 3% on staff establishment budget would have on employees. Any income from commercial property should be re-invested to build the Council's property portfolio.

In response Members were advised that in future savings, relating to schemes such as the CCTV project, would not be taken until those savings had been realised therefore ceasing the practice of spending anticipated savings. This would provide an open and true budget picture to enable accurate accounting.

Action By

With regard to the staffing vacancy factor this would not affect the manning profile of the Council. In the first year this saving would be put into reserves but not in subsequent years.

In relation to commercial property any income would be re-invested.

The Chief Executive thanked the Chief Accountant together with his team for producing a robust budget options.

The options were as follows:-

- (1) Consider the recommendations of the Star Chamber and the projects to be incorporated into the base budget.
- (2) Adopt the six-year budget plan and recommend to Council the band D Council Tax for 2008-09.
- (3) Amend the Star Chamber recommendations and budget and put alternative proposals to Council.

The reason for the recommendation was that approval of the estimates and precept form the basis for the calculation of the Council Tax for each band of property that was required to be formally approved for 2008-2009.

RECOMMEND that the Council be recommended to:

- (1) approve the revised estimates for 2007-08, which includes the elements raised by the key issues;
- (2) approve the estimates for 2008-09, which includes the elements raised by the key issues; and
- (3) set the Council Tax for a band D property in 2008-09 at £61.98

15/08 CODE OF GOVERNANCE (AGENDA ITEM 16)

The Executive Member for the Cabinet Office informed Members the Society of Local Authority Chief Executives (SOLACE) had developed a revised framework for corporate governance in local authorities, was published in July 2007, entitled 'Delivering Good Governance in Local Government'.

It was proposed that the Council adopted a new Code of Governance which followed the principles outlined in that guidance.

The guidelines outlined six core principles of good governance which were:-

- to focus on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.
- Members and Officers working together to achieve a common purpose with clearly defined functions and roles.

Action By

- promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.
- taking informed and transparent decisions which were subject to effective scrutiny and managing risk.
- developing the capacity and capability of members and officers to be effective.
- engaging with local people and other stakeholders to ensure robust public accountability.

It envisaged that the Audit Committee would discuss those issues as outlined above.

By approving the Code the Council would be adopting best practice through providing a framework for dealing with issues in a clear and accountable way.

RECOMMEND that the Council adopt the Code of Governance.

16/08 WHISTLEBLOWING POLICY (AGENDA ITEM 17)

The Executive Member for the Cabinet Office presented the Whistleblowing Policy which provided Members, employees and other stakeholders with an explanation and instruction of how Breckland would deal with serious or sensitive concerns regarding inappropriate behaviour. It replaced the previous 'confidential reporting code' and would complement the Strategy to Help Fight Fraud and Corruption.

The Chief Accountant informed Members that following consultation with the Local Joint Consultative Committee the Staff Side had recommended amendments, to which Cabinet Members agreed and were detailed as follows:-

- (a) that paragraph 3.2 be amended to read "an employee has a duty to report, when certain or even reasonably aware of, an occurrence included in the above list of disclosures".
- (b) that paragraph 9.3 – the Council encourage the Trade Unions to support any member of staff who raises a concern with them – should be deleted as superfluous. Trade Unions would support their Members; it would be unrealistic to expect them necessarily to support any unaffiliated member of staff.
- (c) that in the section on Guidance for Managers (page 19 of the Report) it was noted that the officer to be informed of the original notification details where no further action was considered necessary would be the Monitoring Officer.

The options were either to recommend or not recommend the policy to Council for approval

Action By

The reason for the recommendation was that the Policy would set out the way the Council would deal with concerns about inappropriate behaviour

RECOMMEND that subject to approval by the General Purposes Committee on 30 January 2008 the Council approve the Whistleblowing Policy with the following amendments:

- (a) that paragraph 3.2 be amended to read “an employee has a duty to report, when certain or even reasonably aware of, an occurrence included in the above list of disclosures”.
- (b) that paragraph 9.3 – the Council encourage the Trade Unions to support any member of staff who raises a concern with them – should be deleted as superfluous.
- (c) that in the section on Guidance for Managers (page 19 of the Report) it was noted that the officer to be informed.

17/08 MEMBER WEB PAGES (AGENDA ITEM 18)

The Executive Member for the Cabinet Office presented a report which requested that Members decide whether they wished to publish information directly onto their web pages and approve the Member Web Page User Acceptance Policy.

A Member stated that any information added to the Member Web Pages must be kept up-to-date. Members must comply with the User Acceptance Policy and the sites should be monitored accordingly. Training should be made available to Members not only on the web pages but on the Mod.gov system.

In response Members were advised that a common sense approach would be taken when monitoring the websites. Further to this, training would be provided for all Members.

The options available to Members were as follows:-

- (1) That Members publish information directly to their own web pages and sign the Breckland User Acceptance Policy to enable them to publish information directly on to the Member Web Pages.

Members must be aware, when publishing information directly on to the Member Web Pages, of the protocols contained within the User Acceptance Policy as they may put themselves at risk of complaints if they did not follow the advice contained therein.

- (2) That Members do not publish information directly to their own web pages and submit all data to the relevant officer for publication.

The reason for the recommendations were that Member Web Pages were a useful tool for Members to disseminate information in a quick and efficient manner whether they publish the information themselves or submit the information for editing before publication. The Member Web

Pages would assist the Council in gaining the East of England Regional Assembly Charter on Elected Member Development and Training.

RESOLVED that Members be permitted to publish information directly to the Member Web Pages subject to signing the Breckland User Acceptance Policy.

18/08 REFERENCES FROM THE OVERVIEW AND SCRUTINY COMMISSION

The Built Environment - Protection and Listing: Shadwell Park

The Chairman of the Overview and Scrutiny Commission requested that Members support the consideration of the restoration of Shadwell Park, a listed building which had fallen into a state of disrepair.

The Monitoring Officer stated that as enforcement action had been imposed on owners any review should be carefully considered and should not be undertaken until the timescales for the enforcement action had lapsed.

RESOLVED that the matter be considered in full by the Overview and Scrutiny Commission subject to the advice of the Monitoring Officer.

(a) Survey on Alcohol Related Anti-Social Behaviour in Breckland

The Overview and Scrutiny Commission Chairman requested that Members support the recommendation in order to assess the levels of alcohol related anti-social behaviour within Breckland.

RESOLVED that agreement be given to the production of a form for issue through "Voice" to all Breckland residents to complete, requesting them to give their location and whether they suffered from alcohol related anti-social behaviour and include the type of anti-social behaviour which was occurring.

(b) Research Findings and Development of a Black and Minority Ethnic Strategy for Housing

The Overview and Scrutiny Commission Chairman informed Members that Policy Development and Review Panel 3 had requested that the BME figures be monitored in order to ensure that communities were sufficiently resourced to deal with their populations.

Members were advised that although the Council should consider the diversity issue and the impact of that on services as the BME figures were a small subset of a wider group they would not offer any tangible evidence.

Members agreed with this advice but felt that the BME figures should still be monitored but not used for resource purposes.

Action By

**Sian
Harland**

**Andrew
Gayton,
Mark
Broughton**

**Mark
Broughton
, Martin
Seymour**

RESOLVED that regular monitoring of the Black, Minority Ethnic populations be undertaken.

Action By

**Mark
Broughton
, Darryl
Smith**

(c) **Report into the District Elections 2007**

The Chairman of the Overview and Scrutiny Commission presented the recommendations from the Task and Finish Group which had been established to conduct a review into the District Elections.

Members of the Overview and Scrutiny Commission had concurred with the Group's conclusions and it was noted that the majority of the remedies were already in place.

The Chief Executive felt that to retain the "traditional" count centre layout may restrict any future election requirements. Members agreed that the recommendation should be amended but that the layout should still be set out to ensure transparency of procedures.

RESOLVED that

- (1) if only one count centre is to be used then more than one team of officials should be deployed to log in ballot boxes and consideration should be given to providing adequate shelter for persons queuing to deposit boxes;
- (2) a thorough review of polling staff should be undertaken before the next elections in order to ensure that only fully capable people are employed on election duties;
- (3) new and inexperienced presiding officers should not be employed at busy polling stations or stations where joint elections are being held;
- (4) better lighting should be provided at the polling station in Attleborough Town Hall if this venue is to be used as a polling station in future;
- (5) the Council should not work with partners in elections in future unless with proven ability;
- (6) tried and trusted printers be used to ensure that a good standard product is used which is fit for purpose;
- (7) until such time as the technology is fully tried, tested and satisfactory, the Council should continue to operate manual counts at future elections unless the Council were directed to use e-counting by central government;
- (8) the count centre layout will ensure transparency of procedures and allow agents and candidates to properly scrutinise the proceedings;

**Ian
Vargeson,
Mark
Broughton**

Action By

(9) officers be asked to try and improve the facilities (e.g. catering, chairs) for candidates at the count, as these were inadequate on 3 May; and

(10) channels of communication between election officials and candidates/polling agents at the count be improved.

19/08 ANGLIA REVENUES AND BENEFITS PARTNERSHIP (AGENDA ITEM 20)

The minutes of the meeting of the Anglia Revenues and Benefits Partnership held on 20 December 2007 were noted.

20/08 NEXT MEETING (AGENDA ITEM 21)

The next meeting of the Cabinet would be held on Tuesday, 12 February 2008 at 9.30 am.

21/08 EXCLUSION OF PRESS AND PUBLIC (AGENDA ITEM 22)

RESOLVED that, under Section 100 (A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the Act.

22/08 RELEASE OF FUNDS FOR AN EXTENSION TO A PROPERTY IN SWAFFHAM (AGENDA ITEM 23)

The Asset Manager presented the report which detailed an application to release funds to extend an existing facility on the EcoTech Business Park in Swaffham.

The options and reasons for the recommendations made available to Members were detailed in the report.

RESOLVED that

(1) the amount indicated in the report plus VAT be released to extend an existing facility on the EcoTech Business Park in Swaffham, both as an investment opportunity for the Council and to enable an existing company to expand and remain within the Breckland District; and

(2) that an exception to standing orders be granted based on:

Part 4 Standing Orders
4B Contract Standing Orders
Part A – General
Item 2 (a)..... Specialist services from one contractor for which no reasonably satisfactory alternative is available

**Ray
Johnson**

23/08 REQUEST FOR AN EXCEPTION TO CONTRACT STANDING ORDERS
(AGENDA ITEM 24)

The Strategic Director of Transformation presented a report which requested an exception to Standing Order 55 in respect of 4B Contract Standing Orders, Part C contracts over £75,000.

The options and reasons for the recommendations made available to Members were detailed in the report.

RESOLVED that

- (1) an exception to standing orders under Standing Order 55 be approved in respect of 4B Contract Standing Orders, Part C contracts over £75,000 to continue the employment of a consultant;
- (2) Prior to commissioning any work with the consultant that the Chief Executive and/or Deputy Chief Executive approve the work;
- (3) The outcomes of any work are evaluated by the relevant Cabinet Portfolio Holder.

Action By

**Paul
Calkin**

The meeting closed at 11.25 am

CHAIRMAN

BRECKLAND COUNCIL

CABINET: 8 JANUARY 2008

REPORT OF THE EXECUTIVE MEMBER FOR THE CABINET OFFICE **(Author: Deputy Chief Executive in conjunction with the Chief Accountant)**

ESTIMATES 2008-2009

Summary: This report sets out Breckland's proposed future spending plans, including the Star Chamber recommendations. Cabinet are requested to consider the estimates and Breckland's proposed council tax for 2008-09 and make a recommendation for approval.

