

Assumptions Table

Transition Cost/Saving

Financial Case for a Unitary Norwich City Council
Report

Spreadsheet Cell Reference

Transition Costs

Staff Rationalisation
Relocation
Democracy - Norwich Shadow Authority
Democracy - Full Election May 2008
Corporate Branding
Registration
Property
ICT - Transition
Transition Team (pre Vesting)
Transition Team (post Vesting)
Contingency
Pay Grade Harmonisation
Corporate Management
Democracy - Allowances Increases
Democracy - Local Budget
ICT - Transformation
Service Development

Transition Savings

Staff Rationalisation
Democracy - Election Cycle
Democracy - Reduction in Elected Members
Service Efficiency

Financing Costs:

Investment Interest - Transferred Reserves & Balances
Investment Interest - Efficiency
Interest on Borrowing

Paragraph Reference	Estimates		Assumptions		Worksheet Name	Cell Reference
	Paragraph Reference	to	Paragraph Reference	Report Section Reference		
6.9	to	6.34	7.3		Transition Costs & Eff Savings	B182
6.35	to	6.48	7.4		Transition Costs & Eff Savings	B251
6.49	to	6.71	7.5		Transition Costs & Eff Savings	B287
6.72	to	6.76	7.6		Transition Costs & Eff Savings	B340
6.77	to	6.79	7.7		Transition Costs & Eff Savings	B352
6.80	to	6.82	7.8		Transition Costs & Eff Savings	B361
6.83	to	6.84	7.9		Transition Costs & Eff Savings	B371
6.85	to	6.93	7.10		Transition Costs & Eff Savings	B385
6.94	to	6.103	7.11		Transition Costs & Eff Savings	B417
6.104	to	6.110	7.12		Transition Costs & Eff Savings	B456
6.111	to	6.112	7.13		Transition Costs & Eff Savings	B479
6.114	to	6.121	7.14		Transition Costs & Eff Savings	B517
6.122	to	6.132	7.15		Transition Costs & Eff Savings	B528
6.133	to	6.137	7.16		Transition Costs & Eff Savings	B629
6.138	to	6.140	7.17		Transition Costs & Eff Savings	B652
6.141	to	6.152	7.18		Transition Costs & Eff Savings	B660
6.153	to	6.158	n/a	8	Transition Costs & Eff Savings	B703
6.159	to	6.161	7.19		Transition Costs & Eff Savings	B725
6.162	to	6.166	7.20		Transition Costs & Eff Savings	B756
6.167	to	6.173	7.21		Transition Costs & Eff Savings	B747
6.180	to	6.183	7.23		Transition Costs & Eff Savings	B794 / B805
6.174	to	6.179	7.22		Cashflow-Transi Costs-Interest	Row 15
6.184	to	6.189	7.22		Transition Costs & Eff Savings	B774
n/a		n/a	7.24		Cashflow-Transi Costs-Interest	Row 15
					Cashflow-Transi Costs-Interest	Row 14

Norwich City Council - City Boundary Only

Bid for Unitary Status - Capital Expenditure SUMMARY

Description	DISTRICT / UNITARY							COUNTY / REMAINING COUNTY						
	Base Year £'000	Lead Year 1 £'000	Lead Year 2 £'000	Year 1 £'000	Year 2 £'000	Year 3 £'000	Year 4 £'000	Base Year £'000	Lead Year 1 £'000	Lead Year 2 £'000	Year 1 £'000	Year 2 £'000	Year 3 £'000	Year 4 £'000
Capital Expenditure - Summary (HRA + Non-HRA)														
Expenditure Directly Related to Restructuring Plans														
Education	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Highway, Roads and Transport	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Social Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cultural & Related Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Environmental Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Planning Development Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fire Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Central Services to the Public (including CDC and NDC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Corporate Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total - expenditure directly related to restructuring plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other planned expenditure														
Education	0	0	0	0	0	0	0	130,941	53,075	46,141	38,477	37,977	37,977	37,977
Highway, Roads and Transport	2,655	603	150	0	0	0	0	54,560	43,715	40,820	39,282	51,546	85,459	51,546
Social Services	0	0	0	0	0	0	0	6,120	1,700	0	0	0	0	0
Housing Services	21,338	22,212	19,381	0	0	0	0	0	0	0	0	0	0	0
Cultural & Related Services	896	1,500	1,000	0	0	0	0	2,689	1,447	5,086	0	0	0	0
Environmental Services	655	0	0	0	0	0	0	0	0	0	0	0	0	0
Planning Development Services	1,344	100	100	0	0	0	0	0	0	0	0	0	0	0
Fire Services	0	0	0	0	0	0	0	3,013	18	769	0	0	0	0
Central Services to the Public (including CDC and NDC)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Corporate Services	3,888	1,195	1,000	0	0	0	0	25,505	1,315	1,119	0	0	0	0
Total - other planned expenditure	30,776	25,610	21,631	0	0	0	0	222,828	101,270	93,935	77,759	89,523	123,436	89,523
Total Capital Expenditure	30,776	25,610	21,631	0	0	0	0	222,828	101,270	93,935	77,759	89,523	123,436	89,523
Financing														
Reserves														
Capital Receipts (b/f)	5,450	2,857	567	0	0	0	0	1,777	0	0	0	0	0	0
Use of Reserves & Balances								47,209	1,165	1,000	786	0	0	0
Capital Receipts & Other Contributions														
County Highways Programme Contribution	191	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Receipts forecast	11,439	10,885	5,074	0	0	0	0	8,523	3,219	1,925	0	5,408	0	5,408
Capital Receipts (to be transferred to HRA pot)	0	(2,000)	(1,057)	0	0	0	0	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Capital Receipts (transferred from Non-HRA pot)	0	2,000	1,057	0	0	0	0	0	0	0	0	0	0	0
S.106 commuted sums	488	130	0	0	0	0	0	0	0	0	0	0	0	0
Leaseholders	500	250	250	0	0	0	0	0	0	0	0	0	0	0
Major Repairs Allowance	11,818	9,552	9,552	0	0	0	0	0	0	0	0	0	0	0
Government Grant														
European Funding	860	56	0	0	0	0	0	0	0	0	0	0	0	0
Lottery Funding	390	0	0	0	0	0	0	210	85	1,000	0	0	0	0
Other Government Grants	197	147	147	0	0	0	0	26,391	41,775	27,264	21,605	28,576	59,028	28,576
Revenue	0	0	3,741	0	0	0	0	0	0	0	0	0	0	0
Borrowing														
Supported Capital Expenditure Allocation	2,300	2,300	2,300	0	0	0	0	0	0	0	0	0	0	0
Supported Capital Expenditure Allocation/Prudential Borrowing														
Total Financing	33,633	26,177	21,631	0	0	0	0	134,718	51,026	58,746	51,368	51,539	60,408	51,539
Capital Resources c/f (Surplus)/Deficit	(2,857)	(567)	0	0	0	0	0	0	0	0	0	0	0	0

Variance

Capital Expenditure - Non HRA

Expenditure Directly Related to Restructuring Plans														
Education	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Highway, Roads and Transport	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Social Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing Services (Non-HRA)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cultural & Related Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Environmental Services	0	0	0	0	0	0	0
Planning Development Services	0	0	0	0	0	0	0
Fire Services	0	0	0	0	0	0	0
Central Services to the Public (including CDC and NDC)	0	0	0	0	0	0	0
Corporate Services	0	0	0	0	0	0	0
Total - expenditure directly related to restructuring plans	0	0	0	0	0	0	0

0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0

Other planned expenditure							
Education	0	0	0	0	0	0	0
Highway, Roads and Transport	2,655	603	150	0	0	0	0
Social Services	0	0	0	0	0	0	0
Housing Services (Non-HRA)	0	0	0	0	0	0	0
Cultural & Related Services	896	1,500	1,000	0	0	0	0
Environmental Services	655	0	0	0	0	0	0
Planning Development Services	1,344	100	100	0	0	0	0
Fire Services	0	0	0	0	0	0	0
Central Services to the Public (including CDC and NDC)	0	0	0	0	0	0	0
Corporate Services	3,888	1,195	1,000	0	0	0	0
Total - other planned expenditure	9,438	3,398	2,250	0	0	0	0

130,941	53,075	46,141	38,477	37,977	37,977	37,977	37,977
54,560	43,715	40,820	39,282	51,546	85,459	51,546	51,546
6,120	1,700	0	0	0	0	0	0
0	0	0	0	0	0	0	0
2,689	1,447	5,086	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
3,013	18	769	0	0	0	0	0
0	0	0	0	0	0	0	0
25,505	1,315	1,119	0	0	0	0	0
222,828	101,270	93,935	77,759	89,523	123,436	89,523	89,523

Total Capital Expenditure	9,438	3,398	2,250	0	0	0	0
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222,828	101,270	93,935	77,759	89,523	123,436	89,523	89,523
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Financing

Reserves							
Capital Receipts (b/f)	2,793	334	0	0	0	0	0
Use of Reserves							
Capital Receipts & Other Contributions							
County Highways Programme Contribution	191	0	0				
Other Contributions/Grants							
Capital Receipts forecast	5,488	5,008	3,307				
Capital Receipts (to be transferred to HRA pot)	0	(2,000)	(1,057)				
Government Grant							
European Funding	860	56	0				
Lottery Funding	390	0	0				
Other Government Grants	50	0	0				
Revenue	0	0	0				
Borrowing	0	0	0				
Supported Capital Expenditure Allocation/Prudential Borrowing							
Total Financing	9,772	3,398	2,250	0	0	0	0

