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To The Members of the Council

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Date: 16 January 2012

AGENDA SUPPLEMENT

Dear Sir/Madam

COUNCIL - THURSDAY 19 JANUARY 2012

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

Item No	Report Title	Page Nos
5.	Cabinet Minutes - 10 January 2012 The Budget report and appendices concerning Minute No 10/12 are attached for Members' information.	243 - 289

Yours faithfully

Julie Britton

Committee Officer

BRECKLAND DISTRICT COUNCIL

Report of Stephen Askew, Executive Member for Finance and Democratic Services

To: Cabinet 10 January 2012

(Author: Mark Finch, Assistant Director Finance)

Subject: Budget, Financial Medium Term Plan and Capital Strategy

Purpose: To consider the capital & revenue budget estimates, the financial medium term plan and the capital strategy and recommend approval to Full Council

Recommendation(s):

- I. That the Breckland revenue estimates and parish special expenses for 2012-13 and outline position through to 2016-17 (set out in appendix B) are recommended to Full Council
- II. That the capital estimates and associated funding for 2012-13 and outline position through to 2016-17 (set out in appendix I) are recommended to Full Council
- III. That the revised capital estimates and associated funding for 2011-12 (set out in appendix I) are recommended to Full Council
- IV. That the fees and charges shown at appendix E & E2, for adoption 1 April 2012, are recommended to Full Council
- V. Recommend to Full Council that Council Tax for a Band D property in 2012-13 (set out in appendix B) is set at £64.05
- VI. That the Financial Medium Term Plan at appendix A is recommended to Full Council
- VII. That the Capital Strategy at appendix H is recommended to Full Council
- VIII. To approve the budget virements in 2011-12 as set out in appendix C
- IX. To approve the contribution of £2,000,000 from the General Fund into an earmarked reserve for Council Tax & Business Rates as detailed in Section 13 of appendix A.

1. INTRODUCTION

1.1 Background

The appendices to this report outline the 2012-13 revenue and capital estimates for the General Fund, the proposals for the setting of discretionary fees and charges, the outline financial position through to 2016-17, the financial Medium Term Plan and the Capital Strategy.

The Local Government Act 2003 introduced a requirement that the Chief Financial Officer reports on the robustness of the budget. The estimates have been prepared in a prudent manner, although it should be recognised that there are a number of elements outside of the Council's control and these are identified within section 15 of appendix A and would be mitigated through the budgeting monitoring and risk management processes of the Council.

The financial medium term plan sets out the framework within which the budget is to be set to ensure that it enables the Council to achieve its own corporate objectives. The capital strategy sets out the framework for the capital budget setting.

1.2 **Issues**

In previous years the financial medium term plan and the capital strategy have been approved separately from the budgets, however in order to help streamline the budget process and reduce duplication of information provided to Members the medium term plan and budget reports have been combined into one report and the capital strategy is also being presented at the same time.

1.3 **Options**

There are no alternative options presented, however Cabinet are able to make amendments before recommendation to Full Council.

1.4 **Reasons for recommendations**

To comply with the budgetary and policy framework

2. **IMPLICATIONS**

2.1 **Risk** – I have completed the Risk Management questionnaire and can confirm that risks have been given careful consideration and that these have been reported within the report appendices.

2.2 **Financial** – The report is of a financial nature and financial implications are covered within the report

2.3 **Legal** - None

2.4 **Equality and Diversity** - None

2.5 **Other** - None

3. **Alignment to Council Priorities**

3.1 The financial nature of the report and appendices covers the full range of Council services and priorities

4. **Wards/Communities Affected**

4.1 n/a

Background papers:-

[Draft budget, draft financial medium term plan and draft capital strategy \(Cabinet 29 November 2011\)](#)

Lead Contact Officer

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Key Decision

This is a key decision and is included on the Forward Plan

Appendices attached to this report:

Appendix A – Budget estimates and financial medium term plan

Appendix B – General Fund Summary

Appendix C – Virements

Appendix D – Tax base

Appendix E & E2 – Fees and charges

Appendix F – Reserves

Appendix G - Sensitivities

Appendix H – Capital strategy

Appendix I – Capital estimates

Draft Budget Setting Report and Financial Medium Term Plan 2012-13

This appendix is the combined budget estimates and medium term plan 2012-17. The medium term plan is the link between the Corporate Plan, which sets out the aims and ambitions agreed with our partners, and the medium term financial plan which sets out the cost of what the Council is currently providing. The plan also establishes a set of financial policies and principles which provide a sound basis for maintaining the financial integrity of the Council over the medium term.

1. Budget Summary

The following table shows the headline figures relating to the budget estimates for 2012-13 compared to the 2011-12 position:

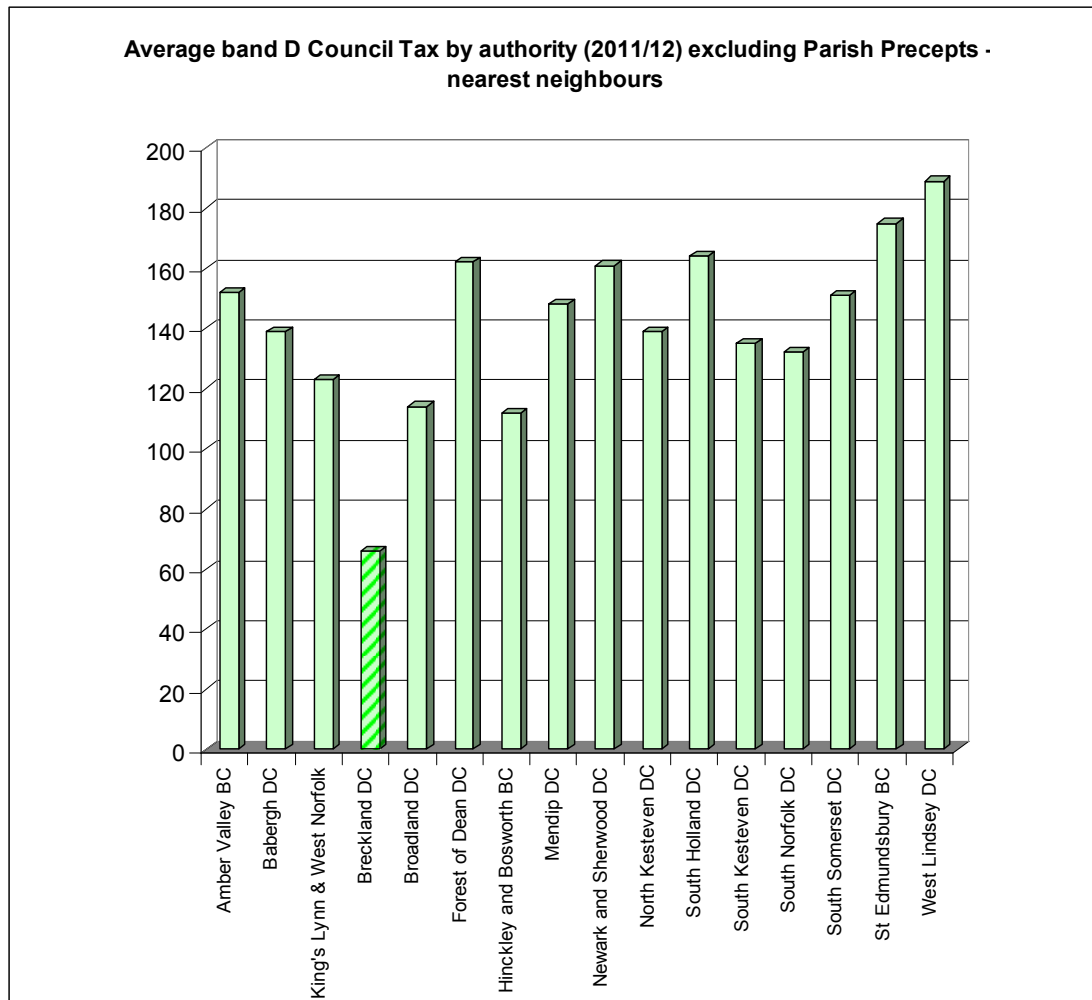
Description	2011-12	2012-13	Increase/ (Decrease)
Breckland precept requirement	£2,770,058	£2,794,824	0.9%
Council Tax Band D	£64.05	£64.05	0%
Band D cost per week	£1.23	£1.23	0%
Grant settlement	£9,519,608	£8,363,246	(12.2%)
Other non-ring fenced grants	£211,270	£285,100	34.9%
New Homes Bonus applied	£-	£471,170	100%
Special expenses account	£62,550	£62,550	0%
(Efficiency)/contingency requirement	£61,496	-	

Of all the homes in the Breckland area, 69% are in bands A-C and 45% are in band A or B. Therefore the majority of homes pay less than £1.23 a week towards the District services we provide.

The following table details the Band D Council Tax levels for all precepting authorities over the last eight years:

	Norfolk County Council £	Norfolk Police Authority £	Breckland (Excl special expenses) £	Parish £	Total £	Increase/ (Decrease) %
2004-05	929.70	138.69	56.84	39.86	1,165.09	6.9
2005-06	956.70	145.53	57.98	42.21	1,202.42	3.2
2006-07	1,004.40	154.17	59.14	46.37	1,264.08	5.1
2007-08	1,052.10	164.88	60.32	49.25	1,326.55	4.9
2008-09	1,091.52	178.56	61.98	52.15	1,384.21	4.4
2009-10	1,123.74	185.58	64.05	55.99	1,429.36	3.3
2010-11	1,145.07	191.16	64.05	57.37	1,457.65	2.0
2011-12	1,145.07	191.16	64.05	55.14	1,455.42	(0.2)

The Audit Commission compares us with our nearest neighbours (similar types of authority) – the following chart shows the average Band D Council Tax levels (excluding parish precepts) for 2011-12.



2. 2012-13 Estimates

The table below shows the budget estimates for 2011-12 and 2012-13 by type of expenditure/income split over the standard CIPFA classifications. Notes explaining the major variances between the two years are given below the table.

Full details of the overall position are shown at appendix B.

Note		2011-12 £	2012-13 £	Variance £	Variance %
1	Employees	8,583,900	8,104,270	(479,630)	(5.59)
2	Premises	2,180,260	2,382,170	201,910	9.26
3	Transport	355,860	303,800	(52,060)	(14.63)
	Supplies & Services	13,672,470	13,690,640	18,170	0.13
	Drainage board levies	53,530	52,780	(750)	(1.40)
4	Transfer payments	43,329,530	45,685,070	2,355,540	5.44
5	Support services	4,727,650	3,932,360	(795,290)	(16.82)
6	Capital charges	2,114,750	2,659,330	544,580	25.75
7	Capital financing	(2,279,580)	(2,262,010)	17,570	0.77
	Total Expenditure	72,738,370	74,548,410	1,810,040	2.49
8	Rents	(3,037,440)	(2,587,940)	449,500	14.80
	Fees and charges	(2,975,480)	(2,915,740)	59,740	2.01
9	Grants	(45,714,740)	(47,801,610)	(2,086,870)	(4.56)
10	Other	(3,782,090)	(5,381,390)	(1,599,300)	(42.29)
	Total Income	(55,509,750)	(58,686,680)	(3,176,930)	(5.72)
11	Growth bids	0	0	0	0
12	(Efficiency)/contingency	61,496	0	(61,496)	
	Less trading units	(4,668,760)	(3,873,580)	795,180	17.03
	Budget Requirement	12,621,356	11,988,150	(633,206)	(5.02)

Notes:

1 – Overall employee costs have decreased. This decrease has resulted from increased efficiencies made or forecast from restructuring of some departments.

2 – This variance is mainly a result of inflationary increases within the Serco and Street Lighting contracts.

3 – The reduction is mainly due to reduced staff car allowances resulting from the lower number of posts eligible for allowances, including the shared manager posts.

4 – Transfer Payment costs are mostly Housing Benefit and Council Tax Benefit payments, the increase is mostly offset by income (see note 10).

5 – This variance is due to a reduction in the cost of some support services, resulting from efficiencies made.

6 – Capital charges have risen as a result of the re-profiling of spend on Affordable Housing and Decent Homes Grants, however this is just profiling and the overall cost has not changed.

7 – Capital Financing costs reflect the appropriations to and from reserves and the reversal of the capital charges figures. The change in 2012-13 reflects the changes in capital charges and IAS19 entries and also, funding from reserves for one off costs.

8 – This decrease is mainly due to finance lease income on commercial properties resulting from a change in accounting treatment (see note 10).

9 – Grant income has risen as a result of an increased forecast of benefit payments (see note 4).

10 – The main increases are due to finance lease income on commercial properties resulting from a change in accounting treatment (previously included within rental

income), income relating to recharges to South Holland DC for the shared management structure and forecast future efficiency figures.

11 – No growth bids have been added to the budgets.

12 – No un-identified efficiency is required for 2012-13, however included within the budgets are forecast efficiencies from specific service areas of around £500k in total and these will need to be achieved during 2012-13 – full details are given in section 17 of this document.

