

## Community and Economic Development

2018/19 Actual	Service	Base Budget 2019/20	Base Budget 2020/21	Variance Base to Base
£		£	£	£
(1,894,641)	Car Parking	(1,839,771)	(1,830,241)	9,530
(164)	Markets	(7,218)	(7,336)	(118)
296,553	Parks & Open Spaces	215,871	277,584	61,713
18,805	Foreshore	(71,153)	(66,635)	4,518
691,638	Leisure Complexes	394,602	146,515	(248,087)
105,826	Other Sports	61,737	62,250	513
7,970	Recreation Grounds	17,466	12,800	(4,666)
83,965	Pier Pavilion	4,448	(12,220)	(16,668)
424,754	Foreshore (Community)	516,273	416,415	(99,858)
151,644	Woodlands Management	151,650	160,975	9,325
(418,543)	Cromer Pier	82,350	81,625	(725)
38,045	Economic Growth	82,530	82,030	(500)
38,782	Tourism	43,588	43,588	0
274,163	Market Towns Initiative			0
348,996	Coast Protection	321,275	321,730	455
254,441	Business Growth Staffing	226,802	269,551	42,749
136,488	Economic & Comm Dev Mgt	78,708	84,401	5,693
208,541	Leisure	197,022	204,721	7,699
119,205	Housing (Health & Wellbeing)	174,939	0	(174,939)
175,123	Housing Strategy	293,719	369,852	76,133
78,322	Health & Communities	356,234	486,255	130,021
236,881	Coastal Management	289,255	287,290	(1,965)
<b>1,376,794</b>	<b>Total Net Costs</b>	<b>1,590,327</b>	<b>1,391,150</b>	<b>(199,177)</b>
1,587,517	Capital Charges	635,040	1,225,875	590,835
1,257,161	Gross Direct Costs - Refcus	425,000	742,667	317,667
(1,003,901)	Gross Direct Income - Refcus	0	0	0
2,914,276	Support Service Charges in	2,791,460	2,499,460	(292,000)
(1,794,716)	Support Service Recharges out	(1,630,511)	(1,402,704)	227,807
<b>4,337,131</b>	<b>Total Net Cost of Services</b>	<b>3,811,316</b>	<b>4,456,448</b>	<b>645,132</b>