1,777							
47,209	1,165	1,000	786				
8,523	3,219	1,925		5,408		5,408	5,408
4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
210	85	1,000					
26,391	41,775	27,264	21,605	28,576	59,028	28,576	28,576
0	0	0	0	0	0	0	0
134,718	51,026	58,746	51,368	51,539	60,408	51,539	51,539
222,828	101,270	93,935	77,759	89,523	123,436	89,523	89,523

Capital Resources c/f (Surplus)/Deficit	(334)	0	0	0	0	0	0
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0	0	0	0	0	0	0	0
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Memoandum:

By Expenditure Type

Expenditure Directly Related to Restructuring Plans

Redundancy	0	0	0	0	0	0	0
Buildings Acquisition	0	0	0	0	0	0	0
Buildings Adjustment	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0

0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0

Capital Expenditure - HRA

Expenditure Directly Related to Restructuring Plans							
Housing Services (HRA)	0	0	0	0	0	0	0
Total - expenditure directly related to restructuring plans	0	0	0	0	0	0	0

0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0

Other planned expenditure							
Housing Services (HRA)	21,338	22,212	19,381	0	0	0	0
Total - other planned expenditure	21,338	22,212	19,381	0	0	0	0

0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0

Total Capital Expenditure	21,338	22,212	19,381	0	0	0	0
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0	0	0	0	0	0	0	0
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Financing

Reserves							
Capital Receipts (b/f)	2,657	2,523	567	0	0	0	0
Capital Receipts & Other Contributions							
S.106 commuted sums	488	130	0				
Capital Receipts forecast	5,951	5,877	1,767				

Capital Receipts (transferred from Non-HRA pot)	0	2,000	1,057				
Leaseholders	500	250	250				
Government Grant							
Other Government Grants	147	147	147				
Major Repairs Allowance	11,818	9,552	9,552				
Revenue	0	0	3,741				
Borrowing							
Supported Capital Expenditure Allocation	2,300	2,300	2,300				
Total Financing	23,861	22,779	19,381	0	0	0	0
Capital Resources c/f (Surplus)/Deficit	(2,523)	(567)	0	0	0	0	0

0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0

Memorandum:

By Expenditure Type							
Expenditure Directly Related to Restructuring Plans							
Redundancy	0	0	0	0	0	0	0
Buildings Acquisition	0	0	0	0	0	0	0
Buildings Adjustment	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0

0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0

Education

Nursery & Primary Schools																	
Secondary & Special Schools																	
Education - Other																	
Expenditure Directly Related to Restructuring Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Redundancy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Acquisition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other planned expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Various (including some Social Services, but Norfolk County have not broken this out between Education and Social Services)

130,941	53,075	46,141	38,477	37,977	37,977	37,977
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Highways, Roads and Transport Services

Expenditure Directly Related to Restructuring Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Redundancy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Acquisition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other planned expenditure	2,655	603	150	0	0	0	0	0	54,560	43,715	40,820	39,282	51,546	85,459	51,546		
36a - St Andrews car park - space marking	15	0	0	0	0	0	0	0	35,864	29,899	29,974	31,240	32,459	32,459	32,459		
36 - Car Parks - Refurbishment		10							18,696	13,816	10,846	8,042	19,087	53,000	19,087		
36b - St Giles car park - space marking	8	15	150	0	0	0	0	0	0	0	0	0	0	0	0		
36m - Chantry car park - barrier	15	5							0	0	0	0	0	0	0		
36o - General Works car park - signs etc	17	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
32 - St Andrew - Rebuilding	222								0	0	0	0	0	0	0		
26 - Riverside Safety Works	14																
1b - Road Safety - Orchard Street	18																
3b - Pedestrian Safety Scheme - King St	28																
55 - Westgate - pedestrian improvement	447																
52 - City Centre Signage	200																
53 - Euro Spatial Metro-Audible Signs	26																
54 - Spatial Metro-Innpvative Transport	109																
24 - Magdalan St - Cycle Measures	30																
1c - Road Safety Schemes - Mile Cross Area	3																
36c - Westwick St Car Park		59															
36e - St Helens Wharf Car Park		2															
36f - Rouen Road Car Park		1															
36g - Queens Road Car Park		55															
36h - Pottergate Car Park		1															

36i - Magdalen Car Park		35
36k - Exeter St Car Park		1
36l - Colegate Car Park		3
36n - Barn Road Car Park		35
66 - St Peters St/Gaol Hill - Euro Inter Regional project	1,100	
16 - Bowthorpe B1108 - Various Works		50
69 - St Andrews Plain/St Georges St - Euro Spatial	372	331

Social Services

<u>Expenditure Directly Related to Restructuring Plans</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Other planned expenditure</u>	0	0	0	0	0	0	0	0	6,120	1,700	0	0	0	0	0

Social Services - Children & Families

<u>Expenditure Directly Related to Restructuring Plans</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Redundancy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Acquisition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Other planned expenditure</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Social Services - Older People

<u>Expenditure Directly Related to Restructuring Plans</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Redundancy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Acquisition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Other planned expenditure</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Social Services - Adults

<u>Expenditure Directly Related to Restructuring Plans</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Redundancy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Acquisition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Other planned expenditure</u>	0	0	0	0	0	0	0	0	6,120	1,700	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Housing With Care - Downham Market	2	
Housing With Care - Northfields	1,071	
Housing With Care - Other	234	
Reprovision of Bishop Herbert House	34	
Little Plumstead Hospital Resettlement	1,208	
Learning Disabilities - Phase 2 (Day care)	93	
Repton House Reprovision at Blithemeadow Court	6	
Sproston		
Mental Health	80	
Huntingfield Reprovision	141	1,700
Social Services - Computer Projects	135	
Improving Information Management Grant	836	
Supported Living for people with Learning Difficulties	213	
New Office Set-up Costs	5	
Disability Resource Centre Gt Yarmouth	253	
Disability Resource Centre Gt Yarmouth - CMW	45	
Cranmer House, Fakenham Community Support Centre	19	
Thermostatic Blending Valves at Homes for the Elderly People	63	
Mental Health SCE (R) (05/06)	211	
Supervised Contact Facility at The Willows, K.Lynn	1	

OT Stores - Office Adaptations & Improved Access	22
DoH - Extra Care Housing Fund (Learning Difficulties)	150
Ellacombe hlep, Refurbishments	538
Mental Health SCE 06/07	260
Home Ownership Pilot (Learning Difficulties)	300
Rayleen Reprvision	200

Social Services - Other

<u>Expenditure Directly Related to Restructuring Plans</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Redundancy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Acquisition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Other planned expenditure</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Housing Services - Non HRA

<u>Expenditure Directly Related to Restructuring Plans</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Other planned expenditure</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Housing Benefits

<u>Expenditure Directly Related to Restructuring Plans</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Redundancy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Acquisition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Other planned expenditure</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Housing Other

<u>Expenditure Directly Related to Restructuring Plans</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Redundancy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Acquisition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Other planned expenditure</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0

Housing Services - HRA

<u>Expenditure Directly Related to Restructuring Plans</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Redundancy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Acquisition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Other planned expenditure</u>	21,338	22,212	19,381	0	0	0	0	0	0	0	0	0	0	0	0
Public Sector upgrades etc	14,497	15,497	15,497	0	0	0	0	0	0	0	0	0	0	0	0
NCAS service enhancements	174	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Software purchase	144	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital grants to Housing Associations	4,823	5,015	2,184	0	0	0	0	0	0	0	0	0	0	0	0
Private Sector disabled facilities grants	450	450	450	0	0	0	0	0	0	0	0	0	0	0	0
Renovation support in the Private Sector	1,250	1,250	1,250	0	0	0	0	0	0	0	0	0	0	0	0

Cultural & Related Services

<u>Expenditure Directly Related to Restructuring Plans</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Redundancy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Acquisition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Planning & Development Services

<u>Expenditure Directly Related to Restructuring Plans</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Redundancy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Acquisition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Other planned expenditure</u>	1,344	100	100	0	0	0	0	0	0	0	0	0	0	0	0
34 - Capitalisation - Building Surveyors	80	100	100	0	0	0	0	0	0	0	0	0	0	0	0
8 - Provision Market Redevelopment	500	0	0	0	0	0	0	0	0	0	0	0	0	0	0
47 - Livestock Market - enabling works	460	0	0	0	0	0	0	0	0	0	0	0	0	0	0
40 - Demolition of Training Workshops	17														
23 - CAPS	11														
56 - Community Centre refurbishment	10														
35d - DDA Compliance - Community Centres	50														
9 - Bowthorpe Three Score Development	108														
29 - Land at Hurricane Way Business Village	107														
13 - Sweetbar Industrial Estate	1														

Fire Services

<u>Expenditure Directly Related to Restructuring Plans</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Redundancy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Acquisition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Other planned expenditure</u>	0	0	0	0	0	0	0	0	3,013	18	769	0	0	0	0
?????	0	0	0	0	0	0	0	0	2,500	0	500	0	0	0	0
									276						
									18	18	269				
									305						
									(219)						
									11						
									19						
									3						
									0						
									100						
									0						
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Central Services to the Public (Including CDC and NDC)

<u>Expenditure Directly Related to Restructuring Plans</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Redundancy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Acquisition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Other planned expenditure</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
?????	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Corporate Services