3. Principles of Budget Preparation

The following principles have been used in the budget preparation process, in order to;

- Provide a consistent and authorised approach to the preparation of revenue and capital estimates
- Ensure estimates are prepared in line with available resources
- Ensure that estimates are prepared to reflect corporate priorities

Budget principles:

- Detailed working sheets are maintained for all budget headings and these are prepared by the budget manager, with the exception of *central* items.
- Central items are calculated by the accountancy team. The central items are: salaries, insurance, lease car and car allowances, support service recharges, capital accounting entries, interest paid and received, pensions, NI, special expenses, mobiles phones, overtime, gas, electricity, postages and Members allowances.
- The full effect of known pay awards is incorporated into the estimates and a provision made for future years, based on CMT guidance (taking into account any Central Government policies).
- Staffing estimates are prepared on the basis of approved staffing levels as provided by Human Resources. These estimates include an allowance for employers NI, superannuation contributions and lump sum amounts.
- Controllable expenditure is defined as expenditure on employees, premises (excluding business rates), transport, supplies and services, but excluding internal recharges.
- There will be no allowance for inflation, unless contractual or related to salaries.
- We seek to mitigate the impact on Council Tax from the consumption of capital resources. In effect all decisions should be made in the knowledge of the impact on investment income.
- We should seek additional scrutiny and challenge for accessing capital resources and ensure that the programme only reflects schemes that are sufficiently scoped to allow delivery.
- A review of fees and charges to ensure maximisation of income where consistent with policy.
- An acceptance that a viable budget was already created last year and we adjust it rather than recreate afresh.
- To set a balanced budget with no long term dependency on General Balances.
- To work towards a zero balance on the collection fund.
- Only the 2012-13 budget is formally approved, future years are indicative only for both revenue and capital.

4. Grant Settlement Assumptions

The Comprehensive Spending Review (CSR) 2010 gave a 2 year settlement (2011-12 and 2012-13) with no indication of future years, therefore we have assumed that the cuts in future years will mirror the reductions announced previously. The formula grant reduces by £1,156,362 in 2012-13 when compared to 2011-12. There is a further cash reduction of £75,269 (0.9%) between 2012-13 and 2013-14.

We have budgeted for the 'Council Tax Freeze' grant of £69,800 up to and including 2014-15 as awarded in the CSR 2010. We have also budgeted for an additional £70,180 for 2012-13 to 2015-16 which assumes the same scheme outline as announced in CSR 2010.

We have budgeted for the non-ring fenced 'Homelessness' grant of £141,470 in 2012-13, but not budgeted anything for this in future years.

Any new non-ring fenced grants or any continuation of grants which are not included in the budget will be contributed into the Organisational Development Reserve for re-allocation as appropriate.

The 'New Homes Bonus' is budgeted for four years from 2012-13 at the current level of £471,170 and an additional £401,079 for 3 years from 2013-14 (as detailed in the 11-12 allocations). Although this is a six year grant, it is assumed that after four years the grant will be funded from a reduction in RSG/NDR. There may be additional funding allocations in future years from this grant, however there is a limited budget allowance nationally and after this budget has been depleted, the grant will be funded from a reduction in RSG/NDR, therefore at this stage no additional grant has been assumed. The New Homes Bonus will be contributed to reserves in the year it is received and applied to the budget as detailed in Appendix B. Any additional payments received from government will be contributed into reserves in the short term until a decision is made for the use of the additional funding.

No changes have been made to the budgeted figures for the future changes around Council Tax Benefit (CTB) grant and the Business Rates retention scheme. These schemes are currently out to consultation and it is clear that the Government intend to implement them, but at this stage we do not know the impact until the final schemes are determined by Government. The risks associated with these schemes are detailed in the 'Risk' section of this report.

The table below shows the level of budgeted central grants.

	11-12 £m	12-13 £m	13-14 £m	14-15 £m	15-16 £m	16-17 £m
Local Gov't Settlement	9.520	8.363	8.288	7.824	7.988	8.156
Council Tax Freeze	0.070	0.144	0.074	0.074	-	-
Homelessness grant	0.141	0.141	-	-	-	-
New Homes Bonus	-	0.471	0.872	0.872	0.872	-
Total	£9.731	£9.119m	£9.234m	£8.770m	£8.860m	£8.156m
% +/-		(6.29%)	1.26%	(5.02%)	1.03%	(7.94%)

5. Collection Fund

Each year the Council is required to calculate the balance on its Collection Fund. In the current difficult economic climate the medium term plan target is to have a minimal balance on the Collection Fund, aspiring for a zero balance.

Figures indicate a surplus of £0.14m in total and Breckland's share of this for 2012-13 would be around £0.01m (surplus of £0.06m for 2011-12)

6. Tax Base

The tax base is assumed to rise by 1.09% from 2012-13 to 2013-14 (based on recent averages) and for all future years a 1.09% increase has also been forecast. The assumed figures are shown in section 7 of this report.

The tax base for all parishes is shown at appendix D.

7. Other Budget Assumptions

The budget estimates and medium term plan cover the period 2012-13 to 2016-17, over this timescale it is important that we make realistic assumptions as to how costs rise or fall. This section details the key assumptions made.

The key assumptions used are:

- Revenue budgets will be used to deliver services during the year for which they are approved.
- We will allow for unavoidable growth on services (i.e. new statutory obligations and contractual inflation) but will not allow any increase for general inflation.
- Estimates are prepared on the understanding that appropriate service budgets were produced for the previous year (2011-12) which will then be adjusted to reflect the changing financial circumstances that the public sector is required to prepare for.
- Where service delivery is dependent on a specific grant we will only assume continuation of the grant and expenditure where such notification has been received.

The key assumptions made for the setting of these budget estimates, which influence the five year financial plan are as follows:

	11-12	12-13	13-14	14-15	15-16	16-17
General inflation	0%	0%	0%	0%	0%	0%
Blended pay increase	0.325%	0.325%	1.325%	2.80%	4.30%	4.30%
ARP cost of living increase	0%	0%	1.00%	1.00%	2.50%	2.50%
Non ARP staffing salary level	95%	95%	95%	95%	95%	95%
ARP staffing salary level	95%	97.5%	97.5%	97.5%	97.5%	97.5%
Pension contribution rate	14%	14%	14%	14%	14%	14%
Pension lump sum cont'n	£399k	£434k	£469k	£504k	£539k	£574k
Return on cash investments	2.96%	1.917%	2.040%	2.886%	2.886%	2.886%
Tax base	43,248	43,635	44,111	44,591	45,077	45,569

- Details on the grant settlement and assumptions made are shown in the section above.
- No assumed savings from the potential joint working with Great Yarmouth Borough Council have been included in the budget at this stage

8. Future Developments

The following are areas which are currently under development or consultation which are likely to have an impact on the budget, but there is currently insufficient detail to include these in the main budget.

Business Rates Retention proposals – There is currently a consultation underway which proposes a new scheme of retention of Business Rates for Local Government from April 2013 to enable local authorities to retain a proportion of the Business Rates generated in their area. This will replace the current centralised distribution of Business Rates.

Council Tax Benefit (CTB) proposals – There is currently a consultation underway which proposes a new scheme for local authorities to run their own schemes to provide support for Council Tax in their area, to begin from April 2013. The proposal suggests there would be a 10% reduction in grants to local authorities, thereby requiring authorities to reduce their corresponding spend. This will replace the current system of a centralised scheme with a centralised grant based on the level of take up. It is expected that Local authorities will introduce local schemes to accommodate the shortfall in central government funding.

Weekly rubbish bin collections incentives – The Government is currently proposing to offer incentives to Local Authorities to enable them to re-instate weekly bin collections. This may put pressure onto Breckland to return to the weekly bin collection which may increase costs above the proposed incentives.

Second Homes Council Tax Discounts – There is potential for the current 2nd homes discount on Council Tax to be removed, with the expectation that Council Tax is reduced as a result of this additional income.

9. Strategy, Aspirations and Forward Projections

The Council's financial medium term strategy is shown below:

- 1) To manage a budget process that will make progress in re-directing and focusing the budget on corporate priorities and in doing so, recognise the intrinsic link between this strategy and the Capital Strategy and the Treasury Management strategy.
- 2) Adopt a corporate approach to budget preparation and continue to provide strong timely budget control.
- 3) Use sound modern financial systems procedures and principles and promote electronic record keeping and approval processes. Ensure financial performance reporting remains integrated with business planning.
- 4) Ensure there is a rigorous scrutiny of the financial planning process and work towards a more effective consultation process to engage the public and stakeholders.
- 5) Maintain balances and reserves that will provide for known risks and liabilities and provide capacity for managing peaks in expenditure.
- 6) Operate strategies on capital and external funding that supports the Council's corporate objectives and that supports the targets of our Local Area Agreement.
- 7) Undertake a risk assessment of material items of income and expenditure and report the risks to Members as part of the budget setting process (see section 15).
- 8) Manage and use our resources to deliver value for money and better sustainable outcomes for local people.

- 9) Set realistic targets for trading accounts and if services fail to achieve these they will be subject to a more fundamental review.
- 10) Aim for a minimum balance on the Collection Fund.
- 11) Prepare robust and realistic income and resource requirement plans for the next five years.
- 12) Promote take up of benefits and reliefs.
- 13) Maximise income collection.
- 14) Recognise our role in the community throughout and beyond the period of economic hardship by providing assistance to individuals, groups and businesses.

These strategies will be achieved through the working practices set by the relevant departments. The effectiveness of these strategies and the underlying principles can be monitored by key outputs such as:

- o Annual audit letter
- o Financial plan
- o Council Tax leaflet
- o Audit Committee reports
- o Annual Governance Statement (AGS)
- o Grants returns submitted to deadlines
- o Governance and performance reports

The following detail the key forward projections for the Council:

- o Council Tax levels will be increased in line with inflation (CPI), subject to the Council's ability to provide the necessary services to its community in light of Central Government grant cut backs.

10. 2011-12 Outturn

An assessment of the 2011-12 outturn will inform the reliance we can place on the baseline we use for setting the 2012-13 estimates. The table below shows the original budget and the key variances as at September 2011.

	£	£
Original budget 2011-12		12,621,356
Members Allowances	(10,000)	
Central training	(7,000)	
Additional forecast interest	(129,500)	
Street Cleansing contract	(40,000)	
Garden Waste income	(10,000)	
Other miscellaneous approved efficiencies	(48,500)	
Contribution to Reserve	245,000	
2011-12 forecast outturn		12,621,356

The forecast outturn for 2012-13 is an efficiency amount and it has been recommended that this amount is contributed to the Organisational Development Reserve to be contributed to the budgets in 2012-13, 2013-14 & 2014-15.

Appendix C details virements required in 2011-12 in order to allocate resources to priorities and to make the best use of the Council's available budget.

11. Budget Requirement and Forward Estimates

Outline estimates through to 2016-17 are shown in appendix B. In compiling these figures we have followed the assumptions shown in sections 4 and 7 of this appendix and made specific adjustments to service budgets as and where budget holders have advised of a change over the medium term.

These forward estimates demonstrate a balanced and sustainable financial plan, on the assumption that the Council is successful in delivering its efficiency targets, is able to contain payroll costs, inflation is in line with projections and the level of investment income returns back to 'normal' levels. Further information on efficiencies is given in section 17 of this appendix.

The special expenses charge shown in appendix B is made for the maintenance of lighting on public footpaths in Dereham, Thetford, Watton and Bawdeswell. This is in addition to the precept raised by the Council across the district. Attleborough and Swaffham have elected to be recharged directly for their public lighting costs, so it forms part of their own precept. These expenses are shown in the table below. Other parish councils maintain their own footpath lighting requirements and therefore manage this cost through their own precept.

	Bawdeswell	Dereham	Thetford	Watton	Attleborough	Swaffham
Special Expense	£159	£10,838	£34,485	£17,070	-	-
2012-13 tax base	286.6	6,067.5	6,829.48	2,481.1	-	-
Band D equivalent	£0.56	£1.79	£5.05	£6.88	-	-
2011-12 band D	£0.56	£1.80	£5.10	£7.01	-	-
Direct charge 12-13	-	-	-	-	£35,711	£25,146

Energy price reductions and low light replacement levels in previous years led to one off reductions in 2011-12 for the four special expenses towns, however costs have now risen back to expected levels.

12. Fees and Charges

Income from fees and charges is an important source of revenue income for the Council. Charges have a central role to play in service delivery, raising income, controlling access, responding to competition, funding investment and affecting public behaviour.

As part of our overall income strategy we will seek to:

- Maximise the return from the Council's asset holdings
- Ensure that the yield from fees and charges matches the increase in base budget for services that levy fees and charges, otherwise the shortfall will fall upon the Council Tax payer
- Annually review fees and charges for discretionary services
- Ensure that statutory charges are implemented
- Monitor compliance with the corporate charging policy and corporate debt policy
- Set targets for income collection and level of arrears and monitor performance against these targets.
- Treat windfall income as a corporate resource
- Use enforcement remedies effectively
- Seek to minimise benefit subsidy losses

Fees and charges have been reviewed and changes made where necessary to the levels levied. Demand for services has also been reviewed and changes in demand have been reflected in the budgeted level of fees and charges income.

