

## Resources Directorate

## Finance, Assets and Legal

Service	Base Budget	Base Budget	Variance
	2022/23	2023/24	£ Base to Base
	£		£
Industrial Estates	(146,800)	(193,265)	(46,465)
Surveyors Allotments	2,900	9,900	7,000
Parklands	(29,392)	0	29,392
Revenue Services	416,116	588,136	172,020
Benefits Subsidy	0	0	0
Non Distributed Costs	265,496	265,496	0
Estates	313,916	340,453	26,537
Admin Buildings	262,263	241,747	(20,516)
Corporate Finance	501,010	611,167	110,157
Insurance & Risk Management	211,059	152,546	(58,513)
Internal Audit	80,000	84,000	4,000
Chalets/Beach Huts	(185,701)	(217,576)	(31,875)
Investment Properties	(20,500)	(79,792)	(59,292)
Central Costs	94,080	54,413	(39,667)
Corporate & Democratic Core	229,700	355,578	125,878
Members Services	530,613	579,193	48,580
Legal Services	223,585	577,160	353,575
Ad Finance, Assets & Legal	80,898	93,327	12,429
<b>Total Net Costs</b>	<b>2,829,243</b>	<b>3,462,483</b>	<b>633,240</b>
Capital Charges	1,052,892	1,052,892	0
IAS19 Adjustment	(265,496)	(265,496)	0
Support Service Charges In	596,844	533,323	0
Support Service Charges Out			0
<b>Total Net Cost of Services</b>	<b>4,213,483</b>	<b>4,783,202</b>	<b>633,240</b>

## General Fund service Area Summaries 2023/24 Base

## Resources

## Ad Finance, Assets &amp; Legal

	Base Budget 2022/23	Base Budget 2023/24	Movement Base to Base	Explanation for Movement
	£	£	£	
<b>Industrial Estates</b>				
Gross Direct Costs	44,200	45,755	1,555	£22,970 Increased Premises Insurance costs. (£715) Saving on Utilities. (£4,000) Savings on Rent/Hire of Buildings. (£4,600) Saving on Business Rates. (£4,000) Other Profession Fees Saving and (£8,100) Marketing Saving.
Capital Charges	19,246	19,246	0	No Variance.
Gross Direct Income	(191,000)	(239,020)	(48,020)	(£24,500) Increase in rental Income. (£5,710) increase in Service Charge income. (£17,810) increase in Charges - Other Recoverable Income (to offset increased insurance premiums).
Support Service Charges	89,740	99,700	9,960	
	<b>(37,814)</b>	<b>(74,319)</b>	<b>(36,505)</b>	
<b>Surveyors Allotments</b>				
Gross Direct Costs	3,000	10,000	7,000	Budget transferred from Parklands - budget no longer needed to cover future expenditure on Church walls.
Gross Direct Income	(100)	(100)	0	No Variance.
Support Service Charges	18,660	20,750	2,090	
	<b>21,560</b>	<b>30,650</b>	<b>9,090</b>	
<b>Parklands</b>				
Gross Direct Costs	36,768	0	(36,768)	Parklands has been sold, £7,000 of budget transferred to Surveyors Allotments, £4,418 transferred to Admin Buildings - Cromer, the remainder of the budget totalling £25,350 has been given up as savings.
Capital Charges	0	0	0	No Variance.
Gross Direct Income	(66,160)	0	66,160	Parklands has been sold.
Support Service Charges	47,560	0	(47,560)	
	<b>18,168</b>	<b>0</b>	<b>(18,168)</b>	
<b>Revenue Services</b>				
Gross Direct Costs	870,246	1,042,266	172,020	£22,922 transferred from Planning to cover Revenues Officer Post. £141,401 Employee inflation (including Travel). £7,397 Computer Purchasing software/hardware to automate process.
Gross Direct Income	(454,130)	(454,130)	0	No Variance.
Support Service Charges	605,740	669,580	63,840	
	<b>1,021,856</b>	<b>1,257,716</b>	<b>235,860</b>	
<b>Benefits Subsidy</b>				
Gross Direct Costs	19,857,260	16,930,262	(2,926,998)	Based on mid-year estimate.
Gross Direct Income	(19,857,260)	(16,930,262)	2,926,998	Based on mid-year estimate.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Non Distributed Costs</b>				
Gross Direct Costs	265,496	265,496	0	No Major Variances
IAS19 Adjustment	(265,496)	(265,496)	0	No Major Variances
	<b>0</b>	<b>0</b>	<b>0</b>	