<u>Expenditure Directly Related to Restructuring Plans</u>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Redundancy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Acquisition	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings Adjustment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Other planned expenditure</u>	3,888	1,195	1,000	0	0	0	0	0	25,505	1,315	1,119	0	0	0	0
38 - City Hall Recabling	5	0	0	0	0	0	0	0	2,480	0	0	0	0	0	0
35a - City Hall Reception & Waiting Areas	30	0	0	0	0	0	0	0	285	196	0	0	0	0	0
35b - DDA Compliance - City Hall	55	0	0	0	0	0	0	0	56	0	0	0	0	0	0
42 - Additional Capitalisation	100	100	100	0	0	0	0	0	160						
84 - Equipment replacement reserve	150	150	150	0	0	0	0	0	176						
22 - Purchase of former operating lease items	65	2							107						
33 - Capitalisation - Mafor Repairs	750	750	750	0	0	0	0	0	7						
39 - Safety Works - Electromechanical etc	13								11						
46 - Project Development Costs	201								190						
89 - Rear Car Park City Hall	500								50						

90 - Property Liabilities	100	
35a - City Hall Reception areas	335	
91 - Memorial Gardens Temporary works	100	
92 - GIS system replacement		150
48 - VER	1,484	43

Industrial Sites/Industrial Estates Improvement Scheme	2		
Industrial Sites/NORA	200		
Industrial Sites/Hethel Engineering Centre	314		
Obj 2 Transitional Prog Unallocated/Museums Project	71		
Obj 2 Transitional Prog Unallocated/Sheringham Community	10		
Industrial Sites - Norfolk Creative Media Hub	235		
Rural Internet Mobility Project	112		
Gt Yarmouth InteGreat	23		
Investing in Communities	450		
ISSIS-R	5,282		
IHRIS	660		
Carrow House-Extension of ICT facilities	8		
Police Roads	22		
Hillington Depot-Land Purchase to Facilitate Sale	(1)		
Norwich Bus Station Site	500		
Corporate Asset Management Development	306	218	218
Alterations to Offices to Comply with DDA	958		
Offices General Minor Works 2001/2	9		
County Hall Nursery			
County Hall Remedial Works	(62)		
Refurbishment of North Wing Lifts	20		
County Hall Cycle Shed Project	(14)		
Great Yarmouth Integrated Service Centre	8,683		
Additional Building Maintenance	1,105		
Carrow House - Replacement Windows	585		
Social Care Establishments Fire Risk Assessment Surveys	893		
Sapphire House Norwich - Understairs Store & Fire Integrity	4		
Sapphire House Norwich - First Floor Kitchenette facilities	4		
NRO, Pineapple & Carrow Hse, Nch - water chillers	6		
Greyfriars House Kings Lynn - Fire Assessment Work	15		
Graphic House - Fire Safety Works	2		
Elm Road - Alarm Alterations	7		
Connexions 20 Bank Plain Norwich - Refurbishments	50		
Shrublands Gt Yarmouth-Reinstall fire exit escape door	4		
Elm Rd Thetford - Wks to Intruder Alarm	1		
Adult SS Elm Rd Thetford - Install shutters to windows	6		
Sapphire House - Improve light levels	58		
Greyfriars - Carpet/Dec W/C 50%	12		
Nth West Educ - Car Park Posts	1		
County Hall - Asbestos Work	55		
Project Artic Blast	753		
County Hall 2nd Floor Alterations	120		
County Hall Power Improvements Project Watts	23		
CMW - Balance	491	900	900
Fire Safety Requirements		1	1

Reserves Analysis

NORWICH DISTRICT / UNITARY										
Summary Analysis	Earmarked Reserve			Reserves			Balances			Comments
	General Fund £'000	HRA £'000	Capital £'000	HRA £'000	Capital £'000	General Fund £'000	HRA £'000	LMS £'000		
Balances - 1 April 2006	4,591	1,601	246	2,266	0	8,553	1,947	6,832		
Movements within 2006/07	0	0	0	(2,266)	0	(2,593)	(258)	2,247		
Balances - 1 April 2007	4,591	1,601	246	0	0	5,960	1,689	9,079		
Movements within 2007/08	0	0	0	0	0	(2,290)	440	(2,000)		
Balances - 1 April 2008	4,591	1,601	246	0	0	3,670	2,129	7,079		
Movements within 2008/09	0	0	0	0	0	(567)	440	(2,000)		
Expected Balance - 1 April 2009 if no LGR	4,591	1,601	246	0	0	3,103	2,569	5,079		
Transferred Reserves & Balances	1,550	0	0	0	0	0	1,370	0	1,349	
Balances - 1 April 2009	6,141	1,601	246	0	0	3,103	3,939	5,079	1,349	
Movements within 2009/10	0	0	0	0	0	0	440	(2,000)	0	
Balances - 1 April 2010	6,141	1,601	246	0	0	3,103	4,379	3,079	1,349	
Movements within 2010/11	0	0	0	0	0	0	0	0	0	
Balances - 1 April 2011	6,141	1,601	246	0	0	3,103	4,379	3,079	1,349	
Movements within 2011/12	0	0	0	0	0	0	0	0	0	
Balances - 1 April 2012	6,141	1,601	246	0	0	3,103	4,379	3,079	1,349	
Movements within 2012/13	0	0	0	0	0	0	0	0	0	
Balances - 1 April 2013	6,141	1,601	246	0	0	3,103	4,379	3,079	1,349	

NORWICH DISTRICT / UNITARY										
Balances as at 1st April 2006 - Start of Base Year										
Reserve Description	Earmarked Reserve			Reserves			Balances			Comments
	General Fund £'000	HRA £'000	Capital £'000	HRA £'000	Capital £'000	General Fund £'000	HRA £'000	LMS £'000		
Insurance	1,363									
S.106 developers contribution	2,036									
Building Control	155									
Housing Repairs Fund	53									
Finance Improvement Programme	600									
Voluntary Early Retirement - Strain Cost	378									
Other - General	6									
Deferred Expenditure		110								
Housing Repairs Fund		1,491								
Capital Replacement (Usable Cap Receipts)			246							
Major Repairs Reserve				2,266						
Usable Capital Receipts					5,450					
Unapplied Capital Grants & Contributions					3,103					
Balances						1,947	6,832			
Total for Reserve	4,591	1,601	246	2,266	8,553	1,947	6,832			

Estimated Movements in Year (2006/07)

Reserve Description	Earmarked Reserve			Reserves			Balances		
	General Fund £'000	HRA £'000	Capital £'000	HRA £'000	Capital £'000	General Fund £'000	HRA £'000	LMS £'000	
Insurance									
S.106 developers contribution									
Building Control									
Housing Repairs Fund									
Finance Improvement Programme									
Voluntary Early Retirement - Strain Cost									
Other - General									
Deferred Expenditure									
Housing Repairs Fund									
Capital Replacement (Usable Cap Receipts)									

NORFOLK COUNTY / RESIDUAL										
Reserve Description	Provision £'000	Earmarked Reserve			Reserves			Balances		Comments
		County Fund £'000	HRA £'000	Capital £'000	County Fund £'000	Capital £'000	County Fund £'000	LMS £'000		
Balances - 31 March 2006	5,388	54,574	0	0	0	0	37,669	10,495	25,519	
Movements within 2006/07	(354)	(25,364)	0	0	0	0	(37,669)	(250)	(12,984)	
Balances - 31 March 2007	5,034	29,210	0	0	0	0	0	10,245	12,535	
Movements within 2007/08	0	(1,165)	0	0	0	0	0	0	0	
Balances - 31 March 2008	5,034	28,045	0	0	0	0	0	10,245	12,535	
Movements within 2008/09	0	(1,000)	0	0	0	0	0	0	0	
Transferred Reserves & Balances	0	(1,550)	0	0	0	0	0	(1,370)	(1,349)	
Balances - 31 March 2009 - Y1	5,034	25,495	0	0	0	0	0	8,875	11,186	
Movements within 2009/10	0	(786)	0	0	0	0	0	0	0	
Balances - 31 March 2010	5,034	24,709	0	0	0	0	0	8,875	11,186	
Movements within 2010/11	0	0	0	0	0	0	0	0	0	
Balances - 31 March 2011	5,034	24,709	0	0	0	0	0	8,875	11,186	
Movements within 2011/12	0	0	0	0	0	0	0	0	0	
Balances - 31 March 2012	5,034	24,709	0	0	0	0	0	8,875	11,186	
Movements within 2012/13	0	0	0	0	0	0	0	0	0	
Balances - 31 March 2013	5,034	24,709	0	0	0	0	0	8,875	11,186	