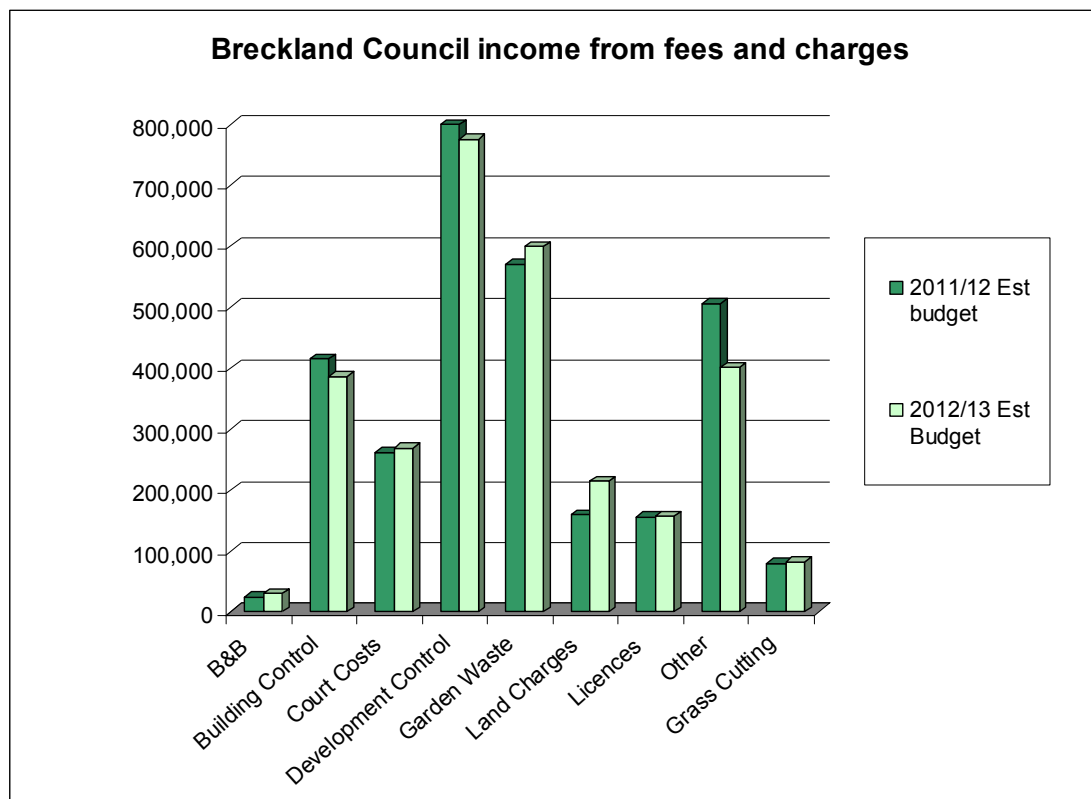
Appendix E details all the fees and charges and highlights the charges which are new or have changed since they were last approved.

The main changes of note are:

- New charges for additional wasp nest removal and removal from schools and residential homes
- New charges for bed bugs
- New charges for pest control abortive visits (free advice given by telephone)
- New charges for dog micro chipping
- New charges for Noise Penalties for domestic and commercial premises
- Variations to licensing charges following Licensing department review
- Variations to non domestic and clinical waste collection charges

As part of the budget process to set these fees and charges, an exercise has been undertaken to benchmark the Breckland charges against other nearby local authorities, to determine whether the levels set by Breckland are appropriate.

In total £2.9m is due from fees and charges in the 2012-13 budget. The chart below shows the main categories of budgeted fee income in 2012-13 (and 2011-12 for comparison).



13. Reserves and Balances

In order to comply with the requirements of the Local Government Act 2003, the Council should undertake a review of the level of reserves as part of the annual budget preparation. It is therefore a target of our medium term plan that a review of reserves is carried out and reported to Cabinet for consideration. The review will include a review of current and future risk assessments, including an assessment of risk registers, pressures upon services, inflation and interest rates and any underwriting arrangements.

Appendix F outlines the position statement on reserve balances. The proposed budget does not require any long term support from reserve balances, however the challenging circumstances around performance of Commercial Property, investment income at risk and specific contractual challenges has required us to undertake a robust sensitivity analysis should these events require us to draw on balances. Whilst it is apparent these risks could be financially significant, our reserves are healthy. Moving forward the General Fund balance stands at £4.08m. The tables below give a summary of reserve movements:

General Fund	11-12 £m	12-13 £m	13-14 £m	14-15 £m	15-16 £m	16-17 £m
Brought forward	4.081	4.081	4.081	4.081	4.081	4.081
In	-	-	-	-	-	-
Out	-	-	-	-	-	-
Carried forward	4.081	4.081	4.081	4.081	4.081	4.081

Specific Reserves	11-12 £m	12-13 £m	13-14 £m	14-15 £m	15-16 £m	16-17 £m
Brought forward	8,276	6,075	5,647	5,502	5,454	5,497
In	3,240	2,061	2,039	2,117	2,117	2,117
Out	(5,441)	(2,489)	(2,184)	(2,165)	(2,074)	(2,092)
Carried forward	6,075	5,647	5,502	5,454	5,497	5,522

These are the observations from the review of reserves for the 2012-13 budget:

- Although the PFI reserve is running at a low level, the anticipated costs of PFI are fully allowed for within the base budget. With the planned benchmarking review in year 7 there is a possibility of increased or decreased costs which the Council will have to evaluate and respond to as necessary.
- The Council holds £1.764m at 1 October 2011 within a match funding reserve. The Council should ensure that it is able to support this level of investment and indeed whether the match funding scheme (being of a discretionary nature) remains value for money against the Council's own capital investment needs.
- The organisational development reserve stands at £3.81m at 1 April 2011 and is largely unallocated. It is envisaged that this reserve will continue to be used for transformational and invest to save initiatives that will be required to drive revenue costs down.
- The waste and recycling reserve was built up during the initial years of the contract from savings achieved against the previous contracts. Now the contract has reached the later years of the 10 year term, the funds are being applied over the later years of the contract to smooth the effect of price changes.
- All return from the investment in commercial properties will be contributed to the budget and therefore no additional sums are forecast to be contributed to the commercial property reserve (with the exception of earmarked

contributions for items such as roof & asphalt). This reserve is currently holding around £0.55m of un-allocated funding which will continue to be used to fund feasibilities relating to potential investment and/or disinvestment opportunities as detailed in the Asset Management Plan.

Due to the future developments around Council Tax Benefit (CTB) and Business Rates retention proposals (as detailed in Section 8) it is proposed that £2m is moved from the General Fund into an earmarked reserve (Council Tax and Business Rates Reserve) to cover potential pressures and/or timing pressures resulting from these changes. If Council accepts this proposal, this transfer will be reflected in the budget that is formally put forward for approval, leaving a General fund balance of £2.081m.

In setting the level of General Balances, consideration has been given to the adequacy of financial control, the overall financial position, medium-term financial plans and the strategic, operational and financial risks facing the Council. Following this review, it is proposed that the General Fund remains set at a minimum level of £2m.

14. Localism and Partnerships

Democratic Community Leadership - The Council is developing its response to new demands arising from the developing local Government agenda and particularly the implications of the agenda for place shaping, rural governance and community engagement. This is a corporate priority and community leadership is being tested with the creation of the Thetford Task Force. Further work is in hand to develop rural governance model(s) that are appropriate and effective across the district and underline the role of District Councillors as community leaders, which may have cost implications.

Strategic Service Delivery Partnerships - In recent years Breckland have entered into contractual arrangements for the delivery of core services. This process is continuing into 2012 and will require focus on both governance and performance of our partners to ensure effective service improvement for local residents.

15. Risk, Key Issues, Sensitivity and Monitoring

The Council must set a budget which is a realistic statement of its estimated income and expenditure for the coming year, based upon information currently available. The Council has a duty to take into account the demand for its services and the effect on council tax payers of meeting those demands at varying levels of services. Given the good management practices and sound financial and performance monitoring delivered in the past, the Council has the platform and expertise to deliver a balanced budget.

The following table details the key risks and issues identified and how we intend to treat them.

Risk	Likelihood	Impact	Action
Low income levels from fees and charges	Medium	Medium	Revise spending plans
Continuation of low interest rates	High	High	Market advice and forecasting. Mitigation by diversification
Continuing reduction in property rental income	Medium	High	Asset management plan. Mitigation by diversification

Risk	Likeli- hood	Impact	Action
Changes to CTB grant reduced Central government subsidy. Increased caseload adds further cost pressure	High	High	Monitor developments & develop local scheme to meet reduced Central Gov't funding
Business rates retention proposals leave Council exposed to economic downturn	High	High	Monitor developments & reserve created to help with potential initial pressures/timing pressures
Impaired investment within Icelandic banks	Medium	Medium	Strong liaison with the Local Gov't Association and legal representatives
Pension fund deficit	Medium	Medium	Strong links with NCC pension fund Central Gov't measures to reduce public sector pension deficit
Additional bad debts as a result of economic circumstances	Medium	Medium	Pro-active debt management and pre-pay fee policies
Increased maintenance costs of ageing physical assets	Medium	Medium	Asset management plan. Pro-active rather than reactive maintenance programme
Contractors for the Council facing financial hardship or going into administration	Medium	Medium	Contingency plans in place and financial checks for new contracts
Inflation rises by more than budgeted projections	Medium	Medium	Budget assumptions kept up to date with most recent projections
Price increases resulting from contract re-tender	High	Medium	Vary the service specification within the affordability envelope
PFI contract price increases resulting from benchmarking	Medium	Medium	Robust challenge and use of experts
Big Society/Place budgets may create additional demands on core budget	Medium	Medium	Evaluate options for alternative service delivery using third sector organisations
Reducing available capital funding may mean that borrowing will be required at some point in the future	High	High	Continue to closely monitor the Councils CFR and communicate remaining balances to Members before decisions made
Future changes to accounting legislation by the International Accounting Standards Board (IASB) could mean rental income from Commercial Properties is classified as capital income as opposed to revenue income	Medium	High	Liaison with CIPFA & lobbying of CLG if necessary

Risk	Likelihood	Impact	Action
Ongoing negotiations around cost share with ARP partners could change the budgeted contribution to partnership costs	Medium	Low	Ongoing liaison between partners

In addition to the risks identified above we have calculated a sensitivity analysis of our key variables in order to quantify the potential financial impact. These sensitivities are shown in appendix G.

16. Consultation, Timetable and Links to Other Strategies

The initial draft of the budget was available on the website and a Business Ratepayers consultation event was held on 28 November 2011, feedback from these has been included within this final budget.

It is important to have clear and agreed timetables for the budget process so that statutory requirements are met. Each year a timetable will be agreed with CMT prior to the start of the process (i.e. around May each year).

The Council has adopted a corporate risk management strategy and financial risk management is integrated into the Council's overall management and decision making processes. This ensures a robust and well integrated risk management programme, which will help the Council to identify and manage key strategic risks facing it, in pursuit of its corporate objectives.

A new Performance Framework has been developed to manage delivery of the new priorities described in the councils Corporate Plan 2011 - 2015. The annual business planning process will run alongside the budget setting process to ensure an integrated approach of performance and finance.

17. Value for Money and the Efficiency Requirement

The recent significant reductions in central funding for local authorities and uncertainty relating to future years funding has brought the value for money (VFM) issue to the forefront for all public services and all authorities are required to demonstrate VFM. VFM is more than simply cuts to services and/or budgets, it includes; innovation in service delivery, investment in technology, rationalisation of back office functions and organisational development. It is more important than ever that the tax payers in Breckland are receiving VFM and that funds are available to provide front-line services to the community while ensuring the impact on council tax is contained.

When the indicative budget for 2012-13 was set last year, the Council forecast the need to find an efficiency of £1.3m for 2012-13. Further pressures (i.e. interest rates not increasing as forecast and reducing Commercial Property income) have put further pressure on finding these efficiency savings. Measures have been put in place to deliver this efficiency requirement without impacting front line services by:

- Additional efficiencies from the new shared management team with South Holland Council
- Reviewing staff vacancies when they arise and re-organising work to accommodate lower resource levels
- Using a zero based budgeting approach to deliver further savings within the ICT service once it returned in house
- Review and/or re-tender of contracts to ensure they continue to offer VFM and support the Council's priorities

- Restructuring of departments to allow flexibility and new ways of working with lower resource levels
- Business improvement reviews of identified areas to improve efficiencies and working between the two Councils
- Review of supplies and services budgets
- Investment in commercial opportunities to generate additional revenue funds

The following are areas which will be prioritised to deliver the forecast efficiencies which have been incorporated within the budgets:

- Further review of contracts and income generation
- Continuation of service reviews
- Reviews of systems and processes
- Restructures and efficiencies from back office support services
- Expansion of Rev-Active
- Further explore new areas of fees and charges for existing services

The officers have drawn up detailed efficiency plans that have enabled the Council to produce a balanced budget in the next two years and contribute to reducing costs on an ongoing basis. This will be used as a monitoring document to ensure the plan is delivered and any additional/shortfall in efficiencies are highlighted to enable changes to be made where necessary. Some schemes will require policy changes and variations to service delivery, therefore reports will be brought forward to Council as necessary.

In the medium term (2014-15 and beyond) it is clear that further efficiencies will be required in order to sustain the Council's budget. Additional schemes are being worked on to eliminate this deficit and these will be brought forward for decisions in due course.

18. Capital Estimates

The capital programme has been created to meet the priorities of the Council and it is fully funded. The schemes and associated funding are set out in appendix I. Each scheme is supported by a capital bid form, formulated where appropriate after the consideration of options. The cash flow implications of all schemes and the impact on revenue have been included within the revenue budgets. The joint preparation of both a capital and revenue budget should ensure a sustainable position for the Council.