1. INTRODUCTION/BACKGROUND

- 1.1 The estimates have been prepared in accordance with the principles set out in Medium Term Financial Strategy. The aim is to produce a sustainable and balanced budget plan that forecasts the Council's revenue budget for six future years on a rolling basis, and to include a capital programme for that period.
- 1.2 The Star Chamber has been used again this year to ensure that the strategies, projects and priorities that have been identified for the Annual Delivery Plan are fully funded, fully resourced and most importantly support and enhance the overall objectives and priorities of the Council as a whole.
- 1.3 This paper covers the overall parameters for setting the Council's budget, and therefore the level of council tax. The recommendations from the Star Chamber, if adopted, will then be incorporated into the budget.
- 1.4 Stakeholder consultation exercises have confirmed that council tax payers surveyed are prepared to accept council tax increases in line with inflation in order to maintain services. They also support the principle that service growth and improvements should be funded from investments, efficiency and income.

2. KEY DECISION

- 2.1 This is a key decision.

3. COUNCIL PRIORITIES

- 3.1 The matters raised in this report fall within the following Council priorities as the estimates cover all priorities:
 - A safe and healthy environment
 - A well planned place to live which encourages vibrant communities
 - A prosperous place to live and work

4. STAR CHAMBER

- 4.1 This year all service budgets were reviewed by Corporate Management Team to challenge both income and expenditure estimates, and the value they added to service delivery. This resulted in a net decrease in the cost of services over the budget period. The team also reviewed the initial Star Chamber bids to ensure that they all met corporate priorities, before progressing to the next stage.
- 4.2 The Star Chamber considered a number of proposals for sustaining the current service were funding had come to an end as well as growth items. It looked at how these proposals would be funded.

- 4.3 Recommendations from the Star Chamber are shown in Appendix A. These figures have been kept apart from the base budget so they can be considered separately, although if approved they will be consolidated into the budget against the appropriate cost centre. The schemes identified can be funded from the general fund. This will reduce the balance of the general fund shown in appendix B
- 4.4 The previous year's Star Chamber proposals have been reviewed to ensure that they remain on track. The efficiencies relating to the provision of the tourism service have not wholly materialised, and the budget has been amended to reflect this. Savings relating to CCTV included in last years estimates have been reversed until the review of CCTV provision puts forward proposals for sustaining this service.
- 4.5 Efficiencies associated with the project Create, that had previously been included in the estimates, have been removed until such time that projects are sufficiently worked up to the point that there is a degree of certainty about the delivery of service efficiencies or income through trading. This includes work-streams such as planning and building control and the review of Environmental Services. Any costs and income associated with these work streams will need to be considered when any business case is presented for a decision, with Council approving a supplementary budget at that stage.

5 ESTIMATES AND EARMARKED RESERVES

- 5.1 The General Fund Summary (Appendix B) shows Breckland's estimated budget requirement. Once the central government finance is taken into account approximately £2.6m will need to be raised by the council tax. This equates to £61.98 for a band D property in 2008-2009, an increase of just 2.75% over the current year. Table 1 shows the effect of this proposed tax rate across all property bands. As the highest proportion of the properties lie in the lowest bands, around 78% of households will pay less than the standard band D rate.

Table 1 - Council Tax and Taxbase Data

<i>Band</i>	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>E</i>	<i>F</i>	<i>G</i>	<i>H</i>
Council Tax (£)	41.32	48.21	55.09	61.98	75.75	89.53	103.30	123.96
Properties (no.)	14,359	15,916	12,757	6,695	3,710	1,352	658	56
Net taxbase (no.)	9,573	12,379	11,340	6,695	4,534	1,953	1,097	112
Proportion of properties (%)	26	29	23	12	7	2	1	0

- 5.2 The balance of the General Fund is estimated to be around £5.8m at the end of the six-year projection before any funding is released for Star Chamber proposals. This reduces to £5.2m if the schemes identified in appendix A are approved.
- 5.3 The revenue estimates showing the net cost of services analysed by portfolio (including the net costs of individual services) are included in appendix C. The budgets have been organised under revised structure approved at Council on 6th December 2007.
- 5.4 The Capital Estimates are shown in appendix D. These include the schemes that have been committed by previous council decisions. A number of proposed projects have been put forward to Star Chamber and are shown on the table as future proposals. However the total value of these proposals exceeds the amount of resources that the council has available to fund capital schemes without resorting to borrowing or drawing down on revenue funds. Before any of these schemes can be considered they will need to have an outline business case including a review of the options available and the impact on revenue to ensure that they are sustainable. Cabinet can then consider them as a programme to ensure that only viable schemes are put forward to have a full business case worked up and presented to committee for release of funding

- 5.5 Earmarked reserves have been used to fund previous budget rounds and initiatives approved by council. The contributions from earmarked reserves have been included in the estimates, with the balance of earmarked reserves being shown in appendix E. The balance at March 2014 is forecast to be around £1.9m. The Commercial Property reserve has been excluded from this appendix as it has been included with the general fund summary to show the impact that the surpluses it generates has on supporting the Council Tax. This reserve has been drawn on in the revised estimate to maintain a higher balance in the general fund. In future years it is proposed to draw down the surplus generated by Commercial Property trading activity to support the council tax in the same way that interest earned on cash deposits is used. The effect on the Commercial Property Reserve is to maintain an ongoing balance of £2m.
- 5.6 Appendix G shows a summary of the salary establishment budget.

6 ASSUMPTIONS AND RISKS

- 6.1 A number of assumptions have been used in preparing the budget papers. An inflation rate of 3% has been used based on an average of a number of indices, unless a contract specifically requires a different index to be used. Inflation has not been applied to budgets for non-contracted or non-specific expenditure such as hired services. The government comprehensive spending review uses a slightly lower inflation rate of 2.75% over the next three years. Council tax proposed increases have been aligned to this rate.
- 6.2 It is assumed that the taxbase will grow at a rate of 1.32% annually in line with the actual increase from the previous year. This is a prudent forecast as the LDF is expected to deliver growth in excess of this in future years.
- 6.3 The central government grant settlement this year has given councils a three year settlement for the first time. This adds some degree of certainty for the next three years, although the settlement is only provisional and could change following the consultation period. As the final settlement figure will not be released until after Cabinet has made its recommendation, it is proposed that any change in funding is absorbed by the General Fund, as in the past any variances between the provisional and final settlements have been relatively small.
- 6.4 External interest has been projected at current rates for individual investments up until maturity. Thereafter it is assumed that the return will average 5%.
- 6.5 Council Tax increases have been assumed at 2.75% annually, in line with the inflation rate used by the government in the comprehensive spending review. However this policy will need to be reviewed each year as new spending pressures, offset by investment and efficiency opportunities, emerge.
- 6.6 A risk assessment has been carried out on the key risk areas, and on those activities that have a major financial significance on the overall budget. This is shown in appendix F. These risks will be incorporated in the council's risk register and reviewed regularly in line with our risk management strategy.

7 KEY ISSUES

- 7.1 Members' attention is drawn to a number of key issues:
- The provisional settlement figures for the Revenue Support Grant and the Non Domestic Rate income have been included in the General Fund Summary (Appendix B). The final settlement figures are expected in February 2008. In previous years there has been a relatively small change between the provisional and the final settlement figures, which can normally be accommodated within the reserves. It is not envisaged that the Council Tax figure will need to be changed.
 - A vacancy factor of 3% on the staff establishment budget has been used from 2008/09 onwards. Previously we have budgeted at 100% establishment and have used any savings to vire to other budget heads or to fund temporary and interim staff. The expectation is that staff turnover will result in reduced running costs and a

reduction in the budget of around 3%. This tactic is used successfully by other authorities. In the first year the resultant budget reduction will be transferred to an earmarked reserve. However from 2009/10 there will be no reserve backup.

- The concessionary bus fares scheme changes with effect from April 2008, with national bus travel being allowed from that date. This will result in additional costs to the authority, as the current local scheme only allows travel within Norfolk. However the government has awarded all councils affected by the changes a special grant to help offset the additional costs. The total cost of the scheme is forecast at £981k with grant funding of £296k to offset the additional costs of the national scheme. This will be treated separately from the settlement in the next three years, although it is expected to be rolled into the Revenue Support Grant from 2011/12 and will then become less transparent.
- Revised service/annual delivery plans are being developed. These will be checked to ensure all activities have been covered by the estimates, and that no unfunded initiatives are included. Adopted recommendations from the Star Chamber will also be included in these business plans to allow performance to be measured against the targets.
- Investment income from the Council's cash deposits has diminished and reflects a reduction in the capital balances as a result of capital spending. However property investments are bearing fruit and help offset this reduction. We have also forecast some capital receipts in 2011/12 as the REV project matures. Interest rates have risen since the current year's budget was set, which has help support the amount of interest earned in the current year.
- Commercial Property trading activity is continuing to generate a surplus that supports the Council Tax. Further investment opportunities are being reviewed in order to produce an even better return for the Council's capital over that which is generated by cash deposits. However these will not be incorporated into the budget until it is prudent to do so.
- The budget is balanced, but must continue to be monitored to ensure that it remains sustainable over the medium term. Any year on year growth items will only be approved if they can be funded from ongoing efficiencies or income. Reserves will not be used to fund continuing costs.

8 LOCAL GOVERNMENT ACT 2003

- 8.1 The Local Government Act 2003 introduced a requirement that the Chief Finance Officer report on the robustness of the budget and the adequacy of the reserves. The estimates have been prepared in a prudent manner, although it should be recognised that they are a number of variable elements outside the Council's control. These issues have been highlighted in sections 6 and 7 of this report. The risk assessments carried out during the budget preparation process and challenge of budget working papers have assisted in proving the robustness of the estimates. Continual budgetary control procedures will ensure that budgets are observed and that any significant variations from budget are swiftly dealt with. The levels of reserves should be sufficient to cover short-term variations to estimates, with the policy to reduce the General Fund balance in a controlled manner adding additional stability.

9 OPTIONS AVAILABLE

- 9.1 Consider the recommendations of the Star Chamber and the projects to be incorporated into the base budget.
- 9.2 Adopt the six-year budget plan and recommend to Council the band D Council Tax for 2008-09.
- 9.3 Amend the Star Chamber recommendations and budget and put alternative proposals to Council.

10 REASONS FOR RECOMMENDATIONS

10.1 The approval of the estimates and precept form the basis for the calculation of the Council Tax for each band of property that is required to be formally approved for 2008-2009.