NORFOLK COUNTY / RESIDUAL										
Balances as at 1st April 2006 - Start of Base Year										
Reserve Description	Provision £'000	Earmarked Reserve			Reserves			Balances		Comments
		County Fund £'000	HRA £'000	Capital £'000	County Fund £'000	Capital £'000	County Fund £'000	LMS £'000		
Adult Social Services Doubtful Debts	677									
Cultural Services Provision for Doubtful Debts	11									
Insurance	4,227									
NAU Provision for Debt Write-off	132									
P & T Provision for Debt Write-off	78									
P & T Operations Pay and Conditions	200									
Adult Social Services Residential Review		1,094								
Affordable Housing and County Strategic Partnership		1,300								
Building Maintenance		164								
Capital Funding Reserve		12,875							E1.801m to fund revenue 2006/07; balance used to fund capital 06/07 - 09/10	
Car Lease Scheme surplus		330								
Economic Development and Tourism		64								
European Reserve		78								
Fire Pensions Reserve		1,177								
Highways Maintenance		4,743								
Historic Buildings		91							Contribution of E0.001m from revenue in 2006/07	
Industrial Estate Dilapidations		99								
Information Technology Reserve		6,622							E0.029m used to fund revenue (Cultural Services) 2006/07	
Insurance		1,592								
Interest Equalisation Reserve		1,178								
LATS Reserve		1,083								
LPSA Pump Priming		912								
Learning Difficulties		1,000								
Manuscript Reserve		38								
Museums Income Reserve		60								
P & T Bus De-registration		49								
P & T Depot Decommissioning		17								
P & T Initiative Savings		0								
P & T Operations Appropriation		70								
P & T Park & Ride		115								
Public Transport Commuted Sums		190								
Redundancy and Pension		8,467								
Repairs and Renewals Fund		3,605								
Residual Insurance and Lottery Bids		365								
Waste Management Partnership Fund		865							E0.170m used to fund revenue in 2006/07	
Schools										
Children's Services Provision for Holiday Pay		42								
Schools Tax Penalties		21								
Building Maintenance Partnership Pool		2,529								
Children's Services Equalisation		220								
Early Years Loan Fund Reserve		100								
Schools Contingency		1,456								
Schools non-teaching activities		595								
Schools Sickness Insurance Reserve		1,404								
Schools Playing Field Surface Sinking Fund		27								
Usable Capital Receipts							1,777		Used to fund capital 06/07	
Unapplied Capital Grants & Contributions							35,892		Used to fund capital 06/07	
Balances								10,495	25,519	
Total for Reserve	5,388	54,574	0	0	0	0	37,669	10,495	25,519	

Estimated Movements in Year (2006/07)

Reserve Description	Provision £'000	Earmarked Reserve			Reserves			Balances	
		County Fund £'000	HRA £'000	Capital £'000	County Fund £'000	Capital £'000	County Fund £'000	LMS £'000	
Adult Social Services Doubtful Debts	(201)								
Cultural Services Provision for Doubtful Debts	(11)								
Insurance	0								
NAU Provision for Debt Write-off	(60)								
P & T Provision for Debt Write-off	(61)								
P & T Operations Pay and Conditions	0								
Adult Social Services Residential Review		(694)							
Affordable Housing and County Strategic Partnership		33							
Building Maintenance		36							
Capital Funding Reserve		(9,924)							
Car Lease Scheme surplus		0							
Economic Development and Tourism		(64)							
European Reserve		(26)							
Fire Pensions Reserve		52							
Highways Maintenance		(694)							
Historic Buildings		(41)							
Industrial Estate Dilapidations		(40)							
Information Technology Reserve		(3,204)							
Insurance		0							
Interest Equalisation Reserve		490							
LATS Reserve		0							
LPSA Pump Priming		(854)							
Learning Difficulties		(1,000)							
Manuscript Reserve		(1)							

Major Repairs Reserve				(2,266)					
Usable Capital Receipts								(2,593)	
Unapplied Capital Grants & Contributions									(258)
Balances									2,247
Total for Reserve	0	0	0	(2,266)	(2,593)	(258)			2,247

Balances as at 1 April 2007 - Start of LUP 1

Reserve Description	Earmarked Reserve			Reserves			Balances	
	General Fund £'000	HRA £'000	Capital £'000	HRA £'000	Capital £'000	General Fund £'000	HRA £'000	
Insurance	1,363	0	0	0	0	0	0	
S.106 developers contribution	2,036	0	0	0	0	0	0	
Building Control	155	0	0	0	0	0	0	
Housing Repairs Fund	53	0	0	0	0	0	0	
Finance Improvement Programme	600	0	0	0	0	0	0	
Voluntary Early Retirement - Strain Cost	378	0	0	0	0	0	0	
Other - General	6	0	0	0	0	0	0	
Deferred Expenditure	0	110	0	0	0	0	0	
Housing Repairs Fund	0	1,491	0	0	0	0	0	
Capital Replacement (Usable Cap Receipts)	0	0	246	0	0	0	0	
Major Repairs Reserve	0	0	0	0	0	0	0	
Usable Capital Receipts	0	0	0	0	2,857	0	0	
Unapplied Capital Grants & Contributions	0	0	0	0	3,103	0	0	
Balances	0	0	0	0	0	1,689	9,079	
Total for Reserve	4,591	1,601	246	0	5,960	1,689	9,079	

Estimated Movements in Year (2007/08)

Reserve Description	Earmarked Reserve			Reserves			Balances	
	General Fund £'000	HRA £'000	Capital £'000	HRA £'000	Capital £'000	General Fund £'000	HRA £'000	
Insurance								
S.106 developers contribution								
Building Control								
Housing Repairs Fund								
Finance Improvement Programme								
Voluntary Early Retirement - Strain Cost								
Other - General								
Deferred Expenditure								
Housing Repairs Fund								
Capital Replacement (Usable Cap Receipts)								

Museums Income Reserve	0
P & T Bus De-registration	0
P & T Depot Decommissioning	0
P & T Initiative Savings	0
P & T Operations Appropriation	0
P & T Park & Ride	0
Public Transport Commuted Sums	(71)
Redundancy and Pension	(7,467)
Repairs and Renewals Fund	(565)
Residual Insurance and Lottery Bids	(143)
Usable Capital Receipts	28
Waste Management Partnership Fund	(73)
Schools	
Children's Services Provision for Holiday Pay	0
Schools Tax Penalties	(21)
Building Maintenance Partnership Pool	0
Children's Services Equalisation	(220)
Early Years Loan Fund Reserve	0
Schools Contingency	(931)
Schools non-teaching activities	0
Schools Sickness Insurance Reserve	0
Schools Playing Field Surface Sinking Fund	9
Usable Capital Receipts	(1,777)
Unapplied Capital Grants & Contributions	(35,892)
Balances	(250)
Total for Reserve	(354)

Balances as at 1 April 2007 - Start of LUP 1

Reserve Description	Provision £'000	Earmarked Reserve			Reserves		Balances	
		County Fund £'000	HRA £'000	Capital £'000	County Fund £'000	Capital £'000	County Fund £'000	LMS £'000
Adult Social Services Doubtful Debts	476	0	0	0	0	0	0	
Cultural Services Provision for Doubtful Debts	0	0	0	0	0	0	0	
Insurance	4,227	0	0	0	0	0	0	
NAU Provision for Debt Write-off	72	0	0	0	0	0	0	
P & T Provision for Debt Write-off	17	0	0	0	0	0	0	
P & T Operations Pay and Conditions	200	0	0	0	0	0	0	
Adult Social Services Residential Review	0	400	0	0	0	0	0	
Affordable Housing and County Strategic Partnership	0	1,333	0	0	0	0	0	
Building Maintenance	0	200	0	0	0	0	0	
Capital Funding Reserve	0	2,951	0	0	0	0	0	
Car Lease Scheme surplus	0	330	0	0	0	0	0	
Economic Development and Tourism	0	0	0	0	0	0	0	
European Reserve	0	52	0	0	0	0	0	
Fire Pensions Reserve	0	1,229	0	0	0	0	0	
Highways Maintenance	0	4,049	0	0	0	0	0	
Historic Buildings	0	50	0	0	0	0	0	
Industrial Estate Dilapidations	0	59	0	0	0	0	0	
Information Technology Reserve	0	3,418	0	0	0	0	0	
Insurance	0	1,592	0	0	0	0	0	
Interest Equalisation Reserve	0	1,668	0	0	0	0	0	
LATS Reserve	0	1,063	0	0	0	0	0	
LPSA Pump Priming	0	58	0	0	0	0	0	
Learning Difficulties	0	0	0	0	0	0	0	
Manuscript Reserve	0	37	0	0	0	0	0	
Museums Income Reserve	0	60	0	0	0	0	0	
P & T Bus De-registration	0	49	0	0	0	0	0	
P & T Depot Decommissioning	0	17	0	0	0	0	0	
P & T Initiative Savings	0	0	0	0	0	0	0	
P & T Operations Appropriation	0	70	0	0	0	0	0	
P & T Park & Ride	0	115	0	0	0	0	0	
Public Transport Commuted Sums	0	119	0	0	0	0	0	
Redundancy and Pension	0	1,000	0	0	0	0	0	
Repairs and Renewals Fund	0	3,040	0	0	0	0	0	
Residual Insurance and Lottery Bids	0	222	0	0	0	0	0	
Usable Capital Receipts	0	28	0	0	0	0	0	
Waste Management Partnership Fund	0	792	0	0	0	0	0	
Schools								
Children's Services Provision for Holiday Pay	42	0	0	0	0	0	0	
Schools Tax Penalties	0	0	0	0	0	0	0	
Building Maintenance Partnership Pool	0	2,529	0	0	0	0	0	
Children's Services Equalisation	0	0	0	0	0	0	0	
Early Years Loan Fund Reserve	0	100	0	0	0	0	0	
Schools Contingency	0	525	0	0	0	0	0	
Schools non-teaching activities	0	595	0	0	0	0	0	
Schools Sickness Insurance Reserve	0	1,404	0	0	0	0	0	
Schools Playing Field Surface Sinking Fund	0	36	0	0	0	0	0	
Usable Capital Receipts	0	0	0	0	0	0	0	
Unapplied Capital Grants & Contributions	0	0	0	0	0	0	0	
Balances	0	0	0	0	0	10,245	12,535	
Total for Reserve	5,034	29,210	0	0	0	10,245	12,535	