	Base Budget 2022/23	Base Budget 2023/24	Movement Base to Base	Explanation for Movement
	£	£	£	
<b>Estates</b>				
Gross Direct Costs	313,916	340,453	26,537	See <b>Note A</b> below:
Support Service Charges	(313,916)	(340,453)	(26,537)	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Note A: £21,307</b> Employee inflation. £2,740 Increase to Engineering Insurance. £5,990 Increase in premises insurance. £1,500 Increase in Travelling Allowance. (£5,000) Saving in relation to Other Professional Fees.				
<b>Admin Buildings</b>				
Gross Direct Costs	590,702	613,848	23,146	See <b>Note A</b> below: No Variance.
Capital Charges	43,174	43,174	0	
Gross Direct Income	(328,439)	(372,101)	(43,662)	See <b>Note B</b> below:
Support Service Charges	(238,177)	(219,650)	18,527	
	<b>67,260</b>	<b>65,271</b>	<b>(1,989)</b>	
<b>Note A:</b> £4,937 Transferred from Parklands and Itteringham to increase Repairs & Maintenance Budget, Additional Growth of £1,614 requested. £3,307 Inflation in relation to Utilities. £17,788 Inflation in relation to Premises Insurance. £14,674 Inflation in relation to Internal Service Charges. (£4,152) Transferred to Public Conveniences, (£3,089) Transferred to Other Lettings. (£3,333) Saving in relation to Business rates. (£7,600) Saving in relation to Rent/Hire/Purchase of land (N Walsham Kings Arms Street).				
<b>Note B:</b> (£10,000) Increase in rental income, (£21,916) Increase in Service Charge income, (£16,580) Increase in Charges - Other Recoverable Income (to offset insurance premiums), (£14,674) Increase in Internal Income (Service Charge). £19,508 Growth in relation to Rental Income for N.Walsham Kings Arms Street.				
<b>Corporate Finance</b>				
Gross Direct Costs	501,010	611,167	110,157	£46,096 Transferred from Property Services in relation to Procurement Officer post. £53,565 Employee inflation. £13,065 relates to an error within last years subscription budget, offset by (£2,569) savings.
Capital Charges	13,631	13,631	0	
Support Service Charges	(514,641)	(624,798)	(110,157)	No Variance.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Insurance &amp; Risk Management</b>				
Gross Direct Costs	211,059	152,546	(58,513)	£1,855 Inflation on Insurance Premiums, offset by (£60,368) in relation to Public Liability Savings.
Support Service Charges	(211,059)	(152,546)	58,513	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Internal Audit</b>				
Gross Direct Costs	80,000	84,000	4,000	Inflation in relation to Audit Fees.
Support Service Charges	(80,000)	(84,000)	(4,000)	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Chalets/Beach Huts</b>				
Gross Direct Costs	50,599	46,194	(4,405)	(£5,275) Saving in relation to Equipment purchases, offset by minor variances totalling £870 in relation to utilities, insurance and business rates.
Gross Direct Income	(236,300)	(263,770)	(27,470)	
Support Service Charges	102,760	113,390	10,630	(£2,470) Inflation on Charges - Other Recoverable income to offset higher Insurance Premiums. (£25,000) Rental Increase.
	<b>(82,941)</b>	<b>(104,186)</b>	<b>(21,245)</b>	

	Base Budget 2022/23	Base Budget 2023/24	Movement Base to Base	Explanation for Movement
	£	£	£	
<b>Investment Properties</b>				
Gross Direct Costs	172,176	171,841	(335)	See <b>Note A</b> below:
Capital Charges	76,841	76,841	0	
Gross Direct Income	(192,676)	(251,633)	(58,957)	See <b>Note B</b> below:
Support Service Charges	147,150	148,750	1,600	
	<b>203,491</b>	<b>145,799</b>	<b>(57,692)</b>	
<b>Note A:</b> £2,570 Budget transfer from Admin Buildings - Cromer to cover increased NNDR costs. (£5,190) Budget transfer to Public Conveniences. £16,279 Increased Insurance Premiums. £9,139 Increased Serco Grounds Maintenance. (£3,500) Saving Council Tax - Empty Properties. (£3,498) Saving on Utilities. (£13,000) Savings on Marketing - General. (£2,675) Saving on Business Rates. Balance made up of minor variances.				
<b>Note B:</b> (£27,920) Increased income in relation to Charges - Other Recoverable (to offset increased insurance premiums). £2,599 Decreased income in relation to Internal Income (Service Charge). (£32,994) Increased Rental Income. Balance made up of minor variances.				
<b>Central Costs</b>				
Gross Direct Costs	94,080	54,413	(39,667)	(£39,667) Budget Transfers to Commercial Services in relation to Staffing.
Support Service Charges	(94,080)	(54,413)	39,667	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Corporate &amp; Democratic Core</b>				
Gross Direct Costs	229,700	355,578	125,878	£10,028 Inflation for Bank Charges. £112,500 Inflation in relation to 150% Increased Audit Fee. Balance of £3,350 made up of other minor variances.
Capital Charges	900,000	900,000	0	No Variance.
Support Service Charges	1,265,540	1,540,410	274,870	
	<b>2,395,240</b>	<b>2,795,988</b>	<b>400,748</b>	
<b>Members Services</b>				
Gross Direct Costs	530,613	579,193	48,580	£9,530 Employee inflation. £29,050 Increased costs in relation to Members Basic Allowance. £10,000 budget from Reserves for contribution for Youth Council.
Support Service Charges	76,050	87,090	11,040	
	<b>606,663</b>	<b>666,283</b>	<b>59,620</b>	
<b>Legal Services</b>				
Gross Direct Costs	553,481	622,160	68,679	£73,145 Increased employee Costs. (£4,466) Expenditure Budget moved to reduce Direct Income Budget.
Gross Direct Income	(329,896)	(45,000)	284,896	£4,466 Expenditure Budget allocated to reduce Direct Income Budget. £295,430 Growth due to loss of Kings Lynn contract. (£15,000) Additional Income if staffing budget agreed.
Support Service Charges	(223,585)	(577,160)	(353,575)	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Ad Finance, Assets &amp; Legal</b>				
Gross Direct Costs	80,898	93,327	12,429	Inflation in relation to employee costs.
Support Service Charges	(80,898)	(93,327)	(12,429)	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Finance, Assets &amp; Legal</b>	<b>4,213,483</b>	<b>4,783,202</b>	<b>569,719</b>	