11 RECOMMENDATIONS

11.1 The following are approved for recommendation to full Council:

- The revised estimates for 2007-08, which includes the elements raised by the key issues
- The estimates for 2008-09, which includes the elements raised by the key issues
- To set the Council Tax for a band D property in 2008-09 at £61.98

Appendices:

- Appendix A – Star Chamber Recommendations
- Appendix B – General Fund Summary
- Appendix C – Summary Cost Centre Revenue Estimates by Portfolio
- Appendix D – Capital Estimates
- Appendix E – Earmarked Reserves (excluding Commercial Property Reserve)
- Appendix F – Risk Assessment
- Appendix G – Establishment

STAR CHAMBER RECOMMENDATIONS

Appendix A

Service	Brief of Bid	FTE Content	Service Manager	APPROVED AMT £	Probable 2007/2008	Year 1 2008/2009	Year 2 2009/2010	Year 3 2010/2011	Year 4 2011/2012	Year 5 2012/13	Year 6 2013/14
Customer	Extension to fixed full and part time posts - necessary in the short term whilst awaiting outcome of BPR process in services in relation to redeployment of resource to the contact centre.	4.50 Post extensions	Monica Coffeey	113,130	0	113,130	0	0	0	0	0
Arts/Cultural Development	Making permanent the post of Arts Development Officer Post (Grade 9) in addition to mainstream the revenue funding for Arts Development, currently £20K per year. The cost of employing the Arts Development Officer will be cost neutral as we would not employ a replacement Community Development Officer (Grade 8). The Grade of the ADO post is currently on the top of grade 9.	1 Arts Officer	Joe Liggett	0	0	0	0	0	0	0	0
Match Funding	The provision of an ongoing match funding programme with reference to the Cabinet report on 9/10/2007. Net revenue position after return of unused approved capital budget to central pot.	0 Match Funding	Joe Liggett	215,542	103,161	51,616	60,765	0	0	0	0
Energy Conservation	Corporate PR opportunity - The strategic Housing Team are in early stage discussions regarding the possibilities of supporting the British Gas Council Tax Initiative whereby Breckland Council Tax payers will be able to claim a £50 rebate if they carryout insulation works to their dwelling.	0 British Gas Scheme	Anita Brennan	0	0	0	0	0	0	0	0
Housing	This is a key front line post, the substantive post having been transferred to support the contact centre. As yet the Strategic Housing Service has not been migrated into the contact centre. This post undertakes all the first point housing advice and prevention activity with the customers and is therefore not just an admin role, it provides vital support to the team in improving performance against BVPI's and Audit Commission expectations.	1 Technical Admin Officer - Housing and the Homeless	Anita Brennan	0	0	0	0	0	0	0	0
Parks, woods open spaces and play areas	Statutory and Civil obligations around risk assessment and maintenance of trees in the district.	0 Tree & Countryside Growth Point	Steve Wilde	50,000	25,000	25,000	0	0	0	0	0
Marketing	Funding for additional copies of Breckland Voice.	0 Breckland Voice	Mary Palmer	37,000	0	37,000	0	0	0	0	0
Trees & Countryside	Request for further 3 year funding towards Brecks Partnership (£10,000 pa + 3% inflation). Key to delivery of Biodiversity Action Plan targets in Breckland and against Natural Environment KLOE	0 Brecks Partnership - Biodiversity Action Plan	Andrea Long	31,500	0	10,000	10,500	11,000	0	0	0
Trees & Countryside	£33,000 to support a SLA with the Wensum Valley Trust - menu of projects that they can deliver for the Council (up to £33k) based on the Natural Environment KLOE	0 Wensum Valley Trust	Andrea Long	33,000	0	33,000	0	0	0	0	0
Forward Planning	Request for funding for Local Land and Property Gazetteer Assistant - Grade 10, 1 FTE fixed term for 2 years. Required to provide national hub with daily updates on street naming and numbering data including creation of new unique property reference numbers for use by emergency services and post office.	1 LLPG Assistant	Andrea Long	23,320	0	23,320	0	0	0	0	0

Service	Brief of Bid	FTE Content	Service Manager	APPROVED AMT £	Probable 2007/2008	Year 1 2008/2009	Year 2 2009/2010	Year 3 2010/2011	Year 4 2011/2012	Year 5 2012/13	Year 6 2013/14
	AGREED POSTS	7.50	TOTAL RECOMMENDED BIDS	503,492	128,161	293,066	71,265	11,000	0	0	0

GENERAL FUND SUMMARY AND PRECEPT REQUIREMENT

Appendix B

	2007/2008 ESTIMATE	2007/2008 PROBABLE ESTIMATE	2008/2009 ESTIMATE	2009/2010 ESTIMATE	2010/2011 ESTIMATE	2011/12 ESTIMATE	2012/13 ESTIMATE	2013/14 ESTIMATE
	£	£	£	£	£	£	£	£
NET COST OF SERVICES	19,646,515	21,188,853	17,885,637	17,747,700	18,242,267	18,511,472	19,027,631	19,557,984
(Surplus)/Deficit from Trading Operations (Commercial Property)	(2,036,935)	(2,012,260)	(2,085,555)	(2,211,725)	(2,330,511)	(2,470,342)	(2,618,562)	(2,775,676)
PFI Annual Abatement	0	(163,176)	(184,653)	(184,653)	(184,653)	(184,653)	(184,653)	(184,653)
Release from Capital Financing Reserve - Deferred Charges	(626,910)	(980,225)	(366,570)	(180,000)	(180,000)	(180,000)	(180,000)	(180,000)
Release from Capital Financing Reserve - Depreciation over MRP	(1,118,515)	(882,170)	(719,715)	(542,835)	(428,900)	(428,900)	(428,900)	(428,900)
	15,864,155	17,151,022	14,529,144	14,628,488	15,118,203	15,247,577	15,615,516	15,988,756
Drainage Board Levies	48,290	47,500	48,930	50,400	51,910	53,470	55,070	56,718
External Interest	(1,206,710)	(1,865,886)	(1,372,895)	(1,253,382)	(1,127,974)	(1,252,955)	(1,252,955)	(1,252,955)
NET OPERATIONAL EXPENDITURE	14,705,735	15,332,636	13,205,179	13,425,506	14,042,139	14,048,092	14,417,631	14,792,519
APPROPRIATIONS & RESERVE ADJUSTMENTS								
Pension Fund - Interest Cost and Expected Return on Assets	(137,070)	(400,540)	(426,850)	(422,180)	(437,780)	(437,780)	(437,780)	(437,780)
Pension Fund - Contribution to/(from) Pensions Reserve	(201,990)	187,480	326,950	449,120	568,180	568,180	568,180	568,180
Contribution to/(from) Earmarked Reserves	1,062,982	764,382	1,439,636	1,523,053	1,655,571	2,355,725	2,545,380	2,773,676
Contribution from Commercial Property Reserve	(1,331,281)	(2,282,736)	(1,675,698)	(1,823,436)	(2,034,790)	(2,185,493)	(2,331,918)	(2,487,182)
Contribution to/(from) the General Fund	(1,103,920)	(456,523)	528,533	713,196	446,509	236,828	207,403	153,712
BRECKLAND BUDGET REQUIREMENT	12,994,456	13,144,698	13,397,751	13,865,259	14,239,829	14,585,552	14,968,896	15,363,125
FUNDED BY:								
Local Government Settlement	(10,399,250)	(10,399,250)	(10,771,882)	(11,057,800)	(11,309,225)	(11,565,944)	(11,828,492)	(12,096,998)
Other Grants - LABGI & Area Based Grant	0	(164,650)	(9,500)	(17,500)	(27,000)	0	0	0
Collection Fund - Council Tax	(6,185)	(6,185)	64,253	0	0	0	0	0
Special Expenses	(88,940)	(74,530)	(77,710)	(80,230)	(82,530)	(82,530)	(82,530)	(82,530)
BRECKLAND PRECEPT REQUIREMENT	2,500,081	2,500,083	2,602,912	2,709,729	2,821,074	2,937,078	3,057,874	3,183,597
BRECKLAND BAND D COUNCIL TAX	60.32	60.32	61.98	63.68	65.43	67.23	69.08	70.98
PERCENTAGE INCREASE			2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
General Fund Balance								
Opening balance	3,921,650	3,465,126	3,465,126	3,993,660	4,706,856	5,153,365	5,390,192	5,597,595
Movement in year - increase/(decrease)	(456,523)	528,533	713,196	446,509	236,828	207,403	153,712	153,712
Closing balance	3,465,126	3,993,660	4,706,856	4,706,856	5,153,365	5,390,192	5,597,595	5,751,307
Tax Base	41,447	41,447	41,996	42,552	43,116	43,687	44,266	44,852
Comm property reserve								
Opening balance	3,217,660	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
surplus	2,012,260	2,085,555	2,211,725	2,330,511	2,470,342	2,618,562	2,775,676	2,775,676
Contribution (to)/from NCS/General Fund	(3,229,920)	(2,085,555)	(2,211,725)	(2,330,511)	(2,470,342)	(2,618,562)	(2,775,676)	(2,775,676)
Closing balance	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000