Estimated Movements in Year (2007/08)

Reserve Description	Provision £'000	Earmarked Reserve			Reserves		Balances	
		County Fund £'000	HRA £'000	Capital £'000	County Fund £'000	Capital £'000	County Fund £'000	LMS £'000
Adult Social Services Doubtful Debts								
Cultural Services Provision for Doubtful Debts								
Insurance								
NAU Provision for Debt Write-off								
P & T Provision for Debt Write-off								
P & T Operations Pay and Conditions								
Adult Social Services Residential Review								
Affordable Housing and County Strategic Partnership								
Building Maintenance								
Capital Funding Reserve		(1,165)						
Car Lease Scheme surplus								
Economic Development and Tourism								
European Reserve								
Fire Pensions Reserve								
Highways Maintenance								
Historic Buildings								
Industrial Estate Dilapidations								
Information Technology Reserve								
Insurance								
Interest Equalisation Reserve								
LATS Reserve								
LPSA Pump Priming								
Learning Difficulties								
Manuscript Reserve								
Museums Income Reserve								
P & T Bus De-registration								
P & T Depot Decommissioning								
P & T Initiative Savings								
P & T Operations Appropriation								
P & T Park & Ride								
Public Transport Commuted Sums								
Redundancy and Pension								
Repairs and Renewals Fund								
Residual Insurance and Lottery Bids								

Major Repairs Reserve									
Usable Capital Receipts									(2,290)
Unapplied Capital Grants & Contributions									
Balances								440	(2,000)
Total for Reserve	0	0	0	0	(2,290)	440	(2,000)		

Balances as at 1 April 2008 - Start of LUP 2

Reserve Description	Earmarked Reserve			Reserves			Balances	
	General Fund	HRA	Capital	HRA	Capital	General Fund	HRA	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Insurance	1,363	0	0	0	0	0	0	
S.106 developers contribution	2,036	0	0	0	0	0	0	
Building Control	155	0	0	0	0	0	0	
Housing Repairs Fund	53	0	0	0	0	0	0	
Finance Improvement Programme	600	0	0	0	0	0	0	
Voluntary Early Retirement - Strain Cost	378	0	0	0	0	0	0	
Other - General	6	0	0	0	0	0	0	
Deferred Expenditure	0	110	0	0	0	0	0	
Housing Repairs Fund	0	1,491	0	0	0	0	0	
Capital Replacement (Usable Cap Receipts)	0	0	246	0	0	0	0	
Major Repairs Reserve	0	0	0	0	0	0	0	
Usable Capital Receipts	0	0	0	0	567	0	0	
Unapplied Capital Grants & Contributions	0	0	0	0	3,103	0	0	
Balances	0	0	0	0	0	2,129	7,079	
Total for Reserve	4,591	1,601	246	0	3,670	2,129	7,079	

Estimated Movements in Year (2008/09)

Reserve Description	Earmarked Reserve			Reserves			Balances	
	General Fund	HRA	Capital	HRA	Capital	General Fund	HRA	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Insurance								
S.106 developers contribution								
Building Control								
Housing Repairs Fund								
Finance Improvement Programme								
Voluntary Early Retirement - Strain Cost								
Other - General								
Deferred Expenditure								
Housing Repairs Fund								
Capital Replacement (Usable Cap Receipts)								

Usable Capital Receipts
Waste Management Partnership Fund

Schools
Children's Services Provision for Holiday Pay
Schools Tax Penalties

Building Maintenance Partnership Pool
Children's Services Equalisation
Early Years Loan Fund Reserve
Schools Contingency
Schools non-teaching activities
Schools Sickness Insurance Reserve
Schools Playing Field Surface Sinking Fund

Usable Capital Receipts
Unapplied Capital Grants & Contributions

Balances									
Total for Reserve	(1,165)	0	0	0	0	0	0	0	0

Balances as at 1 April 2008 - Start of LUP 2

Reserve Description	Provision	Earmarked Reserve			Reserves		Balances	
		County Fund	HRA	Capital	County Fund	Capital	County Fund	LMS
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social Services Doubtful Debts	476	0	0	0	0	0	0	
Cultural Services Provision for Doubtful Debts	0	0	0	0	0	0	0	
Insurance	4,227	0	0	0	0	0	0	
NAU Provision for Debt Write-off	72	0	0	0	0	0	0	
P & T Provision for Debt Write-off	17	0	0	0	0	0	0	
P & T Operations Pay and Conditions	200	0	0	0	0	0	0	
Adult Social Services Residential Review	0	400	0	0	0	0	0	
Affordable Housing and County Strategic Partnership	0	1,333	0	0	0	0	0	
Building Maintenance	0	200	0	0	0	0	0	
Capital Funding Reserve	0	1,786	0	0	0	0	0	
Car Lease Scheme surplus	0	330	0	0	0	0	0	
Economic Development and Tourism	0	0	0	0	0	0	0	
European Reserve	0	52	0	0	0	0	0	
Fire Pensions Reserve	0	1,229	0	0	0	0	0	
Highways Maintenance	0	4,049	0	0	0	0	0	
Historic Buildings	0	50	0	0	0	0	0	
Industrial Estate Dilapidations	0	59	0	0	0	0	0	
Information Technology Reserve	0	3,418	0	0	0	0	0	
Insurance	0	1,592	0	0	0	0	0	
Interest Equalisation Reserve	0	1,068	0	0	0	0	0	
LATS Reserve	0	1,083	0	0	0	0	0	
LPSA Pump Priming	0	58	0	0	0	0	0	
Learning Difficulties	0	0	0	0	0	0	0	
Manuscript Reserve	0	37	0	0	0	0	0	
Museums Income Reserve	0	60	0	0	0	0	0	
P & T Bus De-registration	0	49	0	0	0	0	0	
P & T Depot Decommissioning	0	17	0	0	0	0	0	
P & T Initiative Savings	0	0	0	0	0	0	0	
P & T Operations Appropriation	0	70	0	0	0	0	0	
P & T Park & Ride	0	115	0	0	0	0	0	
Public Transport Commuted Sums	0	119	0	0	0	0	0	
Redundancy and Pension	0	1,000	0	0	0	0	0	
Repairs and Renewals Fund	0	3,040	0	0	0	0	0	
Residual Insurance and Lottery Bids	0	222	0	0	0	0	0	
Usable Capital Receipts	0	28	0	0	0	0	0	
Waste Management Partnership Fund	0	792	0	0	0	0	0	
Schools	0	0	0	0	0	0	0	
Children's Services Provision for Holiday Pay	42	0	0	0	0	0	0	
Schools Tax Penalties	0	0	0	0	0	0	0	
Building Maintenance Partnership Pool	0	2,529	0	0	0	0	0	
Children's Services Equalisation	0	0	0	0	0	0	0	
Early Years Loan Fund Reserve	0	100	0	0	0	0	0	
Schools Contingency	0	525	0	0	0	0	0	
Schools non-teaching activities	0	595	0	0	0	0	0	
Schools Sickness Insurance Reserve	0	1,404	0	0	0	0	0	
Schools Playing Field Surface Sinking Fund	0	36	0	0	0	0	0	
Usable Capital Receipts	0	0	0	0	0	0	0	
Unapplied Capital Grants & Contributions	0	0	0	0	0	0	0	
Balances	0	0	0	0	0	10,245	12,535	
Total for Reserve	5,034	28,045	0	0	0	10,245	12,535	

Estimated Movements in Year (2008/09)

Reserve Description	Provision	Earmarked Reserve			Reserves		Balances	
		County Fund	HRA	Capital	County Fund	Capital	County Fund	LMS
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social Services Doubtful Debts								
Cultural Services Provision for Doubtful Debts								
Insurance								
NAU Provision for Debt Write-off								
P & T Provision for Debt Write-off								
P & T Operations Pay and Conditions								
Adult Social Services Residential Review								
Affordable Housing and County Strategic Partnership								
Building Maintenance								
Capital Funding Reserve		(1,000)						
Car Lease Scheme surplus								
Economic Development and Tourism								
European Reserve								
Fire Pensions Reserve								
Highways Maintenance								
Historic Buildings								
Industrial Estate Dilapidations								
Information Technology Reserve								
Insurance								
Interest Equalisation Reserve								
LATS Reserve								
LPSA Pump Priming								
Learning Difficulties								
Manuscript Reserve								
Museums Income Reserve								
P & T Bus De-registration								
P & T Depot Decommissioning								
P & T Initiative Savings								
P & T Operations Appropriation								
P & T Park & Ride								
Public Transport Commuted Sums								
Redundancy and Pension								
Repairs and Renewals Fund								
Residual Insurance and Lottery Bids								
Usable Capital Receipts								
Waste Management Partnership Fund								
Schools	0	0	0	0	0	0	0	
Children's Services Provision for Holiday Pay								
Schools Tax Penalties								
Building Maintenance Partnership Pool								
Children's Services Equalisation								
Early Years Loan Fund Reserve								

Repairs and Renewals Fund
Schools Contingency
Schools Sickness Insurance Reserve

Major Repairs Reserve
Usable Capital Receipts
Unapplied Capital Grants & Contributions