## Resources Directorate

## Organisational Resources

<b>Service</b>	<b>Base Budget 2022/23 £</b>	<b>Base Budget 2023/24 £</b>	<b>Variance Base to Base £</b>
Car Parking	(1,809,799)	(2,021,134)	(211,335)
ICT - Support Services	1,802,688	1,822,151	19,463
Poppyfields Canteen	22,814	22,814	0
Property Services	596,813	665,040	68,227
Playgrounds	77,200	92,635	15,435
Community Centres	5,800	10,520	4,720
Tourist Information Centres	65,410	80,027	14,617
Public Conveniences	603,314	753,197	149,883
Digital Transformation	164,485	138,675	(25,810)
Reprographics	75,389	78,393	3,004
Customer Services - Corporate	912,194	1,011,771	99,577
Ad Organisational Resources	76,955	89,244	12,289
<b>Total Net Costs</b>	<b>2,593,263</b>	<b>2,743,333</b>	<b>150,070</b>
Capital Charges	393,677	393,677	0
Support Service Charges In	(2,817,018)	(2,946,358)	(129,340)
Support Service Charges Out			0
<b>Total Net Cost of Services</b>	<b>169,922</b>	<b>190,652</b>	<b>20,730</b>

## General Fund service Area Summaries 2023/24 Base

## Resources

## Ad Organisational Resources

	Base Budget 2022/23	Base Budget 2023/24	Movement Base to Base	Explanation for Movement
	£	£	£	
<b>Car Parking</b>				
Gross Direct Costs	963,000	1,011,665	48,665	See <b>Note A</b> below:
Capital Charges	75,820	75,820	0	
Gross Direct Income	(2,772,799)	(3,032,799)	(260,000)	(£10,000) Increased income in relation to concessions (Rents - Land). (£250,000) Increase in relation to Credit Card Income.
Support Service Charges	149,690	187,090	37,400	
	<b>(1,584,289)</b>	<b>(1,758,224)</b>	<b>(173,935)</b>	

**Note A:** (£2,900) Saving in relation to Repairs & Maintenance. £6,100 Inflation on Grounds Maintenance. £55,000 Increase in relation to Business Rates. (£10,000) Decrease in management fee. Balance made up of minor variances.

**ICT - Support Services**

Gross Direct Costs	1,802,688	1,822,151	19,463	See <b>Note A</b> below:
Capital Charges	127,978	127,978	0	No Variance.
Support Service Charges	(1,930,666)	(1,950,129)	(19,463)	
	<b>0</b>	<b>0</b>	<b>0</b>	

**Note A:** £23,907 Budget transfer from IT Business Support. £21,389 Employee inflation. (£31,076) Savings in relation to Computer Purchases Hardware, Software, Licences, Maintenance, Lines/Modems, Consumables. £5,243 Increased costs in relation to Telephone Calls/Rental.