The capital programme contains both annualised projects to be delivered in year and larger projects that will span more than one financial year. If a new project is to be included within the capital programme it must be more than an idea. As a minimum criterion, costs, timescales, funding agreements, governance arrangements, risks and outcomes will be clearly specified for all named projects. The delivery of the capital programme will be monitored by the Business Improvement Sub Committee.

The budgeted capital programme includes capital costs of £6.5m and related capital funding of £0.191m for the Thetford Riverside Regeneration project. The revenue budget includes the effect of lost interest resulting from this investment. A separate report is being presented to Cabinet and Full Council before this project is formally approved, however due to the large size and value of the project it has been included in the budgets at this stage based on the estimated figures detailed in the separate report.

The Council does not currently have any borrowing requirement to fund its capital programme, however capital resources are diminishing over time. The capital

strategy details this position fully, however forecasts to the end of 2016-17 currently show a balance of £0.83m remaining for capital funding (the Capital Financing Requirement – CFR). Therefore prioritisation of capital projects in the future will be key to the best use of the Council's resources.

SUMMARY BY SUBJECTIVE HEADING

CODE	DESCRIPTION	2010/11 ACTUAL £	2011/12 ESTIMATE £	2012/13 ESTIMATE £	2013/14 ESTIMATE £	2014/15 ESTIMATE £	2015/16 ESTIMATE £	2016/17 ESTIMATE £
COUNCIL								
	Employee Related Expenses	1,394,837	8,583,900	8,104,270	8,142,130	8,291,630	8,556,962	8,830,785
	Premises Related Expenses	1,822,359	2,180,260	2,382,170	2,396,600	2,469,520	2,548,540	2,630,093
	Transport Related Expenses	354,090	355,860	303,800	307,550	308,920	318,805	329,007
	Supplies & Services	18,171,947	13,726,000	13,743,420	13,170,010	13,364,690	13,792,360	14,233,716
	Transfer Payments	40,485,778	43,329,530	45,685,070	47,672,170	49,746,280	51,338,161	52,980,982
	Support Services	4,866,433	4,727,650	3,932,360	3,827,300	3,826,840	3,949,299	4,075,676
	Capital Financing Costs	8,687,658	2,114,750	2,659,330	2,164,950	2,013,460	2,013,460	2,013,460
	Income	(56,195,211)	(55,509,750)	(58,686,680)	(60,240,500)	(62,263,600)	(64,256,035)	(66,312,228)
	Prior year efficiencies	0	0	0	0	0	(922,480)	(1,210,460)
	COUNCIL TOTAL	19,477,892	19,508,200	18,123,740	17,440,210	17,757,740	17,339,072	17,571,031
Appropriations								
	Revenue Contributions Towards Capital Programme	0	0	0	0	0	0	0
	IAS19 Contra Entry	8,247,000	(135,300)	256,420	289,520	322,190	332,500	343,140
	REFFCUS Contra Entry	(1,228,823)	(811,760)	(1,573,000)	(1,205,220)	(1,121,060)	(1,121,060)	(1,121,060)
	Depreciation Contra Entry	(1,084,019)	(1,032,990)	(1,086,330)	(959,730)	(892,400)	(892,400)	(892,400)
	Capital Appropriation To Reserves	0	0	0	0	0	0	0
	Capital Appropriation From Reserves	0	0	0	0	0	0	0
	MRP	422,950	438,250	451,440	466,370	481,990	497,414	513,331
	Mitigating treatment for finance leases prior to IFRS conversion	0	0	119,650	131,420	64,360	64,360	64,360
	Reversal of Impairments	(6,256,566)	0	0	0	0	0	0
	Contributions To Reserves	3,757,265	2,228,740	2,060,140	2,038,920	2,116,780	2,096,650	2,096,650
	Contributions From Reserves	(3,339,426)	(2,966,520)	(2,490,330)	(2,184,300)	(2,163,860)	(2,078,400)	(2,082,580)
	COUNCIL SUBTOTAL	19,996,273	17,228,620	15,861,730	16,017,190	16,565,740	16,238,136	16,492,472
	Less Trading Units	4,770,330	4,668,760	3,873,580	3,768,520	3,768,060	3,888,638	4,013,074
	NET COST OF SERVICES	15,225,943	12,559,860	11,988,150	12,248,670	12,797,680	12,349,498	12,479,398
GENERAL FUND SUMMARY AND PRECEPT REQUIREMENT								
	Supported Growth Bids	15,225,943	12,559,860	11,988,150	12,248,670	12,797,680	12,349,498	12,479,398
	Corporate Contingency/(Efficiency)	0	61,496	0	0	0	0	0
	BRECKLAND BUDGET REQUIREMENT	15,225,943	12,621,356	11,988,150	12,248,670	11,875,200	12,061,518	11,455,558
FINANCING								
	Local Government Settlement	(11,057,615)	(9,519,608)	(8,363,246)	(8,287,977)	(7,823,850)	(7,988,151)	(8,155,902)
	Area Based Grant & LABGI	(519,969)	0	0	0	0	0	0
	New Homes Bonus (applied from reserves)	0	0	(471,170)	(872,249)	(872,249)	(872,249)	0
	Homelessness Grant	0	(141,470)	(141,470)	0	0	0	0
	Council Tax Freeze Grant	0	(69,800)	(143,630)	(73,450)	(73,450)	0	0
	Collection Fund - Council Tax	(34,883)	(57,870)	(11,260)	0	0	0	0
	Special Expenses	0	(62,550)	(62,550)	(133,200)	(134,180)	(134,180)	(134,180)
	BRECKLAND PRECEPT REQUIREMENT	3,613,476	2,770,058	2,794,824	2,881,794	2,971,471	3,066,938	3,165,476
	BRECKLAND BAND D COUNCIL TAX	64.05	64.05	64.05	65.33	66.64	68.04	69.47
	PERCENTAGE INCREASE			0.00%	2.00%	2.00%	2.10%	2.10%
	Tax Base	43,248	43,635	44,111	44,591	45,077	45,569	46,061

Appendix C

The following budget amendments are required to reflect the latest forecasts of spend and income and ensure reported budget performance remains updated.

	£
Original Budget at 1st April 2011	12,404,000
Additional Grant Settlement Received	217,356
Revised Budget at 1st April 2011	12,621,356
Virements already approved:	
Photocopier efficiency	(8,400)
Voluntary Norfolk Grant	4,000
Emergency Planning efficiency	(3,300)
ARP ICT	39,218
Pest & Dog Contract Efficiencies	(33,870)
Additional Salary Efficiencies	(18,687)
Other miscellaneous efficiencies	(27,461)
Supplementary Budget virements for approval:	
Additional interest forecast	(129,500)
Members Allowances	(10,000)
Central training	(7,000)
Street Cleansing	(40,000)
Garden Waste Income	(10,000)
Major planning applications expenditure Q1	133,330
Major planning applications income Q1	(133,330)
Major planning applications expenditure Q2	173,720
Major planning applications income Q2	(173,720)
Transfer unallocated balance out of HPDG reserve	25,420
Transfer unallocated balance into ODR reserve	(25,420)
Transfer allocated LDF amounts from individual reserves	387,767
Transfer allocated LDF amounts into separate LDF reserve	(387,767)
Efficiency surplus transferred to the Organisational Development Reserve	245,000
Revised Budget	12,621,356

PARISH/WARD TAX BASE REPORT**2012/2013**

PARISH WARD/NAME	PROPERTIES TAX BASE	PARISH WARD/NAME	PROPERTIES TAX BASE
ASHILL	505.80	LEXHAM	49.20
ATTLEBOROUGH	3,560.80	LITCHAM	225.40
BANHAM	522.70	LONGHAM	92.10
BAWDESWELL	286.60	LOPHAM NORTH	243.70
BEACHAMWELL	132.40	LOPHAM SOUTH	167.80
BEESTON	202.40	LYNFORD	50.40
BEETLEY	511.10	LYNG	298.50
BESTHORPE	227.60	MATTISHALL	916.80
BILLINGFORD	87.40	MERTON	49.30
BINTREE	120.50	MILEHAM	220.70
BLO NORTON	108.80	MUNDFORD	497.70
BRADENHAM	251.10	NARBOROUGH	392.70
BRETENHAM & KILVERSTONE	205.10	NARFORD	13.50
BRIDGHAM	125.00	NECTON	708.20
BRISLEY	116.40	NEWTON BY CASTLEACRE	15.30
BUCKENHAM NEW	187.40	OVINGTON	92.40
BUCKENHAM OLD	493.40	OXBOROUGH	97.30
BYLAUGH	26.40	PICKENHAM NORTH	174.90
CARBROOKE	618.90	PICKENHAM SOUTH	38.40
CASTON	180.90	QUIDENHAM	170.70
COCKLEY CLEY	49.80	RIDDLESWORTH	47.50
COLKIRK	253.30	ROCKLANDS	270.90
CRANWICH	21.00	ROUDHAM	104.30
CRANWORTH	166.80	ROUGHAM	49.20
CRESSINGHAM GREAT	95.40	SAHAM TONEY	591.10
CRESSINGHAM LITTLE	69.50	SCARNING	894.40
CROXTON	178.30	SCOULTON	94.30
DEREHAM	6,067.50	SHIPDHAM	736.50
DIDLINGTON	16.30	SHROPHAM	151.50
DUNHAM GREAT	121.80	SNETTERTON	78.70
DUNHAM LITTLE	107.70	SOUTHACRE	12.80
ELLINGHAM GREAT	411.10	SPARHAM	112.80
ELLINGHAM LITTLE	94.40	SPORLE	344.70
ELMHAM NORTH	499.80	STANFIELD	59.70
ELSING	99.90	STANFORD	3.20
FOULDEN	140.90	STOW BEDON	121.80
FOXLEY	111.30	SWAFFHAM	2,536.30
FRANSHAM	165.80	SWANTON MORLEY	668.45
GARBOLDISHAM	290.90	THETFORD	6,829.48
GARVESTONE	253.90	THOMPSON	146.20
GATELEY	27.10	TITTLISHALL	136.40
GOODERSTONE	141.50	TUDDENHAM EAST	169.20
GRESSENHALL	393.80	TUDDENHAM NORTH	109.10
GRISTON	195.50	TWYFORD	17.00
GUIST	75.30	WATTON	2,481.10
HARDINGHAM	106.70	WEASENHAM ALL SAINTS	66.50
HARLING	810.40	WEASENHAM ST. PETER	68.60
HILBOROUGH	81.10	WEETING	565.60
HOCKERING	228.70	WELLINGHAM	16.40
HOCKHAM	234.70	WENDLING	118.50
HOE	102.70	WHINBURGH	136.80
HOLME HALE	184.20	WHISSONSETT	178.40
HORNINGTOFT	55.70	WRETHAM	125.40
ICKBURGH	87.40	YAXHAM	290.60
KEMPSTONE	6.70		
KENNINGHALL	368.90		
		TOTAL TAX BASE	43,634.93
		Amount due to reduction of 2nd homes discount	166.89
		(included in above Tax base)	

Fees and Charges 2012-13

The lines highlighted in green are new or amended charges for 2012-13

Dept	Charge Description	Current Unit Charge 2011/12 (excl VAT)	Proposed Charge 2012/13 (excl VAT)
Licensing			
<i>Licensing Act 2003</i>			
	Club registration	Variable	Variable
	Personal Licences	37.00	37.00
	Temporary Events	21.00	21.00
	Misc LA 2003	Variable	Variable
	Lotteries	20.00	20.00
	Gambling Act 2005	Variable	Variable
	Home Boarding of Dogs	0.00	0.00
	Riding establishment licence (plus appropriate vet fees)	110.00	110.00
	Tattooing and Piercing regs	110.00	110.00
	Dog Breeders licences (plus appropriate vet fees)	110.00	110.00
	Animal Boarding Establishment Act 1963	110.00	110.00
	Pet Animals Act - Pet Shops	110.00	110.00
	Wild animal (plus appropriate vet fees)	110.00	110.00
	<i>Zoo Inspections</i>		
	Zoo Inspections - Applications & Renewal	70.00	70.00
	Zoo Inspections - Inspection	Variable	Variable
	Sex establishments & Sex Entertainment Venues	3,000.00	3,000.00
	Motor Salvage	80.00	80.00
	<i>Street Traders :</i>		
	Watton Farmers Market	1.00	1.00
	King Street, Thetford	90.00	90.00
	Section 115 Tables & Chairs	110.00	110.00
	Tables & Chairs Renewal	110.00	110.00
	Hackney Carriage & Private Hire plate fix	Variable	Variable
	<i>Hackney Carriage & Private Hire Licences :</i>		
	HCV (plus test)	110.00	116.00
	HCV Renewal (plus test)	110.00	109.00
	PHV (plus test)	110.00	116.00
	PHV Renewal (plus test)	110.00	109.00
	Driver - Grant (plus CRB)	110.00	135.00
	Driver - Renewal (plus CRB)	110.00	102.00
	PHO	110.00	111.00
	PHO Renewal	-	108.00
	Replacement Breckland Stags	15.00	50.00
	Replacement Vehicle Plate	18.00	72.00