Balances						440	(2,000)	
Total for Reserve	0	0	0	0	0	440	(2,000)	0

Balances as at 1 April 2010 - Start of Year 2

Reserve Description	Earmarked Reserve			Reserves			Balances		
	General Fund	HRA	Capital	HRA	Capital	General Fund	HRA		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Insurance	1,363	0	0	0	0	0	0	0	
S.106 developers contribution	2,036	0	0	0	0	0	0	0	
Building Control	155	0	0	0	0	0	0	0	
Housing Repairs Fund	53	0	0	0	0	0	0	0	
Finance Improvement Programme	600	0	0	0	0	0	0	0	
Voluntary Early Retirement - Strain Cost	378	0	0	0	0	0	0	0	
Other - General	6	0	0	0	0	0	0	0	
Deferred Expenditure	0	110	0	0	0	0	0	0	
Housing Repairs Fund	0	1,491	0	0	0	0	0	0	
Capital Replacement (Usable Cap Receipts)	0	0	246	0	0	0	0	0	
Affordable Housing and County Strategic Partnership	33	0	0	0	0	0	0	0	
Building Maintenance Partnership Pool	353	0	0	0	0	0	0	0	
Children's Services Equalisation	0	0	0	0	0	0	0	0	
Early Years Loan Fund Reserve	13	0	0	0	0	0	0	0	
Information Technology Reserve	70	0	0	0	0	0	0	0	
Insurance	246	0	0	0	0	0	0	0	
Interest Equalisation Reserve	322	0	0	0	0	0	0	0	
LATS Reserve	168	0	0	0	0	0	0	0	
Repairs and Renewals Fund	90	0	0	0	0	0	0	0	
Schools Contingency	66	0	0	0	0	0	0	0	
Schools Sickness Insurance Reserve	189	0	0	0	0	0	0	0	
Major Repairs Reserve	0	0	0	0	0	0	0	0	
Usable Capital Receipts	0	0	0	0	0	0	0	0	
Unapplied Capital Grants & Contributions	0	0	0	0	0	3,103	0	0	
Balances	0	0	0	0	0	4,379	3,079	1,349	
Total for Reserve	6,141	1,601	246	0	3,103	4,379	3,079	1,349	

Estimated Movements in Year (2010/11)

Reserve Description	Earmarked Reserve			Reserves			Balances		
	General Fund	HRA	Capital	HRA	Capital	General Fund	HRA		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Insurance									
S.106 developers contribution									
Building Control									
Housing Repairs Fund									
Finance Improvement Programme									
Voluntary Early Retirement - Strain Cost									
Other - General									
Deferred Expenditure									
Housing Repairs Fund									
Capital Replacement (Usable Cap Receipts)									
Affordable Housing and County Strategic Partnership									
Building Maintenance Partnership Pool									
Children's Services Equalisation									
Early Years Loan Fund Reserve									
Information Technology Reserve									
Insurance									
Interest Equalisation Reserve									
LATS Reserve									
Repairs and Renewals Fund									
Schools Contingency									
Schools Sickness Insurance Reserve									

Information Technology Reserve
Insurance
Interest Equalisation Reserve
LATS Reserve
LPSA Pump Priming
Learning Difficulties
Manuscript Reserve
Museums Income Reserve
P & T Bus De-registration
P & T Depot Decommissioning
P & T Initiative Savings
P & T Operations Appropriation
P & T Park & Ride
Public Transport Commuted Sums
Redundancy and Pension
Repairs and Renewals Fund
Residual Insurance and Lottery Bids
Usable Capital Receipts
Waste Management Partnership Fund

Schools
Children's Services Provision for Holiday Pay
Schools Tax Penalties

Building Maintenance Partnership Pool
Children's Services Equalisation
Early Years Loan Fund Reserve
Schools Contingency
Schools non-teaching activities
Schools Sickness Insurance Reserve
Schools Playing Field Surface Sinking Fund

Usable Capital Receipts
Unapplied Capital Grants & Contributions

Balances									
Total for Reserve	0	(786)	0	0	0	0	0	0	0

Balances as at 1 April 2010 - Start of Year 2

Reserve Description	Provision	Earmarked Reserve			Reserves			Balances		
		County Fund	HRA	Capital	County Fund	Capital	County Fund	LMS		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Adult Social Services Doubtful Debts	476	0	0	0	0	0	0	0	0	
Cultural Services Provision for Doubtful Debts	0	0	0	0	0	0	0	0	0	
Insurance	4,227	0	0	0	0	0	0	0	0	
NAU Provision for Debt Write-off	72	0	0	0	0	0	0	0	0	
P & T Provision for Debt Write-off	17	0	0	0	0	0	0	0	0	
P & T Operations Pay and Conditions	200	0	0	0	0	0	0	0	0	
Adult Social Services Residential Review	0	400	0	0	0	0	0	0	0	
Affordable Housing and County Strategic Partnership	0	1,300	0	0	0	0	0	0	0	
Building Maintenance	0	200	0	0	0	0	0	0	0	
Capital Funding Reserve	0	0	0	0	0	0	0	0	0	
Car Lease Scheme surplus	0	330	0	0	0	0	0	0	0	
Economic Development and Tourism	0	0	0	0	0	0	0	0	0	
European Reserve	0	52	0	0	0	0	0	0	0	
Fire Pensions Reserve	0	1,229	0	0	0	0	0	0	0	
Highways Maintenance	0	4,049	0	0	0	0	0	0	0	
Historic Buildings	0	50	0	0	0	0	0	0	0	
Industrial Estate Dilapidations	0	59	0	0	0	0	0	0	0	
Information Technology Reserve	0	3,348	0	0	0	0	0	0	0	
Insurance	0	1,346	0	0	0	0	0	0	0	
Interest Equalisation Reserve	0	1,346	0	0	0	0	0	0	0	
LATS Reserve	0	915	0	0	0	0	0	0	0	
LPSA Pump Priming	0	58	0	0	0	0	0	0	0	
Learning Difficulties	0	0	0	0	0	0	0	0	0	
Manuscript Reserve	0	37	0	0	0	0	0	0	0	
Museums Income Reserve	0	60	0	0	0	0	0	0	0	
P & T Bus De-registration	0	49	0	0	0	0	0	0	0	
P & T Depot Decommissioning	0	17	0	0	0	0	0	0	0	
P & T Initiative Savings	0	0	0	0	0	0	0	0	0	
P & T Operations Appropriation	0	70	0	0	0	0	0	0	0	
P & T Park & Ride	0	115	0	0	0	0	0	0	0	
Public Transport Commuted Sums	0	119	0	0	0	0	0	0	0	
Redundancy and Pension	0	1,000	0	0	0	0	0	0	0	
Repairs and Renewals Fund	0	2,950	0	0	0	0	0	0	0	
Residual Insurance and Lottery Bids	0	222	0	0	0	0	0	0	0	
Usable Capital Receipts	0	28	0	0	0	0	0	0	0	
Waste Management Partnership Fund	0	792	0	0	0	0	0	0	0	
Schools	0	0	0	0	0	0	0	0	0	
Children's Services Provision for Holiday Pay	42	0	0	0	0	0	0	0	0	
Schools Tax Penalties	0	0	0	0	0	0	0	0	0	
Building Maintenance Partnership Pool	0	2,176	0	0	0	0	0	0	0	
Children's Services Equalisation	0	0	0	0	0	0	0	0	0	
Early Years Loan Fund Reserve	0	87	0	0	0	0	0	0	0	
Schools Contingency	0	459	0	0	0	0	0	0	0	
Schools non-teaching activities	0	595	0	0	0	0	0	0	0	
Schools Sickness Insurance Reserve	0	1,215	0	0	0	0	0	0	0	
Schools Playing Field Surface Sinking Fund	0	36	0	0	0	0	0	0	0	
Usable Capital Receipts	0	0	0	0	0	0	0	0	0	
Unapplied Capital Grants & Contributions	0	0	0	0	0	0	0	0	0	
Balances	0	0	0	0	0	0	8,875	11,186		
Total for Reserve	5,034	24,709	0	0	0	0	8,875	11,186		

Estimated Movements in Year (2010/11)

Reserve Description	Provision	Earmarked Reserve			Reserves			Balances		
		County Fund	HRA	Capital	County Fund	Capital	County Fund	LMS		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Adult Social Services Doubtful Debts										
Cultural Services Provision for Doubtful Debts										
Insurance										
NAU Provision for Debt Write-off										
P & T Provision for Debt Write-off										
P & T Operations Pay and Conditions										
Adult Social Services Residential Review										
Affordable Housing and County Strategic Partnership										
Building Maintenance										
Capital Funding Reserve										
Car Lease Scheme surplus										
Economic Development and Tourism										
European Reserve										
Fire Pensions Reserve										
Highways Maintenance										
Historic Buildings										
Industrial Estate Dilapidations										
Information Technology Reserve										
Insurance										
Interest Equalisation Reserve										
LATS Reserve										
LPSA Pump Priming										
Learning Difficulties										
Manuscript Reserve										

Major Repairs Reserve
Usable Capital Receipts
Unapplied Capital Grants & Contributions