CABINET OFFICE

SUMMARY OF SERVICES							
CODE	DESCRIPTION	2006/2007 ACTUAL £	2007/2008 ESTIMATE £	2007/2008 PROBABLE £	2008/2009 ESTIMATE £	2009/2010 ESTIMATE £	2010/2011 ESTIMATE £
004 0000 000	Business Planning	289,332	302,625	223,945	180,555	182,095	187,625
056 0000 000	Cabinet including Executive Members	163,694	193,705	172,425	181,990	186,865	192,685
056 0000 301	Corporate Development	931,190	946,125	976,180	921,360	936,760	974,225
056 0000 305	Full Council	20,788	21,855	20,510	21,565	21,915	22,610
056 0000 307	Services to Elected Members	539,189	628,205	597,965	603,680	599,295	607,335
056 0000 309	Scrutiny & Standards	244,141	261,325	244,135	256,770	259,240	270,010
056 0000 311	Subs to Local Authority Associations & Prov. councils	14,404	32,870	31,495	32,455	33,445	34,475
056 0000 317	Monitoring	63,814	66,070	57,545	47,835	47,730	47,820
059 0000 000	Council Mortgages	21,224	11,775	10,070	7,345	16,195	9,885
200 0000 000	General Expenses	(801,452)	(67,548)	(225,515)	(244,440)	(244,980)	(120,515)
305 0000 000	Local Elections	54,453	207,030	218,095	68,715	69,485	71,430
359 0000 000	Public Footpaths (Diversions and Obst.)	4,298	4,145	5,345	5,565	5,615	5,760
361 0000 000	Marketing & Communications	394,761	442,575	423,931	349,375	388,860	280,525
363 0000 000	People First Central Admin	37,603	74,920	75,570	79,145	79,375	82,450
364 0000 000	Corporate Policy	0	0	96,960	126,780	121,720	125,915
402 0000 000	Registration of Electors	115,529	116,880	125,285	111,600	112,410	115,610
554 0000 000	Central Financial Management Costs	330,252	362,585	339,730	340,101	326,993	341,313
562 0000 000	Pension Act (Retirement costs)	87,970	89,145	89,275	91,950	94,700	96,465
PORTFOLIO SUBTOTAL		2,511,190	3,694,287	3,482,946	3,182,346	3,237,718	3,345,623
Add	Contributions from Reserves						
	Organisational Development Reserve						
	Business Planning (004 0000 000)	10,000	0	3,500	0	0	0
	Business Planning (004 0000 000)	0	0	3,000	0	0	0
	Corporate Development (056 0000 301)	28,215	0	15,325	0	0	0
	Corporate Development (056 0000 301)	0	0	30,000	0	0	0
	Corporate Development (056 0000 301)	0	0	29,685	0	0	0
	Scrutiny (056 0000 309)	480	0	0	0	0	0
	General Expenses (200 0000 000)	33,171	0	0	0	0	0
	Marketing (361 0000 000)	20,562	0	15,000	29,000	0	0
	Marketing (361 0000 000)	0	0	20,000	0	0	0
	Corporate Policy & Performance (364 0000 000)	0	0	4,500	0	0	0
	Corporate Policy & Performance (364 0000 000)	0	0	5,000	5,000	5,000	0
	Corporate Policy & Performance (364 0000 000)	0	0	15,000	5,000	0	0
	Safe and Healthy Reserve						
	Business Planning (004 0000 000)	2,607	0	17,390	0	0	0
	Star Chamber						
	General Expenses (200 0000 000)	1,221,821	89,678	226,080	245,000	245,540	121,095
Less	Contributions to Reserves						
	Organisational Development Reserve						
	Corporate Development (056 0000 301)	(15,323)	0	0	0	0	0
	General Expenses (200 0000 000)	(403,000)	0	0	0	0	0
	Marketing (361 0000 000)	(15,000)	0	(29,000)	0	0	0
Add	Contributions to Salary Savings Reserve						
	Corporate Improvement (004 0000 000)	0	0	0	(3,270)	0	0
	Corporate Development (056 0000 301)	0	0	0	(17,180)	0	0
	Services to Elected Members (056 0000 307)	0	0	0	(420)	0	0
	Scrutiny (056 0000 309)	0	0	0	(2,040)	0	0
	Local Elections (305 0000 000)	0	0	0	(1,080)	0	0
	Marketing & Communications (361 0000 000)	0	0	0	(4,940)	0	0
	People First Central Admin (363 0000 000)	0	0	0	(1,560)	0	0
	Corporate Policy (364 0000 000)	0	0	0	(2,660)	0	0
	Registration of Electors (402 0000 000)	0	0	0	(1,310)	0	0
PORTFOLIO TOTAL TO GENERAL FUND SUMMARY		3,394,723	3,783,965	3,838,426	3,431,886	3,488,258	3,466,718
550 0000 000	Committee Services Trading Unit	373,049	379,965	347,230	366,305	370,325	383,550
556 0000 000	Financial Services	726,577	780,860	780,161	770,437	770,207	795,412
557 0000 000	Human Resources	383,071	357,240	411,915	356,980	336,655	349,695
559 0000 000	Internal Audit	71,140	80,300	94,350	106,210	93,810	98,655
560 0000 000	Legal Services	325,182	348,285	367,350	391,950	398,600	410,670
564 0000 000	Printing & Repographics Trading Unit	120,710	134,645	131,681	129,420	127,720	130,920
TRADING UNITS AND CENTRAL OVERHEADS		1,999,729	2,081,295	2,132,687	2,121,302	2,097,317	2,168,902
Add	Contributions from Reserves						
	Organisational Development Reserve						
	Financial Services (556 0000 000)	28,790	0	24,555	0	0	0
	Human Resources (557 0000 000)	23,323	0	37,595	0	0	0
	Human Resources (557 0000 000)	0	0	3,340	0	0	0
	Human Resources (557 0000 000)	0	0	13,450	20,200	190	0
	Human Resources (557 0000 000)	0	0	1,775	0	0	0
	Legal Services (560 0000 000)	38,762	0	0	0	0	0
	Commercial Property Reserve						
	Pension Act (562 0000 000)	0	0	7,300	0	0	0
Less	Contributions to Reserves						
	Salary Savings Reserve						
	Committee Services (550 0000 000)	0	0	0	(7,970)	0	0
	Financial Services (556 0000 000)	0	0	0	(15,090)	0	0
	Human Resources (557 0000 000)	0	0	0	(7,420)	0	0
	Legal Services (560 0000 000)	0	0	0	(5,690)	0	0
	Printing & Repographics (564 0000 000)	0	0	0	(1,870)	0	0
TRADING UNITS AND CENTRAL OVERHEADS		2,090,604	2,081,295	2,220,702	2,103,462	2,097,507	2,168,902

SERVICES

SUMMARY OF SERVICES							
CODE	DESCRIPTION	2006/2007 ACTUAL £	2007/2008 ESTIMATE £	2007/2008 PROBABLE £	2008/2009 ESTIMATE £	2009/2010 ESTIMATE £	2010/2011 ESTIMATE £
003 0000 000	Arts/Cultural Development	49,793	67,575	116,045	32,140	11,240	11,285
006 0000 000	Asset Management	298,067	529,415	364,165	410,655	375,250	387,685
007 0000 000	Business Development	207,446	225,170	293,435	320,370	322,580	333,035
051 0000 000	Car Parking Enforcement	2,309	5,310	5,640	6,020	6,090	6,245
052 0000 000	Car Parks	274,911	395,965	275,750	278,720	281,190	275,326
053 0000 000	Voluntary Sector	51,767	53,794	53,319	55,110	56,360	56,370
062 0000 000	Community Development	495,394	617,760	340,710	289,655	291,600	304,415
063 0000 000	Community Safety/CCTV	294,513	320,070	479,172	436,290	400,805	393,518
065 0000 000	CER Package	129,900	29,590	54,900	(1,465)	470	470
066 0000 000	Cultural Package	39,188	21,365	750	3,000	0	0
068 0000 000	Connecting Communities (PLO)	12,933	33,740	32,790	34,240	34,080	335
122 0000 000	Enabling	105,928	103,635	134,070	153,545	156,075	161,665
125 0000 000	Street Cleansing	1,029,840	1,030,114	981,085	1,007,410	1,003,150	1,011,796
204 0000 000	Gypsies & Travellers	11,081	32,890	42,390	32,385	32,385	32,400
251 0000 000	Health Improvement Agency	26,537	34,215	32,000	16,740	5,670	7,105
252 0000 000	High Street Dereham Project	13,972	43,094	9,159	(10,081)	(10,076)	(10,021)
254 0000 000	Energy Conservation	56,378	65,150	62,435	64,940	65,230	66,855
256 0000 000	Housing Enforcement	182,426	192,875	182,800	108,295	160,680	181,120
257 0000 000	Hostels	104,550	180,935	104,510	30,749	29,608	29,067
258 0000 000	Advice & Homelessness	406,878	537,315	472,660	437,380	435,025	448,865
260 0000 000	Grants & Loans	356,018	463,110	794,215	502,650	317,180	321,335
263 0000 000	Strategic Housing Manager/Housing Strategies	256,463	438,880	603,678	460,280	436,525	560,775
306 0000 000	PFI - Making Connections	3,128,693	1,256,635	1,481,026	1,384,238	1,413,658	1,453,183
350 0000 000	Sports Development	45,413	75,070	88,615	101,900	103,575	106,035
351 0000 000	Parks, Woods, Open Spaces, Play Areas	547,294	685,217	612,666	627,666	625,686	654,336
358 0000 000	Public Conveniences	137,401	178,710	194,115	8,960	8,985	9,205
360 0000 000	Public Lighting	97,007	95,000	88,445	92,230	94,655	97,530
362 0000 000	Partnership Development/Match Funding	2,308	2,640	0	0	0	0
401 4401 000	Mundford Road	(598)	0	1,075	1,075	1,075	1,075
405 0000 000	Roads & Footpaths	38,202	42,175	41,455	43,670	43,955	44,715
406 0000 000	REV Project	65,427	56,421	6,265	9,250	6,895	6,450
457 0000 000	Street Naming & Numbering	37,107	48,185	46,350	51,535	51,590	52,605
500 0000 000	Tourism	113,319	118,290	8,675	8,685	8,705	8,940
502 0000 000	Community Transport	801,714	782,470	888,189	736,607	758,016	781,858
503 0000 000	Waste Collection	1,411,824	1,728,570	1,671,301	1,696,731	1,869,530	1,911,990
561 2306 000	Office Accommodation - The Guildhall, Dereham	(104,466)	(93,215)	(160,890)	(157,895)	(159,335)	(158,853)
561 2315 000	Office Accommodation - Committee Suite, Dereham	45,142	66,895	41,995	42,870	46,065	46,288
561 4303 000	Office Accommodation - Breckland House, Thetford	(83,855)	(83,820)	(150,695)	(166,390)	(164,155)	(162,955)
565 0000 000	Projects	56,642	67,085	63,625	66,475	66,920	68,675
600 0000 000	Breckland Leisure Centre, Thetford	1,852	0	0	0	0	0
601 0000 000	Dereham Pool	2,391	0	0	0	0	0
603 0000 000	Attleborough Sports Hall	0	0	0	0	0	0
620 0000 000	Commercial Property	(1,818,040)	(1,179,315)	(2,005,510)	(2,085,555)	(2,211,725)	(2,330,511)
PORTFOLIO SUBTOTAL		8,931,069	9,268,980	8,352,380	7,131,080	6,975,212	7,170,212
620 0000 000	Commercial Property Trading Account	0	1,179,315	2,005,510	2,085,555	2,211,725	2,330,511
Add	Contribution from Reserves						
	Organisational Development Reserve						
	Arts/Cultural Development (003 0000 000)	33,000	0	0	0	0	0
	Asset Management (006 0000 000)	950	0	25,000	0	0	0
	Asset Management (006 0000 000)	0	0	7,550	0	0	0
	Business Development (007 0000 000)	6,000	0	9,000	0	0	0
	Business Development (007 0000 000)	0	0	5,700	0	0	0
	Business Development (007 0000 000)	0	0	10,000	0	0	0
	Community Safety (063 0000 000)	16,505	0	0	0	0	0
	CER Package (065 0000 000)	0	0	5,820	0	0	0
	Street Cleansing (125 0000 000)	6,980	0	10,000	0	0	0
	Health Improvement Agency (251 0000 000)	0	0	2,500	0	0	0
	Strategic Housing Manager (263 0000 000)	30,068	0	19,930	0	0	0
	Business Support Officer (263 0000 000)	0	0	12,760	22,760	220	0
	Sports Development (350 0000 000)	0	0	1,500	0	0	0
	Community Transport (502 0000 000)	53,382	0	0	0	0	0
	Waste Collection (503 0000 000)	0	0	40,000	0	0	0
	Office Accom - Committee Suite (561 2315 000)	2,590	0	0	0	0	0
	PFI Reserve						
	PFI (306 0000 000)	0	123,330	238,894	234,220	237,804	240,521
	Match Funding Reserve						
	Business Development (007 0000 000)	113,656	30,000	77,780	14,700	6,600	0
	CER Package (065 0000 000)	67,293	0	0	0	0	0
	Cultural Package (066 0000 000)	45,709	0	0	0	0	0
	Partnership Dev/Match Funding (362 0000 000)	157,004	55,120	165,415	15,095	4,925	0
	Env Services Contract Reserve						
	Waste Collection (503 0000 000)	0	0	15,440	22,870	6,540	0
	Commercial Property (620 0000 000)	0	(1,000)	0	0	0	0
	Safe & Healthy Reserve						
	Arts/Cultural Development (003 0000 000)	9,860	0	0	0	0	0
	Community Safety (063 0000 000)	18,093	0	3,460	0	0	0
	Enabling (122 0000 000)	25,000	0	0	0	0	0
	PFI (306 0000 000)	0	0	5,000	0	0	0
	Sports Development (350 0000 000)	1,000	0	0	0	0	0
CONTRIBUTIONS FROM RESERVES C/F		9,518,159	10,655,745	11,013,639	9,526,280	9,443,026	9,741,244