Dept	Charge Description	Current Unit Charge 2011/12 (excl VAT)	Proposed Charge 2012/13 (excl VAT)
	Replacement Drivers Badge	18.00	52.00
	Replacement Licence	18.00	51.00
	Replacement Internal Sticker	12.00	52.00
	Transfer existing licensed vehicle to new owner	20.00	107.00
Pest Control/Dog Warden			
	Wasps	36.00	36.00
	NEW - Additional nests at same location but in a remote position away from original nest	0.00	15.00
	NEW - Wasp Nests in Schools and Residential homes	0.00	46.30
	Fleas, Cockroaches and Cluster Flies	46.30	46.30
	Commercial Premises (per hour) based on a two visits to be made with a survey to assess the level of work required	70.00	70.00
	Rats/Mice domestic	FOC	FOC
	NEW - Bed Bugs - recommendation from the contractor is that 3 treatment visits (all chargeable) are made to address a bed bug infestation	0.00	46.30
	NEW - Pest Control Abortive visits. The contractor will give advice over the phone as to whether or not a treatment is likely to be req'd	0.00	21.00
	Dog Fouling Fines (fixed penalty)	50.00	50.00
	Dog Control		
	Dog Collection Fines (first time)	50.00	50.00
	Dog Collection Fines (second time)	70.00	70.00
	Dog Collection Fines (third time)	90.00	90.00
	NEW Dog Micro chipping	0.00	10.00
	NEW Dog Training	0.00	40.00
Environmental Health			
	Food Safety Course Fees	50.00	50.00
Environmental Services			
	Clean neighbourhoods litter fixed penalty& prosecutions (paid within 14 days)	60.00	60.00
	Clean neighbourhoods litter fixed penalty& prosecutions (paid after 14 days)	80.00	80.00
	Garden Waste scheme	38.00	38.00
	Waste Collection - non domestic properties 240 litre bin green & black (per annum)	374.90	393.16
	Waste Collection - non domestic properties 1,100 litre bin green & black (per annum)	614.90	645.00
	Waste Collection - non domestic properties 240 litre bin green & 1100 litre black (per annum)	494.90	519.00
	Waste Collection - non domestic properties 240 litre bin black only (per annum)	214.95	225.42
	Waste Collection - non domestic properties 1,100 litre bin black only (per annum)	384.79	403.53
	Prescribed Clinical Collection Group E - annual charge	450.00	463.50
	Prescribed Clinical Collection Group E - per bag charge	0.20	0.21
	Bulky Waste - up to 3 items	20.00	20.00
	Bulky Waste - up to 3-6 items	40.00	40.00
Car Parking			
	Fines	12.00	12.00
NEW -It is anticipated that new charge orders will come into effect from the 1st October. The minimum fine could then be between £30-£50			
Local Elections/Registration of Electors			
	Letters (charge per letter)	10.00	10.00
	Sale of marked register - data plus £1 per 1,000 entries	£1 per 1,000	£1 per 1,000
	Sale of marked register - paper plus £2 per 1,000 entries	£2 per 1,000	£2 per 1,000
	Sale of edited register - data plus £1.50 per 1,000 entries	£1.50 per 1,000	£1.50 per 1,000

Dept	Charge Description	Current Unit Charge 2011/12 (excl VAT)	Proposed Charge 2012/13 (excl VAT)
	Sale of edited register - paper plus £5 per 1,000 entries	£5 per 1,000	£5 per 1,000
	Sale of full register - data plus £1.50 per 1,000 entries	£1.50 per 1,000	£1.50 per 1,000
	Sale of full register - paper plus £5 per 1,000 entries	£5 per 1,000	£5 per 1,000
	Sale of Minutes	160.00	160.00
	Development Control & Land Charges		
	Photocopying charges	Variable	Variable
	Planning Application Fees	Variable	Variable
	S106 agreement income	Variable	Variable
	Charges for Services - general	Variable	Variable
	Discharge of planning conditions	Variable	Variable
	<i>Search Fees :</i>		
	Standard search	114.20	114.20
	Extra Parcel (including Con 29 & LLC1 parcel fees (£9.70+£4.00))	13.70	13.70
	Con 290 - part 2 enquire 4-21	8.50	8.50
	Con 290 - part 2 enquire 22	17.00	17.00
	Extra parcel fee for enquiry number 22 (each)	1.00	1.00
	Additional Solicitor's own Enquiries	12.50	12.50
	LLC1 (Official Certificate of Search)	26.00	26.00
	Each additional parcel	4.00	4.00
	LLC1 in any one part of the register	5.00	5.00
	Con 29R - part 1 enquiry	94.20	94.20
	Personal Searches	Variable	Variable
	Each additional parcel (up to a maximum of £16.00)	1.00	1.00
	Registration of a charge in Part 11 of the Register (Light Obstruction Notice)	67.50	67.00
	Filing a definitive certificate of the Lands Tribunal under rule 10(3) of the Local Land Charges Rules 1977	2.50	2.50
	Filing a judgement, order or application for the variation or cancellation of any entry in Part 11 of the register (Light Obstruction Notice)	7.00	7.00
	Inspection of documents filed under rule 10 in respect of each parcel of land	2.50	2.50
	Office copy of any entry in the register (not including a copy or extract of any plan or document filed pursuant to these rules)	4.50	4.50
	Building Control		
	Miscellaneous Sales	Variable	Variable
	Building Regs - Plan deposits	Variable	Variable
	Building Regs - Inspection Fees	Variable	Variable
	Dangerous Structures	Variable	Variable
	Sustainable Communities		
	All Holiday Activities are individually priced	Variable	Variable
	All Holiday Activities are individually priced	Variable	Variable
	Senior Citizen Railcard Income	19.50	21.00
	Forward Planning, Countryside and Street Naming		
	Change of House Name	25.00	25.00
	Strategic Housing		
	HMO Licence Fees	300.00	300.00
	HMO Enforcement Fees	200.00	200.00
	Hostel Charges (including service charge)	114.30	115.30

Dept	Charge Description	Current Unit Charge 2011/12 (excl VAT)	Proposed Charge 2012/13 (excl VAT)
	Landlords Accreditation	20.00	20.00
	Rechargeable Works (including welfare burials) - Recovery of costs + 10% estimated	1100.00	1100.00
	Choice Based Lettings Receipts	80.00	80.00
	Housing Needs/stock condition survey Hard Copies	35.00	Ceased provision
	Environmental Protection		
	Sampling Fee	Variable	Variable
	NEW Risk Assessment Fee	Variable	Variable
	Petrol permits	Variable	Variable
	Assessment Fee	350.00	350.00
	NEW Noise Fixed Penalty - Domestic	0.00	60.00
	NEW Noise Fixed Penalty - Commercial	0.00	500.00
	Human Resources		
	Delivery of external training	300.00	Variable
	Marketing & Communications		
	Advertising in Voice - Full Colour page	1345.00	1345.00
	Advertising in Voice - Half Colour Page	705.00	705.00
	Advertising in Voice - Quarter Colour page	400.00	400.00
	Advertising in Voice - Eighth Colour page	235.00	235.00

Updated: 17/01/2011

FEES FOR PLANNING APPLICATIONS

The fees as set out in this guide are those made in by Regulations amending the scale of fees payable when submitting most planning applications and are **EFFECTIVE FROM 6TH APRIL 2008**. Whilst this guide is intended to assist those making planning applications **IT IS NOT A COMPREHENSIVE GUIDE**. Full details of the fees are to be found in the Town and Country Planning (Fees for Applications and Deemed Applications) (Amendment) (England) Regulations 2008, obtainable from Her Majesty's Stationary Office.

THE SCOPE OF THE FEES

FEES WILL NORMALLY BE CHARGED IN RESPECT OF APPLICATIONS FOR:-

Outline Planning Permission.	Non-Material Amendments
Full Planning Permission.	Minor Material Amendments
Approval of "Reserved Matters".	
Consent for the Display of Advertisements.	
Certain applications under the General Permitted Development Order	
Certificates of Lawfulness.	
Deemed Applications arising from enforcement appeals.	
Deemed Applications arising from Certificates of Lawful Use appeals.	
Requests for confirmation that a condition or conditions attached to a grant of planning permission has been complied with where the request is made on or after the 6 th April 2008	

Extension of Time Limits (This is a temporary measure and only applies to extant permissions granted on or before 1st October 2009. **ONLY ONE EXTENSION OF TIME IS POSSIBLE**).

A FEE IS PAID TO BOTH THE LOCAL AUTHORITY AND THE DEPARTMENT OF COMMUNITIES AND LOCAL GOVERNMENT IF AN APPEAL IS LODGED AGAINST AN ENFORCEMENT NOTICE.

FEES WILL NOT BE CHARGED FOR APPLICATIONS FOR:-

Conservation Area Consent.
Applications for Appropriate Alternative Development.
Listed Building Consent.

EXEMPTIONS FROM FEES ARE AVAILABLE IN THE FOLLOWING CASES:-

- Applications for permission for registered disabled persons to alter or extend existing dwellings, and to carry out operations in the curtilage of the dwelling to secure greater safety, health or comfort (consult this Section). This also applies to a disabled person not yet in residence (See Notes).
- Applications which are only necessary because of an Article 4 Direction or a condition of a planning permission which have removed permitted development rights.
- An application submitted within 12 months of the date of a refusal of permission or within 12 months of the date of the submission of an earlier application which has been withdrawn in these cases the terms of the application, the site and the applicant must all be the same as the previous application (it is advisable to consult this Section before submitting).
Note:- This exemption can only be claimed once.
- A revised application for development of the same character and description within 12 months of receiving permission, in the same site and by the same applicant (it is advisable to consult this Section before submitting).

IF YOU WISH TO CLAIM AN EXEMPTION FROM PLANNING CHARGES, THE COUNCIL SHOULD BE NOTIFIED WHEN THE APPLICATION IS SUBMITTED. THE REASONS SHOULD BE CLEARLY STATED AND ANY INFORMATION ON PREVIOUS APPLICATIONS GIVEN.

THE SCALE OF FEES

OUTLINE APPLICATIONS (MOST TYPES)	
Where the application is for outline planning permission and the site area does not exceed 2.5 hectares, £335 for each 0.1 hectare of the site area (or part thereof). The site area exceeds 2.5 hectares, £8,285 and an additional £100 for each 0.1 hectare in excess of 2.5 hectares, subject to a maximum in total of £125,000.	
1. The erection of dwelling houses (other than development within category 6)	For outline applications see above – in other cases follow guidelines below. (i) where the number of dwellinghouses to be created by the development is 50 or fewer, £335 for each dwellinghouse (ii) where the number of dwellinghouses to be created by the development exceeds 50, £16,565 and an additional £100 for each dwellinghouse in excess of 50 dwellinghouses, subject to a maximum in total of £250,000
2. The erection of buildings (other than buildings in categories 1,3,4,5 or 7)	For outline applications see above – in other cases follow guidelines below (i) Where no floor space is to be created by the development £170 (ii) where the area of gross floor space to be created by the development does not exceed 40 square metres, £170 (iii) where the area of the gross floor space to be created by the development exceeds 40 square metres, but does not exceed 75 square metres, £335 (iv) where the area of the gross floor space to be created by the development exceeds 75 square metres, but does not exceed 3750 square metres, £335 for each 75 square metres of that area (v) where the area of gross floor space to be created by the development exceeds 3750 square metres, £16,565, and an additional £100 for each 75 square metres in excess of 3750 square metres, subject of a maximum in total of £250,000.
3. The erection, on land used for the purposes of agriculture of buildings to be used for agricultural purposes (other than buildings in category 4)	For outline applications see above – in other cases (i) where the area of gross floor space to be created by the development does not exceed 465 square metres, £70 (ii) where the area of gross floor space to be created by the development exceeds 465 square metres but does not exceed 540 square metres, £335 (iii) where the area of the gross floor space to be created by the development exceeds 540 square metres but does not exceed 4215 square metres, £335 for the first 540 square metres, and an additional £335 for each 75 square metres in excess of 540 square metres, and (iv) where the area of gross floor space to be created by the development exceeds 4215 square metres, £16,565, and an additional £100 for each 75 square metres in excess of 4215 square metres , subject to a maximum in total of £250,000
4. The erection of glasshouses on land used for the purposes of agriculture	(a) where the gross floor space to be created by the development does not exceed 465 square metres, £70 (b) where the gross floor space to be created by the development exceeds 465 square metres, £1,870.