Balances							0	0
Total for Reserve	0	0	0	0	0	0	0	0

Balances as at 1 April 2011 - Start of Year 3

Reserve Description	Earmarked Reserve			Reserves			Balances		
	General Fund £'000	HRA £'000	Capital £'000	HRA £'000	Capital £'000	General Fund £'000	HRA £'000		
Insurance	0	0	0	0	0	0	0	0	
S.106 developers contribution	1,363	0	0	0	0	0	0	0	
Building Control	2,036	0	0	0	0	0	0	0	
Housing Repairs Fund	155	0	0	0	0	0	0	0	
Finance Improvement Programme	53	0	0	0	0	0	0	0	
Voluntary Early Retirement - Strain Cost	600	0	0	0	0	0	0	0	
Other - General	378	0	0	0	0	0	0	0	
Deferred Expenditure	6	0	0	0	0	0	0	0	
Housing Repairs Fund	0	1,491	0	0	0	0	0	0	
Capital Replacement (Usable Cap Receipts)	0	0	246	0	0	0	0	0	
Affordable Housing and County Strategic Partnership	33	0	0	0	0	0	0	0	
Building Maintenance Partnership Pool	353	0	0	0	0	0	0	0	
Children's Services Equalisation	0	0	0	0	0	0	0	0	
Early Years Loan Fund Reserve	13	0	0	0	0	0	0	0	
Information Technology Reserve	70	0	0	0	0	0	0	0	
Insurance	246	0	0	0	0	0	0	0	
Interest Equalisation Reserve	322	0	0	0	0	0	0	0	
LATS Reserve	168	0	0	0	0	0	0	0	
Repairs and Renewals Fund	90	0	0	0	0	0	0	0	
Schools Contingency	66	0	0	0	0	0	0	0	
Schools Sickness Insurance Reserve	189	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	
Major Repairs Reserve	0	0	0	0	0	0	0	0	
Usable Capital Receipts	0	0	0	0	0	0	0	0	
Unapplied Capital Grants & Contributions	0	0	0	0	0	3,103	0	0	
Balances	0	0	0	0	0	0	4,379	3,079	
Total for Reserve	6,141	1,601	246	0	3,103	4,379	3,079	1,349	

Estimated Movements in Year (2011/12)

Reserve Description	Earmarked Reserve			Reserves			Balances		
	General Fund £'000	HRA £'000	Capital £'000	HRA £'000	Capital £'000	General Fund £'000	HRA £'000		
Insurance									
S.106 developers contribution									
Building Control									
Housing Repairs Fund									
Finance Improvement Programme									
Voluntary Early Retirement - Strain Cost									
Other - General									
Deferred Expenditure									
Housing Repairs Fund									
Capital Replacement (Usable Cap Receipts)									
Affordable Housing and County Strategic Partnership									
Building Maintenance Partnership Pool									
Children's Services Equalisation									
Early Years Loan Fund Reserve									
Information Technology Reserve									
Insurance									
Interest Equalisation Reserve									
LATS Reserve									
Repairs and Renewals Fund									
Schools Contingency									
Schools Sickness Insurance Reserve									

Museums Income Reserve
P & T Bus De-registration
P & T Depot Decommissioning
P & T Initiative Savings
P & T Operations Appropriation
P & T Park & Ride
Public Transport Commuted Sums
Redundancy and Pension
Repairs and Renewals Fund
Residual Insurance and Lottery Bids
Usable Capital Receipts
Waste Management Partnership Fund

Schools
Children's Services Provision for Holiday Pay
Schools Tax Penalties

Building Maintenance Partnership Pool
Children's Services Equalisation
Early Years Loan Fund Reserve
Schools Contingency
Schools non-teaching activities
Schools Sickness Insurance Reserve
Schools Playing Field Surface Sinking Fund

Usable Capital Receipts
Unapplied Capital Grants & Contributions

Balances								
Total for Reserve	0	0	0	0	0	0	0	0

Balances as at 1 April 2011 - Start of Year 3

Reserve Description	Provision £'000	Earmarked Reserve			Reserves			Balances	
		County Fund £'000	HRA £'000	Capital £'000	County Fund £'000	Capital £'000	County Fund £'000	LMS £'000	
Adult Social Services Doubtful Debts	476	0	0	0	0	0	0	0	
Cultural Services Provision for Doubtful Debts	0	0	0	0	0	0	0	0	
Insurance	4,227	0	0	0	0	0	0	0	
NAU Provision for Debt Write-off	72	0	0	0	0	0	0	0	
P & T Provision for Debt Write-off	17	0	0	0	0	0	0	0	
P & T Operations Pay and Conditions	200	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	
Adult Social Services Residential Review	0	400	0	0	0	0	0	0	
Affordable Housing and County Strategic Partnership	0	1,300	0	0	0	0	0	0	
Building Maintenance	0	200	0	0	0	0	0	0	
Capital Funding Reserve	0	0	0	0	0	0	0	0	
Car Lease Scheme surplus	0	330	0	0	0	0	0	0	
Economic Development and Tourism	0	0	0	0	0	0	0	0	
European Reserve	0	52	0	0	0	0	0	0	
Fire Pensions Reserve	0	1,229	0	0	0	0	0	0	
Highways Maintenance	0	4,046	0	0	0	0	0	0	
Historic Buildings	0	50	0	0	0	0	0	0	
Industrial Estate Dilapidations	0	59	0	0	0	0	0	0	
Information Technology Reserve	0	3,348	0	0	0	0	0	0	
Insurance	0	1,346	0	0	0	0	0	0	
Interest Equalisation Reserve	0	1,346	0	0	0	0	0	0	
LATS Reserve	0	915	0	0	0	0	0	0	
LPSA Pump Priming	0	58	0	0	0	0	0	0	
Learning Difficulties	0	0	0	0	0	0	0	0	
Manuscript Reserve	0	37	0	0	0	0	0	0	
Museums Income Reserve	0	60	0	0	0	0	0	0	
P & T Bus De-registration	0	49	0	0	0	0	0	0	
P & T Depot Decommissioning	0	17	0	0	0	0	0	0	
P & T Initiative Savings	0	0	0	0	0	0	0	0	
P & T Operations Appropriation	0	70	0	0	0	0	0	0	
P & T Park & Ride	0	115	0	0	0	0	0	0	
Public Transport Commuted Sums	0	119	0	0	0	0	0	0	
Redundancy and Pension	0	1,000	0	0	0	0	0	0	
Repairs and Renewals Fund	0	2,950	0	0	0	0	0	0	
Residual Insurance and Lottery Bids	0	222	0	0	0	0	0	0	
Usable Capital Receipts	0	28	0	0	0	0	0	0	
Waste Management Partnership Fund	0	792	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	
Schools	42	0	0	0	0	0	0	0	
Children's Services Provision for Holiday Pay	0	0	0	0	0	0	0	0	
Schools Tax Penalties	0	0	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	
Building Maintenance Partnership Pool	0	2,176	0	0	0	0	0	0	
Children's Services Equalisation	0	0	0	0	0	0	0	0	
Early Years Loan Fund Reserve	0	87	0	0	0	0	0	0	
Schools Contingency	0	459	0	0	0	0	0	0	
Schools non-teaching activities	0	595	0	0	0	0	0	0	
Schools Sickness Insurance Reserve	0	1,215	0	0	0	0	0	0	
Schools Playing Field Surface Sinking Fund	0	36	0	0	0	0	0	0	
	0	0	0	0	0	0	0	0	
Usable Capital Receipts	0	0	0	0	0	0	0	0	
Unapplied Capital Grants & Contributions	0	0	0	0	0	0	0	0	
Balances	0	0	0	0	0	0	8,875	11,186	
Total for Reserve	5,034	24,709	0	0	0	0	8,875	11,186	

Estimated Movements in Year (2011/12)

Reserve Description	Provision £'000	Earmarked Reserve			Reserves			Balances	
		County Fund £'000	HRA £'000	Capital £'000	County Fund £'000	Capital £'000	County Fund £'000	LMS £'000	
Adult Social Services Doubtful Debts									
Cultural Services Provision for Doubtful Debts									
Insurance									
NAU Provision for Debt Write-off									
P & T Provision for Debt Write-off									
P & T Operations Pay and Conditions									
Adult Social Services Residential Review									
Affordable Housing and County Strategic Partnership									
Building Maintenance									
Capital Funding Reserve									
Car Lease Scheme surplus									
Economic Development and Tourism									
European Reserve									
Fire Pensions Reserve									
Highways Maintenance									
Historic Buildings									
Industrial Estate Dilapidations									
Information Technology Reserve									
Insurance									
Interest Equalisation Reserve									
LATS Reserve									
LPSA Pump Priming									
Learning Difficulties									
Manuscript Reserve									
Museums Income Reserve									
P & T Bus De-registration									
P & T Depot Decommissioning									
P & T Initiative Savings									
P & T Operations Appropriation									
P & T Park & Ride									
Public Transport Commuted Sums									
Redundancy and Pension									

Major Repairs Reserve
Usable Capital Receipts
Unapplied Capital Grants & Contributions