CONTRIBUTIONS FROM RESERVES B/F		9,518,159	10,655,745	11,013,639	9,526,280	9,443,026	9,741,244
	<u>Well Planned Place to Live</u>						
	Car Parks (052 0000 000)	6,270	30,085	10,930	0	0	0
	Strategic Housing Manager (263 0000 000)	0	0	0	0	0	0
	Parks, Woods, Open Spaces, Play Areas (351 0000 000)	1,500	0	0	0	0	0
	<u>LABGI Reserve</u>						
	Business Development (007 0000 000)	0	0	10,290	0	0	0
	Business Development (007 0000 000)	9,710	0	11,000	0	0	0
	Business Development (007 0000 000)	0	0	5,000	5,000	5,000	0
	Business Development (007 0000 000)	0	0	7,000	0	0	0
	REV Project (406 0000 000)	0	20,000	20,000	0	0	0
	<u>Commercial Property Reserve</u>						
	Public Conveniences (358 0000 000)	3,885	0	0	0	0	0
	Mundford Road (401 4401 000)	19,906	0	3,000	0	0	0
	Roads & Footpaths (405 0000 000)	535	0	0	0	0	0
	Office Accom - Breckland House (561 4303 000)	9,506	0	0	0	0	0
	<u>Prosperous Place Reserve</u>						
	Business Development (007 0000 000)	3,000	0	0	0	0	0
	Public Conveniences (358 0000 000)	28,011	0	0	0	0	0
	<u>DEFRA Reserve</u>						
	Street Cleansing (125 0000 000)	0	0	12,530	0	0	0
	Waste Collection (503 0000 000)	0	0	94,420	0	0	0
	<u>Breck House Capital Reserve</u>						
	Office Accom - Breckland House (561 4303 000)	18,650	0	19,330	0	0	0
Less	<u>Contributions to Reserves</u>						
	<u>Organisational Development Reserve</u>						
	Business Development (007 0000 000)	(10,000)	0	0	0	0	0
	Health Improvement Agency (251 0000 000)	(4,000)	0	0	0	0	0
	Tourism (500 0000 000)	(19,700)	0	0	0	0	0
	Waste Collection (503 0000 000)	(251,000)	0	0	0	0	0
	<u>PFI Reserve</u>						
	PFI (306 0000 000)	(741,637)	0	0	0	0	0
	<u>Env Services Contract Reserve</u>						
	Street Cleansing (125 0000 000)	(144,321)	(85,999)	(40,000)	(30,000)	(40,000)	(30,000)
	<u>Guildhall Capital Replacement Reserve</u>						
	Office Accom - The Guildhall (561 2306 000)	(79,537)	0	0	0	0	0
	<u>Breck House Capital Replacement Reserve</u>						
	Office Accom - Breckland House (561 4303 000)	(75,032)	0	0	0	0	0
	<u>Growth Point Status Reserve</u>						
	<u>DEFRA Reserve</u>						
	Street Cleansing (125 0000 000)	0	0	(12,530)	0	0	0
	Waste Collection (503 0000 000)	0	0	(94,420)	0	0	0
	<u>Salary Savings Reserve</u>						
	Arts/Cultural Development (003 0000 000)	0	0	0	(260)	0	0
	Asset Management (006 0000 000)	0	0	0	(5,930)	0	0
	Business Development (007 0000 000)	0	0	0	(5,510)	0	0
	Car Parks (052 0000 000)	0	0	0	(1,140)	0	0
	Community Development (062 0000 000)	0	0	0	(5,440)	0	0
	Community Safety/CCTV	0	0	0	(2,820)	0	0
	Connecting Communities (PLO) (068 0000 000)	0	0	0	(960)	0	0
	Enabling (122 0000 000)	0	0	0	(3,010)	0	0
	Street Cleansing (125 0000 000)	0	0	0	(4,340)	0	0
	Energy Conservation (254 0000 000)	0	0	0	(1,310)	0	0
	Housing Enforcement (256 0000 000)	0	0	0	(4,100)	0	0
	Hostels (257 0000 000)	0	0	0	(160)	0	0
	Advice & Homelessness (258 0000 000)	0	0	0	(9,270)	0	0
	Grants & Loans (260 0000 000)	0	0	0	(2,930)	0	0
	Strategic Housing Manager/Housing Strategies (263 0000 000)	0	0	0	(3,830)	0	0
	PFI (306 0000 000)	0	0	0	(1,540)	0	0
	Sports Development (350 0000 000)	0	0	0	(1,040)	0	0
	Parks, Woods, Open Spaces, Play Areas (351 0000 000)	0	0	0	(1,710)	0	0
	Public Lighting (360 0000 000)	0	0	0	(290)	0	0
	Roads & Footpaths (405 0000 000)	0	0	0	(590)	0	0
	Street Naming & Numbering (457 0000 000)	0	0	0	(950)	0	0
	Waste Collection (503 0000 000)	0	0	0	(3,860)	0	0
	Office Accommodation - The Guildhall (561 2306 000)	0	0	0	(860)	0	0
	Office Accommodation - Committee Suite (561 2315 000)	0	0	0	(330)	0	0
	Office Accommodation - Breckland House (561 4303 000)	0	0	0	(780)	0	0
	Projects (565 0000 000)	0	0	0	(1,460)	0	0
	Commercial Property (620 0000 000)	0	0	0	(2,650)	0	0
	<u>LABGI Reserve</u>						
	Business Development (007 0000 000)	(173,599)	0	0	0	0	0
PORTFOLIO TOTAL TO GENERAL FUND SUMMARY		8,120,306	10,619,831	11,060,189	9,434,210	9,408,026	9,711,244
561 2417 000	Office Accommodation - Elizabeth House, Dereham	407,745	552,605	462,513	500,963	492,428	497,035
TRADING UNITS AND CENTRAL OVERHEADS		407,745	552,605	462,513	500,963	492,428	497,035
Add	<u>Contributions from Reserves</u>						
	<u>Organisational Development Reserve</u>						
	Office Accommodation - Elizabeth House (561 2417 000)	1,409	0	0	0	0	0
Less	<u>Contributions to Reserves</u>						
	<u>Salary Savings Reserve</u>						
	Office Accommodation - Elizabeth House (561 2417 000)	0	0	0	(3,280)	0	0
TRADING UNITS AND CENTRAL OVERHEADS		409,154	552,605	462,513	497,683	492,428	497,035

TRANSFORMATION

Appendix C

SUMMARY OF SERVICES							
CODE	DESCRIPTION	2006/2007 ACTUAL £	2007/2008 ESTIMATE £	2007/2008 PROBABLE £	2008/2009 ESTIMATE £	2009/2010 ESTIMATE £	2010/2011 ESTIMATE £
001 0000 000	Access for the Disabled	6,388	10,170	7,765	7,105	6,200	6,255
005 0000 000	Building Control	19,127	146,015	58,340	109,275	109,680	129,215
055 0000 000	Conservation/Historic Buildings	90,196	82,730	64,930	60,950	60,260	62,055
102 0000 000	Development Control	157,705	414,385	399,217	437,140	431,145	469,215
121 0000 000	Emergency Planning	109,100	115,480	108,400	90,580	82,945	87,515
124 0000 000	Enforcement	163,159	177,525	172,835	170,890	167,010	171,240
153 0000 000	Food Safety & Infectious Diseases	267,384	292,595	265,945	289,410	289,910	297,350
154 0000 000	Forward Planning	296,264	408,325	729,680	423,610	402,050	411,825
201 0000 000	General Health Support	243,612	288,730	261,995	245,095	218,930	229,945
203 0000 000	Grass Cutting (incl NCC Agency)	11,104	27,529	26,375	27,660	24,120	40,245
205 0000 000	General Environmental Services Expenses	67,404	41,335	67,755	17,495	16,545	16,580
250 0000 000	Occupational & corporate Health & Safety	238,311	278,365	303,015	297,935	281,750	263,265
300 0000 000	Land Charges	(145,753)	(66,850)	(104,910)	(104,305)	(107,550)	(104,100)
301 0000 000	Land Drainage, Sewers & Ditches	51,207	75,615	74,940	76,205	58,555	62,433
302 0000 000	Trees & Countryside	72,658	86,845	83,275	82,385	76,980	72,120
304 0000 000	Licensing	146,913	206,045	188,487	232,599	207,435	221,935
354 0000 000	Environmental Protection	436,826	461,690	485,910	466,652	467,130	483,075
355 0000 000	Customer Service Centres	353,436	325,005	348,955	322,080	319,630	328,265
356 0000 000	Pest Control & Dog Warden Service	158,384	182,385	172,360	185,270	184,405	188,045
404 0000 083	ARP Level 8 Training & Conference Facility	(234)	(2,080)	0	0	0	0
404 0000 084	Revenues Services - Housing Benefit Claims	(15,190)	125,356	101,613	124,890	159,683	159,683
404 0000 085	Revenues Servs - Council Tax - Breckland Partnership Costs	576,522	647,905	577,557	583,359	596,256	616,657
404 0000 086	Rev Servs - Housing Benefit Admin - Breckland Partnership Costs	1,265,114	1,255,170	1,341,094	1,397,732	1,412,297	1,458,080
404 0000 090	NNDR Cost of Collection - Breckland Partnership Costs	136,441	157,085	160,320	162,899	163,227	168,054
404 0000 091	Revenues Services - Council Tax - Direct Breckland Costs	62,887	73,565	140,745	118,000	111,850	108,280
404 0000 092	Revenues Servs - Housing Benefit Admin - Direct Breckland Costs	(891,617)	(800,315)	(785,965)	(839,190)	(831,956)	(856,976)
404 0000 093	NNDR Cost of Collection - Direct Breckland Costs	(92,771)	(71,425)	151,890	107,410	102,495	106,765
404 0000 094	East Cambs	(28,584)	(216,834)	(168,759)	(187,363)	(214,923)	(221,394)
459 0000 000	Strategic Service Delivery	746,349	217,405	499,580	13,945	11,145	3,305
PORTFOLIO SUBTOTAL		4,502,342	4,939,752	5,733,344	4,919,713	4,807,203	4,978,931
Add	Contributions from Reserves						
	<u>Organisational Development Reserve</u>						
	Building Control (005 0000 000)	0	0	43,000	0	0	0
	Development Control (102 0000 000)	0	0	6,670	12,610	6,090	160
	Forward Planning (154 0000 000)	60,000	0	27,300	0	0	0
	Occupational & Corporate H&S (250 0000 000)	1,469	66,295	18,530	0	0	0
	Occupational & Corporate H&S (250 0000 000)	0	0	23,190	2,220	40	0
	Occupational & Corporate H&S (250 0000 000)	0	0	40,845	0	0	0
	Trees & Countryside (302 0000 000)	0	31,675	10,010	18,920	9,140	240
	Licensing (304 0000 000)	9,256	14,000	14,000	0	0	0
	Customer Service Centres (355 0000 000)	3,714	0	0	0	0	0
	Revenue Services - Council Tax (404 0000 085)	0	0	42,210	0	0	0
	Revenue Services - Council Tax (404 0000 085)	0	0	34,000	0	0	0
	East Cambs (404 0000 094)	30,500	0	0	0	0	0
	Strategic Service Delivery (459 0000 000)	25,870	0	0	0	0	0
	Revenues Services - Housing Benefit Administration (404 0000 086)	0	0	0	79,094	0	0
	<u>Planning Delivery Grant</u>						
	Conservation/Historic Buildings (055 0000 000)	22,500	0	0	0	0	0
	Development Control (102 0000 000)	7,500	0	27,635	11,640	300	0
	Enforcement (124 0000 000)	8,930	10,190	9,490	5,900	60	0
	Forward Planning (154 0000 000)	87,968	77,370	82,205	111,190	10,010	310
	Forward Planning (154 0000 000)	0	0	18,286	65,507	120,878	15,329
	Trees & Countryside (302 0000 000)	39,216	41,425	52,620	40,910	30,515	630
	<u>Match Funding Reserve</u>						
	Trees & Countryside (302 0000 000)	10,511	10,825	18,265	0	0	0
	<u>Well Planned Place to Live</u>						
	Access for Disabled (001 0000 000)	500	0	0	0	0	0
	<u>Wensum Valley Reserve</u>						
	Trees & Countryside (302 0000 000)	4,215	0	44,600	0	0	0
	<u>LABGI Reserve</u>						
	Forward Planning (154 0000 000)	9,471	41,740	68,530	0	0	0
	Forward Planning (154 0000 000)	0	0	0	0	0	93,515
	<u>Growth Point Status Reserve</u>						
	Forward Planning (154 0000 000)	0	0	30,000	0	0	0
	<u>Commercial Property Reserve</u>						
	Strategic Service Delivery (459 0000 000)	65,739	324,725	371,354	0	0	0
CONTRIBUTIONS FROM RESERVES C/F		4,889,701	5,557,997	6,716,084	5,267,704	4,984,236	5,089,115