5.	The erection, alteration or replacement of plant or machinery	(a) where the site area does not exceed 5 hectares, £335 for each 0.1 hectare of the site area (b) where the site area exceeds 5 hectares, £16,565 and an additional £100 for each 0.1 hectare in excess of 5 hectares, subject to a maximum in total of £250,000
6.	The enlargement, improvement or other alteration of existing dwellinghouses	(a) where the application relates to one dwellinghouse, £150 (b) where the application relates to 2 or more dwellinghouses, £295
7.(a)	The carrying out of operations (including the erection of a building) within the curtilage of an existing dwellinghouse, for purposes ancillary to the enjoyment of the dwellinghouse as such, or the erection or construction of gates, fences, walls or other means of enclosure along a boundary of the curtilage of an existing dwellinghouse Or	£150
(b)	the construction of car parks, service roads and other means of access on land used for the purposes of a single undertaking, where the development is required for a purpose incidental to the existing use of the land	£170
8.	The carrying out of any operations connected with exploratory drilling for oil or natural gas	(a) where the site area does not exceed 7.5 hectares, £335 for each 0.1 hectares of the site area; (b) where the site area exceeds 7.5 hectares, £25,000, and an additional £100 for each 0.1 hectare in excess of 7.5 hectares, subject to a maximum in total of £250,000.
9	The carrying out of any operations not coming within any of the above categories	(a) In the case of operations for the winning and working of minerals – This is a County matter – contact Norfolk County Council (01603 222222) (b) in any other case £170 for each 0.1 hectare of the site area, subject to a maximum of £1690.
10.	Uses of land The change of use of a building to use as one or more separate dwellinghouses	(a) Where the change of use is from a previous use as a single dwellinghouse to use as two or more single dwellinghouses (i) where the change of use is to use as 50 or fewer dwellinghouses, £335 for each additional dwellinghouse; (ii) where the change of use is to use as more than 50 dwellinghouses £16,565, and an additional £100 for each dwellinghouse in excess of 50 dwellinghouses, subject to a maximum of £250,000 (b) in all other cases (i) where the change of use is to use as 50 or fewer dwellinghouses, £335 for each dwellinghouse; (ii) where the change of use is to use as more than 50 dwellinghouses, £16,565, and an additional £100 for each dwellinghouse in excess of 50 dwellinghouses, subject to a maximum in total of £250,000
11. (a)	The use of land for the disposal of refuse or waste materials or for the deposit of material remaining after minerals have been extracted from land; or	County Matter, please contact the County Council on 01603 222222
(b)	for use of land for the storage of minerals in the open	
12.	The making of a material change in the use of a building or land (other than a material change of use coming within any of the above categories)	£335.

OTHER APPLICATIONS	
ADVERTISEMENTS Category of development	Fee payable
1. Advertisements displayed on business premises, on the forecourt of business premises or on other land within the curtilage of business premises, wholly with reference to all or any of the following matters- (a) the nature of the business or other activity carried on on the premises; (b) the goods sold or the services provided on the premises; or (c) the name and qualifications of the person carrying on such business or activity or supplying such goods or services.	£95
2. Advertisements for the purpose of directing members of the public to, or otherwise drawing attention to the existence of, business premises which are in the same locality as the site on which the advertisement is to be displayed but which are not visible from that site.	£95
3. All other advertisements	£335.
OTHER CATEGORIES	
Where an application is made to a Local Planning Authority for determination as to whether prior approval will be required in relation to Part 6, Part 7, or Part 31 of the General Development Order. (Agricultural, forestry buildings or demolitions)	£70
Part 24 (All Telecommunication Development)	£335
Certificate of Lawfulness	For further advice contact Fees Officer
Existing Use - in breach of planning control	Same as Full
Existing Use - lawful not to comply with a particular condition	£170
Proposed Use or other proposed development (i.e. domestic extension)	Half the normal planning fee
Hazardous substances consent applications	Please contact Fees Officer
For approval of reserved matters where the same applicant's earlier reserved matters applications have incurred total fees equalling that for a full application for entire scheme	£335
Application for removal or variation of condition following grant of planning permission	£170
FEE FOR CONFIRMATION OF COMPLIANCE WITH CONDITION ATTACHED TO PLANNING PERMISSION: ENGLAND Where a request is made to a local planning authority for written confirmation of compliance with a condition or conditions attached to a grant of planning permission a fee shall be paid to that authority as follows (a) where the request relates to a permission for development which falls within category 6 or 7 (a) of Part 2 to Schedule 1, (b) where the request relates to a permission for development which falls within any other category of that Schedule, Any fee paid under this regulation shall be refunded if the local planning authority fails to give the written confirmation requested within a period of twelve weeks from the date on which the authority received the request.	Householder - £25 for each request All other - £85 for each request

Application for a New Planning Permission to replace an Extant (Still existing) planning permission	On or after 26th February 2010
Applications in respect of major developments	£500
Applications in respect of householder development	£50
Application in respect of other developments	£170
Application for a Non-Material Amendment following a grant of planning permission	On or after 26th February 2010
Applications in respect of householder developments	£25
Applications in respect of other developments	£170

NOTES

Disabled Persons

An application by a registered disabled person should be accompanied by evidence that the resident or proposed resident is a person to whom Section 29 of the National Assistance Act 1948 applies or a child who is disabled for the purposes of part III of the Children Act 1989. When in doubt consult this Section (Fees Officer).

Fees definition of a dwellinghouse

Private house, flats, maisonettes, granny flats and bedsits, if sufficiently self contained, holiday flats if self-maintained and owned by a private owner (but not if let on a short-term basis to paying guests). It is not practicable to cover all possibilities in this guide, Applicants are therefore advised to consult the Fees Officer when in doubt.

Floorspace

For the purposes of calculating the fee, measurement is taken of gross floorspace to include perimeter wall thick-ness, projections, internal walls, partitions, columns, stairwells, piers, chimney breasts, lift rooms, plant rooms, fuel stores. The area does not include open balconies, open covered ways and areas with headroom of less than 1.5m.

Area

0.1 hectare is equal to 0.247 acres.

Mixed Development

If a detailed application is made for dwellings and other non-residential development the fee payable is calculated by adding together the appropriate fee for each development.

For more information on calculating mixed development charges, including the calculation for communal areas, it may be necessary to contact this Section (Fees Officer).

Advertisements

If the application is for consent to display more than one advert on the same site, there will be a single charge. This will relate to the advertisement which is charged at the highest rate. If the application refers to adverts on more than one site, each is charged separately.

Payment of fee

If a fee is payable it should be paid in full, preferably by **debit card**, either by postal debit card payment (please fill in a form), chip and pin at our reception if hand delivered or call our Contact Centre (01362) 656873. Other payment methods are by cheque or postal order. No cash will be accepted. Cheques will normally be made out to the **BRECKLAND COUNCIL** to whom the application is submitted. In the case of applications for minerals or waste disposal, cheques should be made payable to Norfolk County Council. If a Building Regulation application is being submitted with the planning application it is advisable to pay by debit card for each fee separately. Contact Building Control on (01362) 656246 or email building.control@breckland.gov.uk

IF A FEE IS NOT SUBMITTED WITH AN APPLICATION, OR IS INCORRECT, THE PLANNING APPLICATION MAY BE DELAYED.

Legal Agreements

The Council operates a system of charges when a legal agreement is required - these are available on request.

Reserve statement

Appendix F

Reserve	Min value £000's	Max value £000's	Reviewer	1/4/11 £000's	IN	OUT	1/4/12 £000's	IN	OUT	1/4/13 £000's	IN	OUT	1/4/14 £000's	IN	OUT	1/4/15 £000's	IN	OUT	1/4/16 £000's	IN	OUT	1/4/17 £000's	
General Fund				(4,081)	0	0	(4,081)	0	0	(4,081)	0	0	(4,081)	0	0	(4,081)	0	0	(4,081)	0	0	(4,081)	
Purpose - To offer a prudent level of contingency against unexpected events	2,000																						
Insurance		(26)			0	0	(26)	0	0	(26)	0	0	(26)	0	0	(26)	0	0	(26)	0	0	(26)	
Purpose - To self insure for items not covered by the Council's insurance																							
Commercial Property		(795)		(2,009)	2,113	(691)	(1,994)	1,993	(692)	(1,972)	1,972	(692)	(2,050)	2,050	(692)	(2,050)	2,050	(692)	(2,050)	2,050	(692)	(692)	
Purpose - To offer a prudent level of contingency against unexpected events																							
PFI		(122)		0	0	(122)	0	35	(87)	0	0	(87)	0	0	(87)	0	0	(87)	0	0	(87)	0	(87)
Purpose - To finance transitional costs for the leisure PFI project																							
Match Funding		(2,034)		0	289	(1,765)	0	0	(1,765)	0	0	(1,765)	0	0	(1,765)	0	0	(1,765)	0	0	(1,765)	0	(1,765)
Purpose - To provide funds for community projects																							
Organisational Development		(3,812)		(723)	1,509	(3,025)	(35)	250	(2,810)	(35)	94	(2,752)	(35)	57	(2,729)	(35)	0	(2,764)	(35)	0	(2,764)	(35)	(2,799)
Purpose - To provide funding for one off corporate projects or invest to save initiatives																							
Waste and Recycling		(271)		0	110	(161)	0	80	(81)	0	81	(0)	0	0	(0)	0	0	(0)	0	(0)	0	0	(0)
Purpose - To fund the later years of the Env Services contract																							
Planning Delivery Grant		(38)		0	38	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Purpose - To enable and encourage the delivery of improved planning services																							
Housing Planning Delivery Grant		(239)		0	239	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Purpose - To enable and encourage the delivery of improved planning services																							
Green renewals - Breckland House		(67)		(12)	15	(64)	(12)	23	(53)	(12)	21	(44)	(12)	15	(41)	(12)	13	(40)	(12)	16	(12)	16	(36)
Purpose - To meet commitments not covered by the annual maintenance programme																							
Offices renewals - The Guildhall		(108)		(12)	17	(103)	(12)	38	(77)	(12)	5	(84)	(12)	31	(65)	(12)	5	(72)	(12)	19	(12)	19	(65)
Purpose - To meet commitments not covered by the annual maintenance programme																							
Salary		(25)		0	10	(15)	0	5	(10)	0	5	(5)	0	5	(0)	0	0	(0)	0	(0)	0	0	(0)
Purpose - To finance maternity leave & budget variations (ie: grade changes)																							
LABGI		(135)		0	66	(70)	0	59	(11)	0	0	(11)	0	0	(11)	0	0	(11)	0	(11)	0	0	(11)
Purpose - To fund schemes that encourage business growth and development																							
Area Based Grant		(269)		(17)	261	(25)	0	0	(25)	0	0	(25)	0	0	(25)	0	0	(25)	0	(25)	0	0	(25)
Purpose -																							
Council Tax and Business rates		0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Purpose - Fluctuations re Business Rates Retention																							
Revenue Grants		(329)		(71)	399	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Purpose -																							
John Room House Major Replacements		(8)		(8)	6	(9)	(8)	6	(11)	(8)	6	(12)	(8)	6	(14)	(8)	6	(15)	(8)	6	(17)	6	(17)
Purpose -																							
LDF		0		(388)	388	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Purpose -																							
Total				(12,357)			(10,156)			(9,728)			(9,583)			(9,535)			(9,578)				(9,603)

Sensitivity Analysis

We have calculated a sensitivity analysis of our key variables in order to quantify the potential financial impact on the budget. These sensitivities are shown below.

Return on cash investments sensitivity

One of the most significant factors outside of the Council's control is interest rates, investment income will be closely monitored and our return on investments will not be at the expense of security and liquidity.

Avg rate of return	Average cash balance				
	£9m	£14m	£19m	£24m	£29m
%	Annual investment income (£'s)				
0.000	0	0	0	0	0
0.917	82,491	128,319	174,147	219,975	265,803
1.917	172,491	268,319	364,147	459,975	555,803
2.917	262,491	408,319	554,147	699,975	845,803
3.917	352,491	548,319	744,147	939,975	1,135,803

Not increasing Council Tax sensitivity

The table below details the approximate additional income which would be generated by increasing Council Tax in 2012-13 by differing levels:

Council Tax Increase	Council Tax Level	Additional income Year 1	Cumulative Income over 5 years
£1.00	£65.05	£43,635	£232,000
1.0%	£64.69	£27,926	£147,217
CPI @ 2.6%	£65.72	£72,870	£387,268

Contract Inflation Sensitivity

Inflation trends have increased significantly in the last 12 months and much of the Council's major contracts are in some way linked to differing inflation rates. The table below shows the financial impact of percentage increases/decreases above the inflation rates budgeted for in 2012-13.

Contract Area	% inflation increase/decrease compared to budgeted figure			
	+/- 0.5%	+/- 1.0%	+/- 1.5%	+/- 2.0%
Waste Collection	£22,510	£45,020	£67,530	£90,040
Leisure Services PFI	£8,887	£17,775	£26,662	£35,550
Planning & Building Control	£9,153	£18,307	£27,460	£36,613
TOTAL	£40,550	£81,102	£121,652	£162,203

Any increase would have a compounding financial effect on future years contract costs.

Additional Capital Expenditure Sensitivity

Additional capital expenditure above that budgeted for creates an additional revenue cost as a result of lost interest on the funds which would previously have been invested. The table below shows the effect of additional capital spend on the revenue budget.

Capital Spend Amount	Additional Cost to Revenue Budget		
	2012-13	2013-14	2014-15
£250,000	£2,048	£2,668	£4,678
£500,000	£4,095	£5,335	£9,355
£1,000,000	£8,190	£10,670	£18,710

If borrowing was required to fund a capital programme this would also have an impact on the revenue budget.

Borrowing of £1m over 10 years would have the following revenue cost per year:

	Year 1	Cumulative 10 year
Interest (based on PWLB rate of 3.67%)	£36,700	£367,000
Provision for repayment of principal	£100,000	£1,000,000
Total Revenue Cost	£136,700	£1,367,000

Business Rates Retention sensitivity

At the present time we are awaiting the final outcome following consultation and once confirmed this will need to be factored into the budget for future years. Sensitivity will be calculated once outcomes have been confirmed.

Council Tax Benefit Demand sensitivity

At the present time we are awaiting the final outcome following consultation and once confirmed this will need to be factored into the budget for future years. Sensitivity will be calculated once outcomes have been confirmed.