## General Fund Service Area Budgets 2020/21

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Service Area	Base Budget 2019/20 £	Base Budget 2020/21 £	Movement £	Explanation for Movement
<b>Car Parking</b>				
Gross Direct Costs	815,196	824,726	9,530	£4,534 - Contract inflation relating to the grounds maintenance and waste contracts. £4,996 - Higher NNDR costs as a result of no longer receiving transitional relief.
Capital Charges	28,446	62	(28,384)	Depreciation.
Gross Direct Income	(2,654,967)	(2,654,967)	0	No Major Variances.
Support Service Charges	172,040	171,110	(930)	Lower recharges from Property Services (£5,510) and Internal Audit (£5,220). These are offset by higher charges from Leisure Services £3,890 and Legal Services £5,470.
	<b>(1,639,285)</b>	<b>(1,659,069)</b>	<b>(19,784)</b>	
<b>Markets</b>				
Gross Direct Costs	56,436	56,318	(118)	No Major Variances.
Gross Direct Income	(63,654)	(63,654)	0	No Major Variances.
Support Service Charges	27,920	22,990	(4,930)	Reduced recharges from Property Services (£2,840) and Internal Audit (£3,130).
	<b>20,702</b>	<b>15,654</b>	<b>(5,048)</b>	
<b>Parks &amp; Open Spaces</b>				
Gross Direct Costs	230,461	292,174	61,713	£61,666 - Contract inflation relating to the grounds maintenance and waste contracts.
Capital Charges	36,897	11,434	(25,463)	Depreciation.
Gross Direct Income	(14,590)	(14,590)	0	No Major Variances.
Support Service Charges	119,950	115,030	(4,920)	Lower recharges from Leisure Services (£9,280), Storage depots (£2,670) and Internal Audit (£3,000) offset by higher recharge from Property Services £11,310.
	<b>372,718</b>	<b>404,048</b>	<b>31,330</b>	
<b>Foreshore</b>				
Gross Direct Costs	146,209	150,727	4,518	This variance is made up of miscellaneous minor changes.
Capital Charges	5,601	109,610	104,009	Depreciation.
Gross Direct Income	(217,362)	(217,362)	0	
Support Service Charges	198,500	188,230	(10,270)	Lower recharges of (£13,700) from Property Services, (£3,080) from Leisure and (£1,830) from Digital Transformation. Higher recharges of £5,150 from Creditors and £2,830 from Internal Audit.
	<b>132,948</b>	<b>231,205</b>	<b>98,257</b>	
<b>Leisure Complexes</b>				
Gross Direct Costs	394,602	146,515	(248,087)	£6,549 - Contract inflation relating to the grounds maintenance and waste contracts. (£254,795) - Management fee reduced as a result of a new contract.
Capital Charges	538,141	538,140	(1)	No major variances.
Support Service Charges	220,360	101,830	(118,530)	Reduced recharges. (£3,270) - Postal and Scanning Services, (£9,220) - Personnel Services, (£36,500) IT services, (£15,000) - Communications Team, (£8,980) - Admin Buildings, (£1,910) - Accountancy, (£4,300) - Creditors, (£15,530) - Leisure Services, (£7,310) - Central Costs and (£12,330) - Digital Transformation. These reflect the fact that the service is no longer delivered by in-house staff.
	<b>1,153,103</b>	<b>786,485</b>	<b>(366,618)</b>	

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Service Area	Base Budget 2019/20 £	Base Budget 2020/21 £	Movement £	Explanation for Movement
<b>Other Sports</b>				
Gross Direct Costs	71,737	72,250	513	£4,240 - Contract inflation relating to the grounds maintenance and waste contracts. (£4,593) - Pension fund adjustments.
Gross Direct Income	(10,000)	(10,000)	0	No Major Variances.
Support Service Charges	54,540	65,740	11,200	£20,000 - Higher recharge from Leisure Services. This is partly offset by reduced charges from IT (£4,790) and Digital Transformation (£2,590).
	<b>116,277</b>	<b>127,990</b>	<b>11,713</b>	
<b>Recreation Grounds</b>				
Gross Direct Costs	18,466	13,800	(4,666)	(£4,666) - Contract inflation relating to the grounds maintenance and waste contracts.
Capital Charges	79	79	0	No Major Variances.
Gross Direct Income	(1,000)	(1,000)	0	No Major Variances.
Support Service Charges	4,490	5,780	1,290	Higher recharges from Property Services £3,060 and Internal Audit, reflecting the audit plan £3,540. These are offset by a reduced charge of (£3,530) from Legal Services.
	<b>22,035</b>	<b>18,659</b>	<b>(3,376)</b>	
<b>Pier Pavilion</b>				
Gross Direct Costs	24,448	7,780	(16,668)	(£16,668) - Reduced management contract fee as per agreement.
Gross Direct Income	(20,000)	(20,000)	0	No Major Variances.
Support Service Charges	32,830	35,160	2,330	No Major Variances.
	<b>37,278</b>	<b>22,940</b>	<b>(14,338)</b>	
<b>Foreshore (Community)</b>				
Gross Direct Costs	516,273	416,415	(99,858)	(£103,000) - Contract inflation relating to the grounds maintenance and waste contracts. £3,142 - Inflation relating to the contract for lifeguard services.
Support Service Charges	57,690	69,240	11,550	£10,230 - Higher recharge from Leisure Services.
	<b>573,963</b>	<b>485,655</b>	<b>(88,308)</b>	
<b>Woodlands Management</b>				
Gross Direct Costs	177,200	186,525	9,325	£6,862 - Pay award. £1,763 - Pension fund adjustment.
Capital Charges	1,346	1,346	0	No Major Variances.
Gross Direct Income	(25,550)	(25,550)	0	No Major Variances.
Support Service Charges	133,430	156,280	22,850	Higher recharges from Leisure Services - £19,230 and Property Services - £9,080. These are offset by lower recharges from Digital Transformation (£3,030) and Internal Audit (£2,240).
	<b>286,426</b>	<b>318,601</b>	<b>32,175</b>	
<b>Cromer Pier</b>				
Gross Direct Costs	103,059	109,899	6,840	Increase in Business Rates.
Capital Charges	6,249	5,277	(972)	Depreciation.
Gross Direct Income	(20,709)	(28,274)	(7,565)	Business Rates recharged to contract operator.
Support Service Charges	66,330	79,550	13,220	Higher charges from Accountancy £3,880 and Coastal Management £8,610.
	<b>154,929</b>	<b>166,452</b>	<b>11,523</b>	
<b>Economic Growth</b>				
Gross Direct Costs	82,530	82,030	(500)	No Major Variances.
Capital Charges	211	50,211	50,000	Depreciation.
Gross Direct Income			0	
Support Service Charges	310,260	349,280	39,020	Higher recharge from Business Growth Staffing.
	<b>393,001</b>	<b>481,521</b>	<b>88,520</b>	
<b>Tourism</b>				
Gross Direct Costs	43,588	43,588	0	No Major Variances.
Support Service Charges	18,610	19,200	590	No Major Variances.
	<b>62,198</b>	<b>62,788</b>	<b>590</b>	