CONTRIBUTIONS FROM RESERVES B/F		4,889,701	5,557,997	6,716,084	5,267,704	4,984,236	5,089,115
Less	Contributions to Reserves						
	<u>Commercial Property Reserve</u>						
	Strategic Service Delivery (459 0000 000)	0	0	0	0	0	0
	<u>Planning Delivery Grant Reserve</u>						
	Forward Planning (154 0000 000)	(10,520)	0	(285,660)	0	0	0
	<u>Equipment R&R Reserve</u>						
	Environmental Protection (354 0000 000)	(2,678)	0	0	0	0	0
	<u>Wensum Valley Reserve</u>						
	Trees & Countryside (302 0000 000)	(48,814)	0	0	0	0	0
	<u>LABGI Reserve</u>						
	Forward Planning (154 0000 000)	0	0	(164,650)	0	0	0
	<u>Growth Point Status Reserve</u>						
	Forward Planning (154 0000 000)	(30,000)	(150,000)	0	0	0	0
	<u>Organisational Development Reserve</u>						
	Occupational & Corporate Health & Safety (250 0000 000)	(11,182)	(55,110)	(55,110)	0	0	0
	Housing Benefit Claims (404 0000 084)	(64,700)	0	0	0	0	0
	Revenue Services - Council Tax (404 0000 085)	(77,341)	0	0	0	0	0
	Revenues Services - Housing Benefit Administration (404 0000 086)			(79,094)	0	0	0
Add	Contributions to Salary Savings Reserve						
	Building Control (005 0000 000)	0	0	0	(14,340)	0	0
	Conservation/Historic Buildings (055 0000 000)	0	0	0	(1,080)	0	0
	Development Control (102 0000 000)	0	0	0	(22,410)	0	0
	Emergency Planning (121 0000 000)	0	0	0	(1,680)	0	0
	Enforcement (124 0000 000)	0	0	0	(2,690)	0	0
	Food Safety & Infectious Diseases (153 0000 000)	0	0	0	(6,110)	0	0
	Forward Planning (154 0000 000)	0	0	0	(5,390)	0	0
	General Health Support (201 0000 000)	0	0	0	(4,500)	0	0
	Grass Cutting (Incl NCC Agency) (203 0000 000)	0	0	0	(360)	0	0
	General Environmental Services Expenses (205 0000 000)	0	0	0	(930)	0	0
	Occupational & Corporate Health & Safety (250 0000 000)	0	0	0	(6,110)	0	0
	Land Charges (300 0000 000)	0	0	0	(2,730)	0	0
	Land Drainage, Sewers & Ditches (301 0000 000)	0	0	0	(1,230)	0	0
	Trees & Countryside (302 0000 000)	0	0	0	(1,960)	0	0
	Licensing (304 0000 000)	0	0	0	(5,640)	0	0
	Environmental Protection (354 0000 000)	0	0	0	(9,850)	0	0
	Customer Service Centres (355 0000 000)	0	0	0	(5,830)	0	0
	Pest Control & Dog Warden Service(356 0000 000)	0	0	0	(3,380)	0	0
	Revenues Services - Council Tax (404 0000 085)	0	0	0	(14,340)	0	0
	Revenues Services - Housing Benefit Administration (404 0000 086)	0	0	0	(29,070)	0	0
	NNDR Cost of Collection (404 0000 090)	0	0	0	(4,220)	0	0
	East Cams (404 0000 094)	0	0	0	(18,980)	0	0
	Strategic Service Delivery (459 0000 000)	0	0	0	(10)	0	0
PORTFOLIO TOTAL TO GENERAL FUND SUMMARY		4,644,466	5,352,887	6,131,570	5,104,864	4,984,236	5,089,115
067 0000 000	Customer	712,403	879,145	670,900	541,195	543,665	546,805
551 0000 000	Communication and Computing	1,434,236	1,842,160	1,660,600	1,537,170	1,547,085	1,571,410
555 0000 000	Central Admin Trading Unit	152,693	159,410	150,650	149,360	149,680	150,145
558 0000 000	Insurance Account	247,590	276,280	291,660	281,570	284,525	284,845
TRADING UNITS AND CENTRAL OVERHEADS		2,546,922	3,156,995	2,773,810	2,509,295	2,524,955	2,553,205
Add	Contributions from Reserves						
	<u>Organisational Development Reserve</u>						
	Customer (067 0000 000)	92,523	35,930	22,785	0	0	0
	Communication and Computing (551 0000 000)	31,148	0	15,000	0	0	0
	Communication and Computing (551 0000 000)	0	0	8,200	0	0	0
	Communication and Computing (551 0000 000)	0	0	31,000	0	0	0
	Communication and Computing (551 0000 000)	0	0	11,960	39,880	42,820	31,140
	Communication and Computing (551 0000 000)	0	0	0	0	0	200,000
	<u>E-Gov Reserve</u>						
	Communication and Computing (551 0000 000)	35,998	0	900	0	0	0
	<u>Insurance Reserve</u>						
	Insurance Account (558 0000 000)	5,973	2,000	2,000	2,000	2,000	2,000
Less	Contributions to Reserves						
	<u>Salary Savings Reserve</u>						
	Customer (067 0000 000)	0	0	0	(9,180)	0	0
	Communications & Computing (551 0000 000)	0	0	0	(7,190)	0	0
	Central Admin Trading Unit (555 0000 000)	0	0	0	(2,740)	0	0
	<u>Insurance Reserve</u>						
	Insurance Account (558 0000 000)	(55)	0	0	0	0	0
TRADING UNITS AND CENTRAL OVERHEADS		2,712,509	3,194,925	2,865,655	2,532,065	2,569,775	2,786,345

CAPITAL ESTIMATES

Appendix D

SUMMARY OF COMMITTED SCHEMES - GROSS COSTS

PORTFOLIO	2007/2008 PROBABLE £	2008/2009 ESTIMATE £	2009/2010 ESTIMATE £	2010/2011 ESTIMATE £	2011/2012 ESTIMATE £	2012/2013 ESTIMATE £
TRANSFORMATION	961,616	501,500	0	0	0	0
SERVICES	4,008,835	6,163,415	3,030,432	961,220	0	0
TOTAL	4,970,451	6,664,915	3,030,432	961,220	0	0

SUMMARY OF UNAPPROVED SCHEMES - GROSS COSTS

PORTFOLIO	2007/2008 PROBABLE £	2008/2009 ESTIMATE £	2009/2010 ESTIMATE £	2010/2011 ESTIMATE £	2011/2012 ESTIMATE £	2012/2013 ESTIMATE £
TRANSFORMATION	0	648,000	455,500	182,500	180,000	175,000
SERVICES	332,500	5,779,525	1,707,525	816,525	205,525	205,525
TOTAL	332,500	6,427,525	2,163,025	999,025	385,525	380,525
TOTAL COMMITTED & UNAPPROVED	5,302,951	13,092,440	5,193,457	1,960,245	385,525	380,525

SERVICES CAPITAL ESTIMATES - COMMITTED SCHEMES

CODE	SCHEME	ESTIMATE	PROBABLE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE	ESTIMATE
		2007/2008 £	2007/2008 £	2008/2009 £	2009/2010 £	2010/2011 £	2011/2012 ESTIMATE	2012/13 ESTIMATE
MATCH FUNDING								
791-1***-981	ECCLES CHILDRENS PLAY AREA	7,000	7,000	0	0	0	0	0
791-1313-981	BANHAM@PLAY	5,500	5,500	0	0	0	0	0
791-1314-981	BANHAM CHURCH REORDERING PROJECT	8,000	8,000	0	0	0	0	0
791-2***-981	WENDLING VILLAGE HALL	5,000	5,000	0	0	0	0	0
791-2501-980	SCARNING VILLAGE HALL	1,813	1,813	0	0	0	0	0
791-2503-981	GARVESTONE & THUXTON OPEN SPACE	39,000	39,000	0	0	0	0	0
791-5429-981	GREAT CRESSINGHAM DOORSTEP GREEN	2,500	2,500	0	0	0	0	0
791-5434-981	WAYLAND COMMUNITY RADIO	7,500	7,500	0	0	0	0	0
791-4405-981	CROXTON YOUNG PEOPLES FACILITY	5,000	5,000	0	0	0	0	0
791-4***-981	MUNDFORD PLAY AREA	12,000	12,000	0	0	0	0	0
791-6619-981	THEATRE ROYAL	30,000	30,000	0	0	0	0	0
791-6311-983	PLAY REVIEW	44,230	6,000	0	0	0	0	-1
	BALANCE OF MATCH FUNDING	314,755	150,183	298,366	298,366	298,366	298,366	0
OTHER FUNDING								
791-4***-980	REV PROJECT (THETFORD ENTERPRISE PARK)	2,019,218	12,832	2,006,386	0	0	0	0
791-1***-983	EXTENSION TO UNIT AT ATTLEBOROUGH	150,000	37,000	110,000	3,000	0	0	0
791-1038-983	FOOTWAYS AND KERBS, MAURICE GAYMER ROAD	11,770	10,774	0	0	0	0	0
791-1043-983	VICTORY PARK, ATTLEBOROUGH	341,355	7,505	333,850	0	0	0	0
791-2075-983	31 HIGH STREET, DEREHAM	248,180	236,679	6,500	0	0	0	0
791-2076-983	HIGH STREET DEVELOPMENT PHASE 1	155,119	155,119	0	0	0	0	0
791-2077-983	HIGH STREET DEVELOPMENT PHASE 2	0	0	0	0	0	0	0
791-***-***	PUBLIC CONVENIENCES TRANSFER	0	1,430,000	0	0	0	0	0
791-***-***	PLAY AREAS TRANSFER	0	0	0	0	0	0	0
791-2417-984	ELIZABETH HOUSE	62,103	31,824	0	0	0	0	0
791-2418-984	CAR PARK BEST VALUE	201,961	151,696	45,750	0	0	0	0
791-2419-984	JOHN ROOM HOUSE, THETFORD	840,000	0	840,000	0	0	0	0
	TRAVELLERS WORKS, THETFORD	0	66,600	0	0	0	0	0
791-2420-984	MECHANICAL VENTILATION	5,939	3,394	0	0	0	0	0
791-2500-984	COMMITTEE SUITE - ELIZABETH HOUSE	19,611	19,611	0	0	0	0	0
791-6572-985	MISC SAVINGS FROM CAPITAL PROGRAMME (PRIOR YRS)	54,918	19,111	0	0	0	0	0
791-6585-983	ROLLING MAINTENANCE CAPITAL FUND	48,782	99,932	100,000	100,000	100,000	100,000	0
791-6591-983	PURCHASE OF BARNHAM BROOM	4,017,004	303,357	1,625,993	2,000,000	112,853	112,853	0
791-4414-984	QUALIFYING DEFECTS	76,666	80,162	0	0	0	0	0