Gas & Electric Sensitivity

If electricity & gas prices were to rise by ESPO predictions this would increase costs by around £14k for electricity & £5k for gas in 2012-13.



Capital Strategy

PART 1

1.0 INTRODUCTION

Following best practice Breckland Council is required to renew its Capital Strategy on an annual basis. This ensures a strategy that maintains a strong and current link to our Business Plan.

The political climate has changed dramatically following the formation of the coalition government. Although central assessment of Local Government performance will undergo significant change, with the cessation of Comprehensive Area Assessment, the requirement for authorities to have a sound Capital Strategy does not diminish. Reduced government funding will impact on already limited financial resources, making the Capital Strategy an essential tool for the Council to focus its capital resources on outcomes that deliver maximum benefit to council tax payers in the district.

For the benefit of the reader the strategy has 3 key parts;

- Introduction
- Core Strategy
- Strategic Context

Please have a read of our strategy and we hope it provides you with the understanding you seek with regards to how we will manage the capital resources at our disposal to deliver our priorities.

PART 2**2.0 CORE STRATEGY**

This Core strategy explains how we will manage our capital resources to deliver our current and foreseeable capital programme.

From 2012 to 2015 the Council is likely to need significant investment to advance the priorities stated within its business plan and will need to adopt a responsive and flexible approach to how it invests in services.

In order to do this we recognise a need to deliver efficiencies, seek additional funding and periodically review both the consumption of our capital resources and our stated priorities. We will ensure this happens through these 4 core principles,

Principle 1 – Managing the impact of investment decisions on our revenue budgets
We will do this by,
<ul style="list-style-type: none"> Ensuring capital investment decisions do not place additional pressure on Council Tax or our Medium Term Financial Plan Promoting capital investment which allows either invest to save outcomes or generates a revenue and/or capital return
Principle 2 – Optimise the availability of capital funding where that funding supports the priorities of Breckland Council
We will do this by,
<ul style="list-style-type: none"> Disposal of surplus assets and use them to reinvest Have effective working relationships with potential funders Listen to and support effective partnering arrangements
Principle 3 – Ensure we have effective pre and post project appraisal
We will do this by,
<ul style="list-style-type: none"> Ensuring a system of competition exists for project approval Fully consider project risk Carefully consider Value for Money and Efficiency of every project
Principle 4 – Performance manage our capital programme
We will do this by,
<ul style="list-style-type: none"> Integrating the capital programme into our performance management framework Ensure our capital schemes use appropriate project management tools Ensure responsibility for the delivery of the capital programme is clearly defined

PART 3

3.0 STRATEGIC CONTEXT

3.1 Aims

The specific aims of this strategy are to ensure:

- Physical assets and related resources are efficiently and effectively used to support the Breckland Council Business Plan. These inputs will then be reviewed against the outputs from capital schemes to demonstrate Value for Money;
- Issues related to property and other assets are fully reflected in the Council's planning, specifically adequate funds for maintenance are available;
- The strategy itself is a useful tool to assist stakeholders understanding of the Council's decision making process and project management of its capital investments;
- Adequate provision is made for delivering corporate priorities and demonstrated through effective resource allocation;
- Invest to save and invest to earn projects are encouraged;
- The Council works within the prudential code framework and demonstrates robust and linked capital and treasury management;
- Review of the asset management plans to identify surplus assets which can move through a disposal process to generate new capital resources;
- Capital spending plans are affordable and integrated with the Medium Term Financial Plan;
- Support for our partners by acting as an enabler in drawing down external funding for community projects. To further act as a match fund provider.
- Encourage inward investment into the district and innovative approaches to investment such as partnerships with the Private Sector and creation of new delivery vehicles

3.2 Strategic Links

This strategy is a high level summary of Breckland Council's approach to capital investment in the future of our District. It guides the development of service capital plans, and sets out the policies and practices that the authority uses to establish, monitor and manage the Council's capital programme, in line with the Medium Term Financial Plan. Like the Medium Term Financial Plan it is driven by the Breckland Council Business Plan supported by departmental Annual Delivery Plans and Service Team Plans.

The priorities below provide the backdrop to the Medium Term Financial Plan (MTP) which in turn ensures all new resources, be it revenue or capital, are allocated through the principles on which it is based.

Table 1 –Priorities

Priorities
To have pride in Breckland
To develop stronger communities
To support our local economy
To be an entrepreneurial Council

This strategy is linked to a number of corporate strategies and initiatives, underpinned by the Breckland Council Business Plan. The key strategies and initiatives impacting on capital are:

- Sustainable Community Strategy
- Local Development Framework
- Treasury Management and Investment Strategy
- Medium Term Financial Plan
- ICT Strategy
- Asset Management Plan
- Procurement Strategy
- Risk Management Strategy
- Building Futures, meeting needs - Breckland Housing Strategy
- Contaminated Land Strategy
- Local Area Agreement - Norfolk Ambition 2003 – 2023
- The Environment Strategy
- Integrated development Plan
- Community Infrastructure Levy/Section 106

Capital projects are required to demonstrate a clear link with the Council's aims & priorities with many projects linking to more than one of the five key themes.

In pursuit of its corporate priorities Breckland does not have a specific "statutory duty" to undertake economic development activities. However, in the Local Government Act 2000 all local councils were given legal powers to allow them to safeguard the economic, social and environmental well-being of their areas and the Economic Development Service Priorities are detailed within the Economic Development Service Team Plan

3.3 Asset Management

In order to protect the Council's investment in property, the Asset Management Section will update the Corporate Asset Management Strategy that details the existing asset management arrangements and plans to improve corporate asset use. Part of this document is a register of all of the property assets. An assessment of the level of maintenance required for the properties has been made and this assessment will feature in both capital and revenue budgets, as it is important that the quality of the stock is maintained in order to sustain performance. It is important to remember that the income generated by the Commercial Property Account supports other spending in the district and helps keep the council tax low. The Corporate Asset Management Strategy features performance targets which are reviewed on a monthly basis with the relevant Executive Member. The Council's Investment Assets are valued at £21m @ 01.04.2011 and the Council's other Land and Property is valued at £28m @ 01.04.2011. The Corporate Asset Management Strategy will be approved separately to this strategy and will inform the revenue budget and capital programme. The new and revised Corporate Asset Management Strategy will incorporate a re-investment strategy as a sub-document and confirm the objectives of the strategy once further work is carried out on the Council's existing property portfolio to ensure the re-investment strategy fits with the wider objectives of the Corporate Asset Management Strategy. Any projects identified will need to be assessed against other capital projects when the Council develops its capital programme.

The Authority has identified surplus land and property which it is in the process of disposing of. This not only brings in a capital receipt but maintenance costs and liabilities are reduced. As a principle we will release funding from under-utilised assets. The regular review and identification of surplus asset disposals forms part of the scope of work carried out by the CAMWG (Corporate Asset Management Working Group) who meet on a regular basis. There is also an annual review of the asset register which is undertaken by the Asset Manager.

Table 4 – Breckland Council's Fixed Assets

Asset Type	Valuation	
	£'000s 2010	£'000s 2011
Community	525	390
Held for Sale	0	975
Infrastructure	66	0
Investment	22,097	20,735
Intangible	1,314	1,463
PPE	34,178	31,673
Total	58,180	55,236

This table sets out the balance sheet value of assets by category as at 31st March 2011 for the last 2 years (following change in categorisation under IFRS)

The ICT Strategy, is used to manage the assets which are the computer system and infrastructure. The ICT infrastructure (including servers and desktop) is currently under review within the ICT Strategy in light of changing service delivery requirements. The way the Council manages its financial assets/investments is covered separately by the Treasury Management and Investment Strategy. The Council will consider the use of its compulsory purchase powers to assist with land assembly where there is a clear community benefit.

3.4 **Capital Resources**

The Local Government Act 2003 – which includes the legislation for the capital finance system – does not specify what precisely constitutes capital expenditure. Instead it:

- Refers to “expenditure of the authority which falls to be capitalised in accordance with proper practices”.
- Enables the Secretary of State to prescribe by regulation which local authority expenditure shall be treated as capital expenditure and which shall not be treated as capital expenditure
- Enables the Secretary of State to prescribe by regulation that the spending of a particular local authority shall – or shall not – be treated as capital expenditure

The Council will set a de minimus limit of £20,000 for expenditure to be considered for capitalisation. The following categories of expenditure will require capital resources to fund their purposes:

- The acquisition, reclamation, enhancement or laying out of land exclusive of roads, buildings or other structures
- The acquisition, construction, preparation, enhancement or replacement of roads, buildings and other structures
- The acquisition, installation or replacement of movable or immovable plant, machinery and apparatus and vehicles and vessels
- The making of advances, grants or other financial assistance towards expenditure incurred or to be incurred on items detailed in points 1 to 3 above or on the acquisition of investments
- The acquisition of share capital or loan capital
- The issue of loan instruments in respect of which not all repayments by the authority are due within 1 year of issue
- Works to increase substantially the thermal insulation of a building
- Works to increase substantially the extent to which a building can be used by a disabled or elderly person
- The acquisition of computer software, plus the in-house preparation of it, provided that the intention is to use the software for at least 1 year

Regulations state that expenditure on repair and maintenance which does not increase the life, value or extent of use of an asset is not deemed as capital expenditure. The de minimus is not applicable to capital grants which may be of any value and are made as a contribution to a larger capital scheme. The Council sometimes receives directives that grant contributions are to be applied as Capital expenditure. Should such directives be received, the Council will treat the grant as capital expenditure if the spend is deemed to meet grant conditions. From time to time the Council needs to buy vehicles and equipment and a de-minimis of £10,000 is applicable to vehicles and equipment

Balance of Funding

Table 2 sets out the position of the Capital Financing Requirement (CFR), adjusted for expected capital programme spend and forecast sources of funding as at December 2011. By March 2015 the Council’s underlying borrowing requirement reduces as shown in table 2 and indicates the amount Breckland would have to spend before needing to borrow to fund further capital expenditure. This indicates little scope for further capital investment and the CFR will need to be monitored closely to ensure future capital expenditure remains affordable. The opening and closing balances include adjustments for PFI and Finance Leases which effectively reduce the available capital resources until such time as principal payments are received.

The available balances assume that the Icelandic repayments of £8.145m are repaid in line with the latest distribution forecasts. Were some or all of this not repaid, or if repayment is delayed it would affect the Council's ability to spend.

The Council has a policy of maintaining a low council tax and has no intention to undertake any unsupported borrowing, whilst it still has reasonable capital receipt resources available. Regulations require the Council to approve its 'Prudential Indicators' at least annually.

Table 2 – Summary of Estimated Capital Resources

Resources	2011/12 (£'000s)	2012/13 (£'000s)	2013/14 (£'000s)	2014/15 (£'000s)
Opening Balance	(2,881)	(693)	2,017	6,816
Movement in year	2,188	2,710	4,799	1,483
CFR as per Prudential Code	(693)	2,017	6,816	8,299
PFI Liability	(9,660)	(9,492)	(9,315)	(9,129)
Underlying Borrowing requirement	(10,353)	(7,475)	(2,499)	(830)

* based on assumed levels of activity at December 2011 (not yet approved)

Capital Receipts

The forward availability of capital receipts will play an important part in both the timing and scope of the capital programme. The Council is looking to manage its assets in such a way as to obtain best value. In some cases this may mean seeking a planning permission to change the use and increase the land value, however the Council would then either seek a partner to deliver the necessary residential units or dispose of the asset at the increased value. The Council is also looking at innovative ways of creating income such as investigating Local Asset Backed Vehicles where private sector funds are levered in on the basis of the assets included by the public sector to create a vehicle to manage and deliver increased investment and receipts. Where revenue costs are incurred to create a capital receipt, up to 4% of the receipt may be used to offset the costs of generating that receipt

Section 106 – Planning obligations

When the Council adopts land for open space or play area the developer pays a commuted sum under a 'section 106 agreement'. This is held on the balance sheet and the interest earned is transferred to the revenue account to offset the future maintenance costs of the recreation asset. The Council has wider powers under section 106 to provide infrastructure and facilities to support the local community, and employs an officer dedicated to supporting this function.

In addition to S106 agreements, the Council will charge a Community Infrastructure Levy as a means of resolving strategic funding gaps between those items of infrastructure which will be covered by established (public) funding streams and the remaining infrastructure requirements which will deliver sustainable development. The exact detail of the charging mechanism and the administration of the scheme is work in progress.

External Grants and Contributions

The partnership approach to service delivery is a core belief of the Council. Through its services, partnership working, supportive funding and innovation, the Council will seek to attract investment into the District. Breckland has a Capital Match Funding reserve which it uses to support community and economic development projects. 100k per annum is allocated in the capital programme. We seek to maximise external funding to support our programme. This tends to be for specific purposes. Both through European funding, and working with public and private sector partners we are able to make better use of Council money. Although European funding remains an option in the future, central government funding is likely to be constrained as capital for existing and new programmes is reduced or deleted.

Revenue contributions

The Medium Term Financial Plan does not currently make any provision for an annual revenue contribution in support of capital expenditure. As at 1st April 2011, an unallocated sum of £1.794m revenue funding is available to draw on for match funding capital and revenue projects and this will be kept under review.