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<b>Coast Protection</b>				
Gross Direct Costs	321,275	321,730	455	No Major Variances.
Capital Charges	18,070	509,716	491,646	Depreciation.
Support Service Charges	370,240	390,900	20,660	Higher recharges of £4,020 from Accountancy, £9,800 from Coastal Management and £7,770 from Legal Services.
	<b>709,585</b>	<b>1,222,346</b>	<b>512,761</b>	
<b>Business Growth Staffing</b>				
Gross Direct Costs	226,802	269,551	42,749	Employee contract extension funded from the General Reserve.
Support Service Charges	82,260	81,650	(610)	Higher recharges of £3,380 from Web team and £3,540 from Internal Audit. Lower recharges of (£4,000) from Digital Transformation and (£4,050) from Computers.
Support Service Recharges	(309,062)	(351,201)	(42,139)	Increased recharges reflecting higher service costs.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Economic &amp; Comm Dev Mgt</b>				
Gross Direct Costs	78,708	84,401	5,693	Employee inflation.
Support Service Charges	17,450	18,350	900	No Major Variances.
Support Service Recharges	(96,158)	(102,751)	(6,593)	Increased recharges reflecting higher service costs.
	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Leisure</b>				
Gross Direct Costs	197,722	205,421	7,699	£6,039 - Pay award. £1,660 - Pension fund adjustments.
Gross Direct Income	(700)	(700)	0	No Major Variances.
Support Service Charges	192,710	212,850	20,140	Higher recharges from Customer Services £18,220, Accountancy £3,920 and Digital Transformation £7,490. These are offset by reduced recharges from Reprographics (£4,720) and Communications Team (£5,960).
Support Service Recharges	(387,984)	(417,571)	(29,587)	Increased recharges reflecting higher service costs.
	<b>1,748</b>	<b>0</b>	<b>(1,748)</b>	
<b>Housing (Health &amp; Wellbeing)</b>				
Gross Direct Costs	299,802	0	(299,802)	(£17,856) Non- recurring staff costs funded from reserves. (£281,946) Budgets restructured under Housing Strategy heading.
Gross Direct Costs - Refcus			0	
Support Service Charges	84,000	0	(84,000)	Lower recharges of (£5,080) from Personnel, (£20,300) from Computers, (£4,970) from Admin Buildings, (£9,620) from Comm. & Economic Dev., (£12,230) from Housing Strategy and Communities, (£4,050) from Central Costs, (£6,790) from Digital Transformation, (£8,180) from Legal Services. The balance consists of minor variances.
Support Service Recharges	(258,939)	0	258,939	Reduced recharges reflecting lower service costs.
Gross Direct Income	(124,863)	0	124,863	£86,700 non-recurring grant from Norfolk County Council. £38,163 Transferred to Housing Strategy due to budget restructuring.
Gross Direct Income - Refcus			0	
	<b>0</b>	<b>0</b>	<b>0</b>	