STRATEGIC DIRECTOR - MARK STOKES

CODE	SCHEME	ESTIMATE 2007/2008 £	PROBABLE 2007/2008 £	ESTIMATE 2008/2009 £	ESTIMATE 2009/2010 £	ESTIMATE 2010/2011 £	ESTIMATE 2011/2012	ESTIMATE 2012/13
	ENHANCEMENT SCHEMES							
791-6470-981	DISABLED FACILITIES GRANT (GROSS)	723,714	763,714	450,000	450,000	450,000	0	0
791-6470-981	DISABLED FACILITIES GRANT (NET)	543,714	270,000	180,000	180,000	180,000	0	0
791-6478/1-981	REN GRANTS/HOME REPAIRS ASSISTANCE	0	0	0	0	0	0	0
791-6593-981	ENHANCE GRANTS	72,529	112,529	100,000	0	0	0	0
791-6594-981	ENHANCE LOANS	83,500	43,500	66,570	0	0	0	0
791-6595-981	DOMICILE GRANTS	30,000	10,000	20,000	0	0	0	0
791-6617-981	DECENT HOMES (GROSS)	379,066	0	160,000	179,066	0	0	0
791-6617-981	DECENT HOMES (NET)	0	0	0	0	0	0	0
791-4403-981	TRANSPORT HUB - THETFORD (CER O2 PROJECT)	382,500	0	0	0	0	0	0
791-4403-981	TRANSPORT HUB - THETFORD (CER O2 PROJECT) M FUND	67,500	67,500	0	0	0	0	0
791-3016-983	ICENI COMMERCIAL UNITS (MATCH FUNDING)	66,500	66,500	0	0	0	0	0
	TOTAL - APPROVED BUDGETS	10,540,234	4,008,835	6,163,415	3,030,432	961,220	-1	0

STRATEGIC DIRECTOR - MARK STOKES

UNAPPROVED SCHEMES	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/13
PLAY AREAS TRANSFER	150,000					
REPLACEMENT DOG WARDEN VAN	14,000					
REPLACEMENT VEHICLE PROGRAMME						
GARBOLDISHAM CHURCH	2,500					
DEREHAM WINDMILL	50,000					
CAR PARKS		839,000	502,000	611,000		
VICTORY PARK		120,000				
OFFICE ACCOMODATION		300,000				
DTC REDEVELOPMENT COMPENSATION		70,000				
EXIT CLUB OFFICE BLOCK		400,000				
ROMAN HOUSE EXTENSION		675,000				
LAND PURCHASES		1,000,000				
VAN	16,000					
CAPITAL WORKS IN PROGRESS	100,000					
EXTENSION TO ELIZABETH HOUSE		2,000,000	1,000,000			
AFFORDABLE HOUSING		150,000	150,000	150,000	150,000	150,000
RUTHERFORD WAY COMMERCIAL DEVELOPMENT		50,000				
REDCASTLE FURZE ROOF		70,000				
ECOTECH BUSINESS PARK		50,000				
STREET LIGHTING		55,525	55,525	55,525	55,525	55,525
TOTAL - UNAPPROVED SCHEMES	332,500	5,779,525	1,707,525	816,525	205,525	205,525
GRAND TOTAL	4,341,335	11,942,940	4,737,957	1,777,745	205,524	205,525

TRANSFORMATION CAPITAL ESTIMATES - COMMITTED SCHEMES

CODE	SCHEME	TOTAL APPROVED £	ESTIMATE 2007/2008 £	PROBABLE 2007/2008 £	ESTIMATE 2008/2009 £	ESTIMATE 2009/2010 £	ESTIMATE 2010/2011 £	ESTIMATE 2011/2012 £	ESTIMATE 2012/13 £	
ICT PROJECTS										
791-6596-985	GLL - DATA CAPTURE	152,310	123,650	90,475	0	0	0	0	0	
791-6570-985	HR.NET PHASE 1	74,279	0	0	0	0	0	0	0	
791-6570-985	HR.NET PHASE 2	25,721	13,745	3,750	0	0	0	0	0	
791-6616-985	MODERN.GOV	26,989	20,691	10,000	0	0	0	0	0	
791-6622-985	E COUNTING PILOT	164,805	148,831	163,286	0	0	0	0	0	
791-6555-985	IT REFRESH	335,651	117,154	116,841	0	0	0	0	0	
791-6620-985	CHEQUE PRINTER	7,615	7,615	7,615	0	0	0	0	0	
791-****-985	CHIP AND PIN	15,090	15,090	15,090	0	0	0	0	0	
791-****-985	INTEGRA FIXED ASSET MODULE	13,100	13,100	13,100	0	0	0	0	0	
ANGLIA REVENUES PARTNERSHIP										
791-6537-985	NEW SERVER	82,491	80,000	82,491	0	0	0	0	0	
791-6538-985	AUTOMATED FORM PROCESSING PILOT	22,350	187,350	22,350	0	0	0	0	0	
791-6564-985	ELECTRONIC DOCUMENT MANAGEMENT SYSTEM	352,500	9,789	8,423	0	0	0	0	0	
ICT STRATEGY - APPROVED BY ICT BOARD										
791-6563-985	INTERNET/INTRANET DEVELOPMENT	163,429	7,262	27,662	0	0	0	0	0	
791-6592-985	LAGAN LICENCES	76,426	14,950	16,124	0	0	0	0	0	
791-6571-985	MOBILE WORKING	40,000	34,400	34,400	0	0	0	0	0	
791-6544-985	ICT NETWORKING AT ELIZABETH HOUSE	46,500	46,500	46,510	0	0	0	0	0	
791-6618-985	ICT CAPITAL PROJECT MANAGEMENT IMPLEMENTATION	20,410	4,505	0	0	0	0	0	0	
791-6539-985	PLANNING & BUILDING CONTROL	50,000	0	50,000	0	0	0	0	0	
ICT STRATEGY - NOT YET APPROVED BY ICT BOARD										
791-6610-985	ASSET MANAGEMENT SYSTEM	30,000	30,000	30,000	0	0	0	0	0	
791-6599-985	CHANGE OF ADDRESS	25,000	25,000	25,000	0	0	0	0	0	
791-6601-985	EDM	210,000	210,000	20,000	190,000	0	0	0	0	
791-6574-985	ELECTORAL REGISTRATION	18,500	18,500	0	18,500	0	0	0	0	
791-6608-985	ENTITLED TO CALCULATOR	20,000	20,000	0	20,000	0	0	0	0	
791-6612-985	ENVIRONMENTAL SERVICES	30,000	30,000	15,000	15,000	0	0	0	0	
791-6604-985	E-PROCUREMENT IMPLEMENTATION	160,000	160,000	0	160,000	0	0	0	0	
791-6575-985	GIS	18,500	18,500	18,500	0	0	0	0	0	
791-6606-985	LAND CHARGES	10,000	10,000	5,000	5,000	0	0	0	0	
791-6571-985	UNRELEASED MOBILE WORKING BUDGET	40,000	40,000	40,000	0	0	0	0	0	
791-6539-985	UNRELEASED PLANNING & BUILDING CONTROL BUDGET	50,000	50,000	50,000	0	0	0	0	0	

TRANSFORMATION CAPITAL ESTIMATES - COMMITTED SCHEMES

STRATEGIC DIRECTOR - PAUL CALKIN

CODE	SCHEME	TOTAL APPROVED	ESTIMATE 2007/2008	PROBABLE 2007/2008	ESTIMATE 2008/2009	ESTIMATE 2009/2010	ESTIMATE 2010/2011	ESTIMATE 2011/2012	ESTIMATE 2012/13
		£	£	£	£	£	£	£	£
791-6568-985	NLPG	55,000	55,000	40,000	15,000	0	0	0	0
791-6614-985	ONLINE PAYMENTS	0	10,000	0	0	0	0	0	0
791-6602-985	REMOTE WORKING	58,000	58,000	10,000	48,000	0	0	0	0
791-6605-985	SERVICE CONTINUITY PLAN	30,000	30,000	0	30,000	0	0	0	0
791-6615-985	SPORTS & LEISURE	8,500	8,500	0	0	0	0	0	0
TOTAL - APPROVED BUDGETS		2,433,166	1,618,130	961,616	501,500	0	0	0	0
UNAPPROVED SCHEMES									
	ARP - WEB SERVER	20,000			20,000				
	ARP - SERVER	85,000				85,000			
	ARP - BATCH SCANNERS	35,000				17,500	17,500		
	PROJECT CREATE	300,000			300,000				
	ICT REFRESH PROGRAMME	1,381,000			328,000	353,000	165,000	180,000	175,000
TOTAL - UNAPPROVED SCHEMES		1,521,000		0	648,000	455,500	182,500	180,000	175,000
GRAND TOTAL		3,954,166		961,616	1,149,500	455,500	182,500	180,000	175,000

2007/08 Probable	01.04.2007	to reserves	from reserves	31.03.2008
	£	£	£	£
Insurance Reserve	31,976	-	(2,000)	29,976
PFI Reserve	1,076,407	-	(238,894)	837,513
Equipment Repairs and Renewals	58,382	-	-	58,382
Match Funding	538,794	-	(261,460)	277,334
Organisational Development Reserve	2,569,573	165,207	(998,045)	1,736,735
E-Government Reserve	2,942	-	(900)	2,042
Environmental Services Contract Reserve	164,144	40,000	(15,440)	188,704
Planning Delivery Grant Reserve	395,343	285,660	(190,236)	490,767
LABGI Reserve	273,048	164,650	(121,820)	315,878
Offices Renewals Reserve	154,570	-	-	154,570
Wensum Valley Reserve	44,599	-	(44,599)	-
Growth Point Status Reserve	30,000	-	(30,000)	-
DEFRA funding	-	106,950	(106,950)	-
Salary Reserve	20,000	-	-	20,000
	5,359,778	762,467	(2,010,344)	4,111,901