Balances and Reserves

Breckland council holds a healthy level of both general and specific reserves. This reflects the robust financial management and policy decisions made in recent years and offers an additional resource to support capital expenditure if necessary.

3.5 Framework for managing and monitoring performance

There are two functions associated with the management of the Capital Programme:-

- Allocation of capital funding
- Monitoring the delivery of the capital programme

Allocation of Capital Funding involves these functions:

- The assessment of the available funding resources
- Assessment of proposed schemes and business cases
- Prioritisation of schemes
- Recommendations of approval of schemes within the programme
- Approval of change control to Capital schemes where this changes funding requirements

These functions will be undertaken by Corporate Management Team/Cabinet/Council. In summary the capital budget is agreed annually along with any revenue implications, which are factored into revenue planning. The budget is set in accordance with the timetable laid out in the Medium Term Financial Plan. The programme is approved by Council in December to allow schemes to commence during the following year. Cabinet will consider the prioritisation of capital schemes before recommending budgets for approval. A Bidding Form is used for all capital projects to enable indicative funding to be allocated to projects. This is followed up by a more detailed Project initiation Document (PID) prior to release of funding to ensure the project is deliverable.

Monitoring of the delivery of the Capital Programme involves these functions:

- Approval of the individual project initiation documents (PID) for each scheme
- Regular review of project progress and forecasting including achievement of key milestones, outputs and outcomes
- Management of risks and issues
- Removal of barriers to delivery
- Approval of any changes to schemes not requiring funding changes
- Reporting on required funding changes
- Post implementation review taking account of any corporate learning opportunities

These functions will be delivered by the Business Improvement Sub-Committee (Revised Terms of reference agreed Cabinet April 5th 2011). Key staff charged with responsibility for delivery will be invited to attend the meeting as appropriate. The groups will meet on a quarterly cycle or more often if required

Budgets for individual schemes are assigned to lead officers who are responsible for delivering the project on time and to budget. The lead officers are responsible for managing capital projects, including Capital bid forms, PID's, procurement, contract management, and post implementation reviews.

Progressing schemes in accordance with agreed timescales is an important aspect to managing the capital programme. Costs incurred compared to budget are monitored on a monthly basis in line with revenue budgetary control.

Progress against the capital programme is reported to the Business Improvement Sub-Committee on a quarterly basis as a minimum and more often as required. This allows a continuous cycle of monitoring and forecasting. The bidding round will be conducted annually so that every year the 3 year programme is reviewed and refined and reflects the latest corporate priorities.

Performance measurement

The Council is determined to ensure high quality customer-focused services for all our residents and visitors to Breckland. The Council also wants services to continue getting better year by year.

Capital projects identify milestones and key outputs and these are used to integrate the delivery of Capital projects into the performance management framework.

Project Evaluation

All capital projects need to be appraised according to existing project management guidance to inform the decision making process. Options appraisals are also required to ensure value for money in achieving the project objectives and realising benefits. Matters to be considered within the capital bidding process are:

- Council Objective/Priority
- Whole life cost of the proposal including the revenue effects *
- Affordability and source of funding
- Partnership involvement
- Options appraisal
- Project appraisal
- Risks
- Improvements in service delivery
- Customer facing outcomes

- Other benefits and success criteria
- Efficiencies
- In principle support from the Director and Cabinet Portfolio Holder
- Exit strategy
- Timescales

* Whole Life Costing (WLC) is defined in ISO Standard 15686-5. WLC shifts the emphasis of capital appraisal from comparing alternative construction/acquisition costs to a Value for Money approach by reviewing comparative costs over the life of the scheme. WLC will not always be appropriate for all prescribed aspects of the Council's capital programme.

Project evaluation should include the following activities:

- Feasibility
- Appraisal (to include report, financial appraisal, risk appraisal)
- Budget
- Monitoring and review
- Outturn

This will ensure that any capital scheme that feeds into the programme will comply with the principles of the Prudential Code:

- Affordability
- Sustainability
- Prudence

3.6 **Risk**

The Council is faced with diminishing capital finance and reduced access to grants and external funding which means the Council will need to monitor spend against available funds carefully to ensure that it does not spend or commit in advance of receiving funding. The Capital Financing Requirement (CFR) will need to be monitored carefully.

All capital projects will have a risk log that is regularly reviewed and updated. All risks that may affect a project must be considered. These can include political, economic, legal, technological environmental and reputational as well as financial. Large projects will be managed in accordance with Prince 2 principles that have been adopted by the Council.

A specific risk as a VAT registered body is the recovery of exempt VAT only up to a value of 5% of all the VAT it incurs. This is known as the de-minimis limit. Monitoring and control of exempt input tax is essential for the council as where exempt input tax exceeds the 5% limit the whole amount is irrecoverable and will represent an additional cost to the council. Each capital investment will be closely reviewed to assess its VAT implications.

The Council is relying on the court system in Iceland to determine how much of the Council's original deposits in Glitner and Landesbanki will actually be returned. The Winding Up Boards are unable to distribute funds until legal issues have been resolved.

3.7 **Sustainability**

Breckland Council is always mindful of proposals put forward by the Department of Communities and Local Government. In conjunction with targets being proposed for all new homes to meet energy/carbon standards, Breckland is committed to exploring the technologies for reducing carbon emissions for non-residential new builds.

3.8 **Environmental issues**

The Council launched its Environment Strategy in 2008, which set challenging targets for reducing the Councils impact on the environment. The Environment Strategy action plan is regularly reviewed and developed in conjunction with Service Managers via the Green Agenda Officer Group. A separate Member task force Panel (Green Agenda Development Panel) also scrutinises developments in this area and endorses projects prior to the Cabinet Process

3.9 **Procurement**

The purchase of capital assets should be conducted in accordance with the Procurement Strategy, ensuring value for money, legality and sustainability at all times. Contract standing orders and rules governing the disposal or write off of assets are contained in the Constitution which is continuously reviewed.

3.10 **Value for Money**

The Council recognises that effective procurement lies at the heart of delivering value for money and is essential if the Council is to obtain real improvements to quality and service costs. The Council seeks to achieve value for money by applying rigorous procurement standards in the selection of suppliers and contractors to ensure efficiency, economy and effectiveness is received throughout the life of a contract. The significant resources applied to capital expenditure require the adopted principles of value for money to be at the heart of our capital strategy. Specifically we will seek to strengthen the outcome indicators as part of post project reviews.

3.11 **Disposals**

Any proceeds from the disposal of assets such as land in excess of £10,000 are determined as a 'capital receipt'. The policy to sell small pockets of land often brings in income of less than £10,000. This income is classed as 'revenue income' and is posted to the revenue income and expenditure account.

3.12 **Equality**

As part of preparing the Capital Strategy we have completed an Equalities Impact Assessment. We recognise and value the diversity in our community and the contribution that people from different backgrounds and cultures bring to the development and wellbeing of our district. Breckland Council is therefore committed to principles of equality in its capacity as an employer and service provider to all sections of the community.

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SCHEMES	2011/12 original	2011/12 Revised	2012/13	2013/14	2014/15	Total budget 2011/12 - 2014/15	Funding	Net Breckland contribution
	£	£	£	£	£	£	£	£
Disabled Facilities Grants	516,086	756,000	673,000	673,000	673,000	2,775,000	(1,665,000)	1,110,000
Decent Homes Grants	394,919	100,000	300,000	182,215	98,060	680,275	(680,275)	-
John Room House Conversion	27,360	27,360	-	-	-	27,360	-	27,360
Affordable Housing	250,000	-	500,000	250,000	250,000	1,000,000	-	1,000,000
Victory Park, Attleborough	18,207	18,207	-	-	-	18,207	-	18,207
Castle Acre - Land Purchase	261,945	261,945				261,945	-	261,945
Asset Management Plan	73,737	73,737	75,000	75,000	75,000	298,737	-	298,737
Audley Court	-	681,000				681,000		681,000
Transfer of Play Areas - Swaffham	60,275	60,275	-	-	-	60,275	(29,833)	30,442
Transfer of Play Areas - Thetford	174,270	174,270				174,270	-	174,270
Transfer of Play Areas - Attleborough	80,961	80,961				80,961	(63,396)	17,565
Transfer of play Areas Watton	22,136	22,136				22,136	-	22,136
Street Lighting	400,000	400,000	200,000	200,000	200,000	1,000,000	-	1,000,000
Planning and Building Control – TLC & GEODSYS	6,171	6,171	-	-	-	6,171	-	6,171
Web Site	9,789	9,789	-	-	-	9,789	-	9,789
Finance projects	23,720	23,720	-	-	-	23,720	-	23,720
Govt Connect ph 3	11,239	11,239	-	-	-	11,239	-	11,239
Licensing	7,413	7,413	-	-	-	7,413	-	7,413
Customer services telephony - Dereham	59,748	59,748	-	-	-	59,748	-	59,748
VM Ware	25,177	25,177	-	-	-	25,177	-	25,177
LAGAN upgrade	41,670	41,670	-	-	-	41,670	-	41,670
Projectors	790	790	-	-	-	790	-	790
Members ICT	34,020	34,020	-	-	-	34,020	-	34,020
ARP Contribution to ICT and server Refresh	19,906	-				-	-	-
ARP set up costs St.Eds - BDC led	17,205	17,205				17,205	-	17,205
Disaster Recovery	124,547	124,547				124,547	-	124,547
Funding not yet released								
Transfer of play Areas Dereham	137,587	137,587				137,587	-	137,587
ICT Strategy /refresh	173,613	126,113	147,500	100,000	100,000	473,613	-	473,613
Air quality/noise monitoirng equipment	-		50,000			50,000		50,000
Planning and Building Control	-	128,110				128,110	-	128,110
Car park resurfacing	-		226,670	226,670	226,670	680,010	-	680,010
MTF - Riverside Regeneration	-		1,500,000	4,500,000	448,089	6,448,089	(190,697)	6,257,392
Total Commissioning	2,972,491	3,409,190	3,672,170	6,206,885	2,070,819	15,359,064	(2,629,201)	12,729,863
CCTV equipment	8,742	8,742				8,742	(8,742)	-
Skate Park Land	-	23,000				23,000	(25,000)	(2,000)
Match funding - unallocated budget	148,572	148,572	100,000	100,000	100,000	448,572	-	448,572
Match funding - Eccles garnier Hall	2,369	2,369				2,369	-	2,369
Matched Funding - Scarning Pre-School	2,000	2,000				2,000	-	2,000
Matched Funding - Hardingham Village Hall	20,000	20,000				20,000	-	20,000
Matched Funding - Swanton Morley Cricket Club	19,000	19,000				19,000	-	19,000
Matched Funding - Diss Rugby Club	20,000	20,000				20,000	-	20,000
Total Place and Governance	220,683	243,683	100,000	100,000	100,000	543,683	(33,742)	509,941
Total Capital Programme Costs NB - 12/13 funding onwards is not yet released.	3,193,174	3,652,873	3,772,170	6,306,885	2,170,819	15,902,747	(2,662,943)	13,239,804

Capital receipts	2011/12	2012/13	2013/14	2014/15	Total budget 2011/12 - 2014/15
	£	£	£	£	£
PFI repayments	159,154	167,734	176,778	186,309	689,975
Easement -Linmore Court, Threxton Road Ind Estate, Watton	60,000				60,000
St Andrews close Old Buckenham	112,000				112,000
Release of restrictive covenant's at 46 Manor Close, Hockering	18,000				18,000
Castle Acre			745,000		745,000
Dereham pool	425,000				425,000
1 West Road Watton	10,000				10,000
					-
Total	784,154	167,734	921,778	186,309	2,059,975

Specific Funding	2011/12	2012/13	2013/14	2014/15	Total budget 2011/12 - 2014/15
	£	£	£	£	£
Decent Homes/Enhancement Loans and grants	100,000	300,000	182,215	98,060	680,275
Disabled Facilities Grants	453,600	403,800	403,800	403,800	1,665,000
CCTV Van	8,742				8,742
Play areas - commuted sums	93,229				93,229
Riverside Regeneration		190,697			190,697
Skate park	25,000				25,000
Total	680,571	894,497	586,015	501,860	2,662,943

Forecast Capital Financing Requirement (CFR)

The Capital Financing Requirement (CFR) is a measure of the Council's underlying need to borrow. Whilst this remains a negative figure there is

no borrowing requirement. However once this figure becomes positive borrowing will be required

	2011-12 £'000	2012-13 £'000	2013-14 £'000	2014-15 £'000
Opening CFR	(2,881)	(693)	2,017	6,816
Movement in year (This is capital spend offset by capital receipts and specific funding, shown above)	2,188	2,710	4,799	1,483
PFI Liability	(9,660)	(9,492)	(9,315)	(9,129)
CFR - Underlying Borrowing requirement	(10,353)	(7,475)	(2,499)	(830)

Currently no requirement to borrow to fund this capital programme

Potential Future Capital Receipts

The capital receipts shown in the table below are not included within the capital programme and therefore are not included

within the capital financing requirement (CFR) calculation.

If these receipts are generated, then this will make additional funds available for capital spend

Capital Receipts	Not included in CFR above		
	2012/13	2013/14	2014/15
Victory park (Based on total receipt of £8.5m)	50,000		5,046,000
Castle acre (potential uplift amount)			1,050,000
Total Potential Future Capital receipts	50,000	0	6,096,000