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Service Area	Base Budget 2019/20 £	Base Budget 2020/21 £	Movement £	Explanation for Movement
<b>Housing Strategy</b>				
Gross Direct Costs	326,109	408,015	81,906	£195,246 Staff transferred from Housing Health and Wellbeing (£74,449) Staff budgets transferred to Health and Communities service. (£64,465) Adjustment re Community Housing Fund Staffing. £11,018 Employee Inflation. £42,472 Fixed term staffing funded from the Housing reserve. (£9,378) Pension fund adjustment. (£13,172) Non-recurring professional fee funded from earmarked reserves.
Gross Direct Costs - Refcus	425,000	742,667	317,667	This reflects the updated Capital Programme for 2020/21.
Gross Direct Income	(32,390)	(38,163)	(5,773)	£32,390 Non-recurring income re shared Community Housing Fund post. (£38,163) Transfer from Housing Health and Wellbeing - relates to staff costs charged to capital.
Support Service Charges	555,920	314,530	(241,390)	Lower recharges of (£257,850) from Housing (Health & Wellbeing), (£44,520) from Housing Strategy & Communities, (£20,160) from Legal Services, (£4,010) from Admin Buildings. Higher recharges of £27,370 from Computers, £7,040 from Personnel, £8,280 from Property Services, £5,490 from Accountancy, £10,940 from Comm. & Economic development, £5,220 from Central Costs & £7,230 from Admin Buildings. The balance consists of minor variances.
Support Service Recharges	(244,663)	(174,071)	70,592	Reduced recharges reflecting lower service costs.
	<b>1,029,976</b>	<b>1,252,978</b>	<b>223,002</b>	
<b>Health &amp; Communities</b>				
Gross Direct Costs	406,892	592,930	186,038	£74,449 - Transfer of staff from other service areas. £31,247 - Staff funded by grant from Norfolk County Council re Social Prescribing. £62,548 - Posts funded until January 2022. £17,794 - Pension fund adjustments.
Gross Direct Income	(50,658)	(106,675)	(56,017)	(£62,548) - Grant for posts to January 2022. £6,531 - Grant no longer received.
Support Service Charges	33,120	31,940	(1,180)	Reduced recharges from Reprographics (£3,280) and Communications Team (£3,280). These are offset by a higher recharge from Internal Audit £3,530, reflecting the audit plan.
	<b>389,354</b>	<b>518,195</b>	<b>128,841</b>	
<b>Coastal Management</b>				
Gross Direct Costs	294,255	287,290	(6,965)	£16,955 Employee inflation and training; (£23,920) Staffing to be funded by Reserves lower than anticipated.
Gross Direct Income	(5,000)	0	5,000	No Major Variances.
Support Service Charges	38,810	69,820	31,010	Higher recharges of £3,500 from Personnel, £13,610 from IT and the Web Team, £3,600 from Admin Buildings, £2,610 from Central Costs and £3,540 from Internal Audit,
Support Service Recharges	(333,705)	(357,110)	(23,405)	Increased recharges reflecting higher service costs.
	<b>(5,640)</b>	<b>0</b>	<b>5,640</b>	
<b>Total Community &amp; Economic Development</b>	<b>3,811,316</b>	<b>4,456,448</b>	<b>645,132</b>	