**Poppyfields**

Gross Direct Costs	22,814	22,814	0	No Variance.
Support Service Charges	21,820	22,770	950	
	<b>44,634</b>	<b>45,584</b>	<b>950</b>	

**Property Services**

Gross Direct Costs	606,813	665,040	58,227	See <b>Note A</b> below:
Capital Charges	47,755	47,755	0	
Gross Direct Income	(10,000)	0	10,000	Growth due to error on last years budget.
Support Service Charges	(644,568)	(712,795)	(68,227)	
	<b>0</b>	<b>0</b>	<b>0</b>	

**Note A:** (£46,096) Transferred to Accountancy in relation to Procurement Officer post. £100,776 Employee costs (predominately employee inflation, however also includes growth for Car Parking Officer). £11,042 Increase in relation to Vehicle fuel costs/licences and Travelling Allowance. £3,750 Increased costs in relation to Material Purchases. (£12,000) Savings bid in relation to Other professional fees and Clothing.

	Base Budget 2022/23 £	Base Budget 2023/24 £	Movement Base to Base £	Explanation for Movement
<b>Playgrounds</b>				
Gross Direct Costs	77,200	92,635	15,435	£4,650 Increased SERCO (Grounds Maintenance) costs. £10,000 Increased budget on Playgrounds - Repair. Balance made up of other minor variances.
Support Service Charges	59,340	54,070	(5,270)	
	<b>136,540</b>	<b>146,705</b>	<b>10,165</b>	
<b>Community Centres</b>				
Gross Direct Costs	5,800	10,520	4,720	Increase to insurance premises.
Support Service Charges	16,010	18,140	2,130	
	<b>21,810</b>	<b>28,660</b>	<b>6,850</b>	
<b>Tourist Information Centres</b>				
Gross Direct Costs	95,580	110,197	14,617	£10,799 Employee inflation. £1,533 Increased Business Rates. £1,440 insurance premium increase. Balance made up of minor variances.
Capital Charges	6,040	6,040	0	
Gross Direct Income	(30,170)	(30,170)	0	No Variance.
Support Service Charges	51,550	54,820	3,270	
	<b>123,000</b>	<b>140,887</b>	<b>17,887</b>	
<b>Public Conveniences</b>				
Gross Direct Costs	603,314	753,197	149,883	See <b>Note A</b> below:
Capital Charges	82,028	82,028	0	
Support Service Charges	190,120	214,450	24,330	
	<b>875,462</b>	<b>1,049,675</b>	<b>174,213</b>	
<b>Note A:</b> £9,342 Transferred from N Walsham Kings Arms Street £4,152 & Itteringham £5,190. £38,000 Increased costs in Repairs and Maintenance. £74,048 Increased costs in relation to Grounds Maintenance and Contract Cleaning. £5,250 Increase costs in relation to Cleansing Contract. £5,339 Cost increase in relation to Utilities. £15,440 Insurance Premium costs. £10,000 Increase in relation to Legionella Surveys. (£2,599) Budget decrease in relation to Internal Service Charges. (£4,937) Saving in relation to Business Rates.				
<b>Digital Transformation</b>				
Gross Direct Costs	164,485	138,675	(25,810)	(£23,907) Budget transfer to ICT Support Services. (£1,903) Staff savings.
Support Service Charges	388,280	398,690	10,410	
	<b>552,765</b>	<b>537,365</b>	<b>(15,400)</b>	
<b>Reprographics</b>				
Gross Direct Costs	82,889	82,393	(496)	£4,504 Employee inflation. (£1,500) Saving in relation to Stationery - Paper. (£3,500) Expenditure budget moved to offset reduction in income target.
Capital Charges	0	0	0	
Gross Direct Income	(7,500)	(4,000)	3,500	Expenditure budget moved to offset decrease in income recovered.
Support Service Charges	(75,389)	(78,393)	(3,004)	
	<b>0</b>	<b>0</b>	<b>0</b>	

	<b>Base Budget 2022/23</b>	<b>Base Budget 2023/24</b>	<b>Movement Base to Base</b>	<b>Explanation for Movement</b>
	<b>£</b>	<b>£</b>	<b>£</b>	
<b>Customer Services - Corporate</b>				
Gross Direct Costs	929,444	1,029,021	99,577	£112,277 Employee inflation. £1,800 Increase on travelling allowance. (£10,000) Saving in relation to Stationery - Other. (£2,500) Saving in relation to Postage Costs Direct. (£2,000) Saving in relation to Generic Training.
Capital Charges	54,056	54,056	0	No Variance.
Gross Direct Income	(17,250)	(17,250)	0	No Variance.
Support Service Charges	(966,250)	(1,065,827)	(99,577)	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Ad Organisational Resources</b>				
Gross Direct Costs	76,955	89,244	12,289	Employee inflation.
Support Service Charges	(76,955)	(89,244)	(12,289)	
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Organisational Resources</b>	<b>169,922</b>	<b>190,652</b>	<b>20,730</b>	