2008/09 Estimate	01.04.2008	to reserves	from reserves	31.03.2009
	£	£	£	£
Insurance Reserve	29,976	-	(2,000)	27,976
PFI Reserve	837,513	-	(234,220)	603,293
Equipment Repairs and Renewals	58,382	-	-	58,382
Match Funding	277,334	-	(29,795)	247,539
Organisational Development Reserve	1,736,735	-	(471,687)	1,265,048
E-Government Reserve	2,042	-	-	2,042
Environmental Services Contract Reserve	188,704	30,000	(22,870)	195,834
Planning Delivery Grant Reserve	490,767	-	(235,147)	255,620
LABGI Reserve	315,878	-	(5,000)	310,878
Offices Renewals Reserve	154,570	-	-	154,570
Wensum Valley Reserve	-	-	-	-
Growth Point Status Reserve	-	-	-	-
DEFRA funding	-	-	-	-
Salary Reserve	20,000	324,800	-	344,800
	4,111,901	354,800	(1,000,719)	3,465,982

2009/10 Estimate	01.04.2009	to reserves	from reserves	31.03.2010
	£	£	£	£
Insurance Reserve	27,976	-	(2,000)	25,976
PFI Reserve	603,293	-	(237,804)	365,489
Equipment Repairs and Renewals	58,382	-	-	58,382
Match Funding	247,539	-	(11,525)	236,014
Organisational Development Reserve	1,265,048	-	(304,040)	961,008
E-Government Reserve	2,042	-	-	2,042
Environmental Services Contract Reserve	195,834	40,000	(6,540)	229,294
Planning Delivery Grant Reserve	255,620	-	(161,763)	93,857
LABGI Reserve	310,878	-	(5,000)	305,878
Offices Renewals Reserve	154,570	-	-	154,570
Wensum Valley Reserve	-	-	-	-
Growth Point Status Reserve	-	-	-	-
DEFRA funding	-	-	-	-
Salary Reserve	344,800	-	-	344,800
	3,465,982	40,000	(728,672)	2,777,310

2010/11 Estimate	01.04.2010	to reserves	from reserves	31.03.2011
	£	£	£	£
Insurance Reserve	25,976	-	(2,000)	23,976
PFI Reserve	365,489	-	(240,521)	124,968
Equipment Repairs and Renewals	58,382	-	-	58,382
Match Funding	236,014	-	-	236,014
Organisational Development Reserve	961,008	-	(352,635)	608,373
E-Government Reserve	2,042	-	-	2,042

Environmental Services Contract Reserve	229,294	30,000	-	259,294
Planning Delivery Grant Reserve	93,857	-	(16,269)	77,588
LABGI Reserve	305,878	-	(93,515)	212,363
Offices Renewals Reserve	154,570	-	-	154,570
Wensum Valley Reserve	-	-	-	-
Growth Point Status Reserve	-	-	-	-
DEFRA funding	-	-	-	-
Salary Reserve	344,800	-	-	344,800
	2,777,310	30,000	(704,940)	2,102,370

2011/12 Estimate	01.04.2011	to reserves	from reserves	31.03.2012
	£	£	£	£
Insurance Reserve	23,976	-	(2,000)	21,976
PFI Reserve	124,968	-	(43,409)	81,559
Equipment Repairs and Renewals	58,382	-	-	58,382
Match Funding	236,014	-	-	236,014
Organisational Development Reserve	608,373	-	(69,208)	539,165
E-Government Reserve	2,042	-	-	2,042
Environmental Services Contract Reserve	259,294	-	-	259,294
Planning Delivery Grant Reserve	77,588	-	-	77,588
LABGI Reserve	212,363	-	-	212,363
Offices Renewals Reserve	154,570	-	-	154,570
Wensum Valley Reserve	-	-	-	-
Growth Point Status Reserve	-	-	-	-
DEFRA funding	-	-	-	-
Salary Reserve	344,800	-	-	344,800
	2,102,370	-	(114,617)	1,987,753

2012/13 Estimate	01.04.2012	to reserves	from reserves	31.03.2013
	£	£	£	£
Insurance Reserve	21,976	-	(2,000)	19,976
PFI Reserve	81,559	-	-	81,559
Equipment Repairs and Renewals	58,382	-	-	58,382
Match Funding	236,014	-	-	236,014
Organisational Development Reserve	539,165	-	(71,182)	467,983
E-Government Reserve	2,042	-	-	2,042
Environmental Services Contract Reserve	259,294	-	-	259,294
Planning Delivery Grant Reserve	77,588	-	-	77,588
LABGI Reserve	212,363	-	-	212,363
Offices Renewals Reserve	154,570	-	-	154,570
Wensum Valley Reserve	-	-	-	-
Growth Point Status Reserve	-	-	-	-
DEFRA funding	-	-	-	-
Salary Reserve	344,800	-	-	344,800
	1,987,753	-	(73,182)	1,914,571

2013/14 Estimate	01.04.2013	to reserves	from reserves	31.03.2014
	£	£	£	£
Insurance Reserve	19,976	-	(2,000)	17,976
PFI Reserve	81,559	-	-	81,559
Equipment Repairs and Renewals	58,382	-	-	58,382
Match Funding	236,014	-	-	236,014
Organisational Development Reserve	467,983	-	-	467,983
E-Government Reserve	2,042	-	-	2,042
Environmental Services Contract Reserve	259,294	-	-	259,294
Planning Delivery Grant Reserve	77,588	-	-	77,588
LABGI Reserve	212,363	-	-	212,363
Offices Renewals Reserve	154,570	-	-	154,570
Wensum Valley Reserve	-	-	-	-
Growth Point Status Reserve	-	-	-	-
DEFRA funding	-	-	-	-
Salary Reserve	344,800	-	-	344,800
	1,914,571	-	(2,000)	1,912,571

Estimates 2007-2009 – Risk Assessment

No.	Risk	Likelihood	Impact
1	Central Government policy changes and new legislation may introduce new duties for local authorities.	High – new legislation is always emerging. Recent examples include the smoke free regulations and the national concessionary bus fares scheme. The White Paper will induce further changes in the near future.	Each new initiative scheme will need to be assessed when it is proposed, to gauge the implications and minimise the impact. These will be included on the risk register and appropriate controls will be developed. Where new duties are placed on local government, the cost behaviour of new services will need to be monitored closely to assist control and predict future cost demands.
2	The uptake for the new national concessionary bus fares scheme will be higher than forecast	High – the scheme is changing from April 2008	The budget has been set in accordance forecasts made by specialists predicting the impact on the Norfolk authorities. Costs will need to be monitored closely as a number of factors contributed to spiralling costs the last time the scheme was changed. The special grant covering the new element of the scheme is more transparent than the previous adjustment through the RSG. However this may change after the next comprehensive spending review. Smart cards have been introduced but there is no certainty that they will be used to measure the costs of journeys as equipment would need to be introduced in buses. The costs of the scheme in Norfolk is apportioned between the authorities based on the number of cards issued.
3	Short term funding may be required to deal with any changes resulting from the review of directorate structures.	High – reviews are being conducted.	Early retirement and redundancy costs may arise from the reviews. These will be factored in to the costs to ensure that any changes are sustainable over the medium term.
4	Changes in the settlement calculation, or the way local government is funded	Low – The draft settlement covers the three year period of the comprehensive	Each 1% change in the settlement from 2011-12 from our estimate would have a

	in the future could impact the medium term plan.	spending review until 2010-11.	<p>£116k impact on our projection. This has a compounding effect on future years. 80% of Breckland's budget requirement is funded by the central Government settlement. Funding from the local area agreement has yet to be agreed with Norfolk County Council. An establishment post is currently funded from the local area agreement, which has yet to be agreed with Norfolk County Council. Although Breckland now receives a small Area Based Grant directly this is insufficient to fund the costs of this post. Breckland will need to ensure that in future LAA money is available to continue to fund this post.</p> <p>A 1% downturn in income in Commercial Property rental income would reduce the trading balance by £21k. Risk could be mitigated by continuing to diversify the type of assets held</p> <p>Each 1% drop in income would have the following effect on each of the services: Development Control - £7,950 Building Control - £5,400 Land Searches - £3,350</p> <p>The impact caused by variations in demand have been reduced following the change in the subsidy funding moving from The Revenue Support Grant to direct grant from DWP. However accuracy of processing has an impact on the amount of subsidy received. A reduction of just 1% in subsidy would cost Breckland £308k</p>
5	General economic environment could adversely affect Commercial Property trading surplus	Current performance and management of the portfolio of properties continues to sustain high occupancy levels. However there remains a risk of a general downturn in the UK economy which would have a local impact.	
6	Changes in fee income affecting major sources of fee income, such as Development Control, Building Control and Land Searches.	The likelihood varies for each service. Development Control is governed by statutory fees (which are likely to be amended upwards), Building Control and Land Searches are subject to competition, and therefore carry the greater amount of risk. Land search income is especially vulnerable as market share is being lost.	
7	Demand led services can impact the costs - for example Housing Benefits payments.	High – the Council is required by legislation to respond to changes in demand level.	

8	The inflation factors for major contracts such as Leisure PFI, Environmental Services and ICT may vary from the budget projections	Inflation has tended to be relatively stable in recent years until now. Forecasts indicate that now not the case.	Costs of major projects will be monitored closely and control measures taken to lessen the impact of inflationary increases.
9	Employers' contributions to the pension fund are subject to demographic risks and performance of the fund's investments.	Life expectancy has had an impact on the payments made from the fund. This is compounded as numbers of current members is lower than the number of pensioners and deferred pensioners (former employees who have left the scheme but have not yet retired). Performance of investments has also fluctuated markedly in recent years, creating a high risk, although recent increases have led to a reduction in the increase in employer contributions.	A 1% change in the contribution rate would impact the estimates by £74k. The changes to the local government pension scheme have removed the 'rule of 85', which will reduce the impact in future years. The next triennial valuation is due in 2010.
10	The new international financial reporting standards will result in changes to the SORP	High – changes to the SORP are expected in the next two years.	Accounting changes may result in the way the income and expenditure account is required to be reported. Previously the SORP has allowed accounting adjustments to ensure that there is no impact on the general fund. This may not be the case in the future. A careful review of the proposals will be required to ensure any changes are recognised at the earliest stage.
11	Changes to the way the LAA is administered may result in a reduction for Breckland.	High – new scheme proposals being introduced from 2008-09	Breckland currently has establishment that is directly funded by the LAA. If funding is withdrawn this authority will need to decide whether to fund the posts itself, or to disinvest. Redundancy costs may be incurred.
12	Renewal of major contracts will have a significant effect on the budgets.	Medium – The ICT contract is the next major contract due for renewal in two years, having recently been extended on reduced terms.	ICT Contract – There is a risk that contract prices may change. However this remains a competitive sector and experience of the last two renewals has shown that prices for the delivery of this type of contract can initially go down when contractors change. A provision has been made in earmarked

			reserves to cover the cost of the tendering exercise.
13	A review of our CCTV service provision will require funding for replacement of aging equipment and ongoing running costs.	High – equipment is aging and will need to be updated to meet new technology standards expected by stakeholders.	The costs for equipment replacement and running costs are not yet known as the options are still to be evaluated.
14	Cost inflation and charges exceed the initial unitary charge forecast for the leisure PFI contract	High – Inflation is already higher than the original forecast.	High inflation and an increase in non domestic rates have increased the unitary charge. Negotiations are continuing with the contractor to accept the risk on the rates. Use of the PFI reserve can be used to smooth the impact on the general fund initially. However the scheme should be refinanced at the earliest appropriate opportunity to secure ongoing savings.