Balances							0	0
Total for Reserve	0	0	0	0	0	0	0	0

Balances as at 1 April 2012 - Start of Year 4

Reserve Description	Earmarked Reserve			Reserves			Balances	
	General Fund £'000	HRA £'000	Capital £'000	HRA £'000	Capital £'000	General Fund £'000	HRA £'000	
Insurance	1,363	0	0	0	0	0	0	0
S.106 developers contribution	2,036	0	0	0	0	0	0	0
Building Control	155	0	0	0	0	0	0	0
Housing Repairs Fund	53	0	0	0	0	0	0	0
Finance Improvement Programme	600	0	0	0	0	0	0	0
Voluntary Early Retirement - Strain Cost	378	0	0	0	0	0	0	0
Other - General	6	0	0	0	0	0	0	0
Deferred Expenditure	0	110	0	0	0	0	0	0
Housing Repairs Fund	0	1,491	0	0	0	0	0	0
Capital Replacement (Usable Cap Receipts)	0	0	246	0	0	0	0	0
Affordable Housing and County Strategic Partnership	33	0	0	0	0	0	0	0
Building Maintenance Partnership Pool	353	0	0	0	0	0	0	0
Children's Services Equalisation	0	0	0	0	0	0	0	0
Early Years Loan Fund Reserve	13	0	0	0	0	0	0	0
Information Technology Reserve	70	0	0	0	0	0	0	0
Insurance	246	0	0	0	0	0	0	0
Interest Equalisation Reserve	322	0	0	0	0	0	0	0
LATS Reserve	168	0	0	0	0	0	0	0
Repairs and Renewals Fund	90	0	0	0	0	0	0	0
Schools Contingency	66	0	0	0	0	0	0	0
Schools Sickness Insurance Reserve	189	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0
Major Repairs Reserve	0	0	0	0	0	0	0	0
Usable Capital Receipts	0	0	0	0	0	0	0	0
Unapplied Capital Grants & Contributions	0	0	0	0	0	3,103	0	0
Balances	0	0	0	0	0	4,379	3,079	1,349
Total for Reserve	6,141	1,601	246	0	3,103	4,379	3,079	1,349

Estimated Movements in Year (2012/13)

Reserve Description	Earmarked Reserve			Reserves			Balances	
	General Fund £'000	HRA £'000	Capital £'000	HRA £'000	Capital £'000	General Fund £'000	HRA £'000	
Insurance								
S.106 developers contribution								
Building Control								
Housing Repairs Fund								
Finance Improvement Programme								
Voluntary Early Retirement - Strain Cost								
Other - General								
Deferred Expenditure								
Housing Repairs Fund								
Capital Replacement (Usable Cap Receipts)								
Affordable Housing and County Strategic Partnership								
Building Maintenance Partnership Pool								
Children's Services Equalisation								
Early Years Loan Fund Reserve								
Information Technology Reserve								
Insurance								
Interest Equalisation Reserve								
LATS Reserve								
Repairs and Renewals Fund								
Schools Contingency								
Schools Sickness Insurance Reserve								

Repairs and Renewals Fund
Residual Insurance and Lottery Bids
Usable Capital Receipts
Waste Management Partnership Fund

Schools
Children's Services Provision for Holiday Pay
Schools Tax Penalties

Building Maintenance Partnership Pool
Children's Services Equalisation
Early Years Loan Fund Reserve
Schools Contingency
Schools non-teaching activities
Schools Sickness Insurance Reserve
Schools Playing Field Surface Sinking Fund

Usable Capital Receipts
Unapplied Capital Grants & Contributions

Balances							0	0
Total for Reserve	0	0	0	0	0	0	0	0

Balances as at 1 April 2012 - Start of Year 4

Reserve Description	Provision £'000	Earmarked Reserve			Reserves		Balances	
		County Fund £'000	HRA £'000	Capital £'000	County Fund £'000	Capital £'000	County Fund £'000	LMS £'000
Adult Social Services Doubtful Debts	476	0	0	0	0	0	0	0
Cultural Services Provision for Doubtful Debts	0	0	0	0	0	0	0	0
Insurance	4,227	0	0	0	0	0	0	0
NAU Provision for Debt Write-off	72	0	0	0	0	0	0	0
P & T Provision for Debt Write-off	17	0	0	0	0	0	0	0
P & T Operations Pay and Conditions	200	0	0	0	0	0	0	0
Adult Social Services Residential Review	0	400	0	0	0	0	0	0
Affordable Housing and County Strategic Partnership	0	1,300	0	0	0	0	0	0
Building Maintenance	0	200	0	0	0	0	0	0
Capital Funding Reserve	0	0	0	0	0	0	0	0
Car Lease Scheme surplus	0	330	0	0	0	0	0	0
Economic Development and Tourism	0	0	0	0	0	0	0	0
European Reserve	0	52	0	0	0	0	0	0
Fire Pensions Reserve	0	1,229	0	0	0	0	0	0
Highways Maintenance	0	4,049	0	0	0	0	0	0
Historic Buildings	0	50	0	0	0	0	0	0
Industrial Estate Dilapidations	0	59	0	0	0	0	0	0
Information Technology Reserve	0	3,348	0	0	0	0	0	0
Insurance	0	1,346	0	0	0	0	0	0
Interest Equalisation Reserve	0	1,346	0	0	0	0	0	0
LATS Reserve	0	915	0	0	0	0	0	0
LPSA Pump Priming	0	58	0	0	0	0	0	0
Learning Difficulties	0	0	0	0	0	0	0	0
Manuscript Reserve	0	37	0	0	0	0	0	0
Museums Income Reserve	0	60	0	0	0	0	0	0
P & T Bus De-registration	0	49	0	0	0	0	0	0
P & T Depot Decommissioning	0	17	0	0	0	0	0	0
P & T Initiative Savings	0	0	0	0	0	0	0	0
P & T Operations Appropriation	0	70	0	0	0	0	0	0
P & T Park & Ride	0	115	0	0	0	0	0	0
Public Transport Commuted Sums	0	119	0	0	0	0	0	0
Redundancy and Pension	0	1,000	0	0	0	0	0	0
Repairs and Renewals Fund	0	2,950	0	0	0	0	0	0
Residual Insurance and Lottery Bids	0	222	0	0	0	0	0	0
Usable Capital Receipts	0	28	0	0	0	0	0	0
Waste Management Partnership Fund	0	792	0	0	0	0	0	0
Schools	0	0	0	0	0	0	0	0
Children's Services Provision for Holiday Pay	42	0	0	0	0	0	0	0
Schools Tax Penalties	0	0	0	0	0	0	0	0
Building Maintenance Partnership Pool	0	2,176	0	0	0	0	0	0
Children's Services Equalisation	0	0	0	0	0	0	0	0
Early Years Loan Fund Reserve	0	87	0	0	0	0	0	0
Schools Contingency	0	459	0	0	0	0	0	0
Schools non-teaching activities	0	595	0	0	0	0	0	0
Schools Sickness Insurance Reserve	0	1,215	0	0	0	0	0	0
Schools Playing Field Surface Sinking Fund	0	36	0	0	0	0	0	0
Usable Capital Receipts	0	0	0	0	0	0	0	0
Unapplied Capital Grants & Contributions	0	0	0	0	0	0	0	0
Balances	0	0	0	0	0	0	8,875	11,186
Total for Reserve	5,034	24,709	0	0	0	0	8,875	11,186

Estimated Movements in Year (2012/13)

Reserve Description	Provision £'000	Earmarked Reserve			Reserves		Balances	
		County Fund £'000	HRA £'000	Capital £'000	County Fund £'000	Capital £'000	County Fund £'000	LMS £'000
Adult Social Services Doubtful Debts								
Cultural Services Provision for Doubtful Debts								
Insurance								
NAU Provision for Debt Write-off								
P & T Provision for Debt Write-off								
P & T Operations Pay and Conditions								
Adult Social Services Residential Review								
Affordable Housing and County Strategic Partnership								
Building Maintenance								
Capital Funding Reserve								
Car Lease Scheme surplus								
Economic Development and Tourism								
European Reserve								
Fire Pensions Reserve								
Highways Maintenance								
Historic Buildings								
Industrial Estate Dilapidations								
Information Technology Reserve								
Insurance								
Interest Equalisation Reserve								
LATS Reserve								
LPSA Pump Priming								
Learning Difficulties								
Manuscript Reserve								
Museums Income Reserve								
P & T Bus De-registration								
P & T Depot Decommissioning								
P & T Initiative Savings								
P & T Operations Appropriation								
P & T Park & Ride								
Public Transport Commuted Sums								
Redundancy and Pension								
Repairs and Renewals Fund								
Residual Insurance and Lottery Bids								
Usable Capital Receipts								
Waste Management Partnership Fund								
Schools								
Children's Services Provision for Holiday Pay								
Schools Tax Penalties								

Major Repairs Reserve
Usable Capital Receipts
Unapplied Capital Grants & Contributions

Balances						0	0	0
Total for Reserve	0	0	0	0	0	0	0	0

Balances as at 1 April 2013 - Start of Year 5

Reserve Description	Earmarked Reserve			Reserves		Balances		
	General Fund £'000	HRA £'000	Capital £'000	HRA £'000	Capital £'000	General Fund £'000	HRA £'000	
Insurance	1,363	0	0	0	0	0	0	0
S.106 developers contribution	2,036	0	0	0	0	0	0	0
Building Control	155	0	0	0	0	0	0	0
Housing Repairs Fund	53	0	0	0	0	0	0	0
Finance Improvement Programme	600	0	0	0	0	0	0	0
Voluntary Early Retirement - Strain Cost	378	0	0	0	0	0	0	0
Other - General	6	0	0	0	0	0	0	0
Deferred Expenditure	0	110	0	0	0	0	0	0
Housing Repairs Fund	0	1,491	0	0	0	0	0	0
Capital Replacement (Usable Cap Receipts)	0	0	246	0	0	0	0	0
Affordable Housing and County Strategic Partnership	33	0	0	0	0	0	0	0
Building Maintenance Partnership Pool	353	0	0	0	0	0	0	0
Children's Services Equalisation	0	0	0	0	0	0	0	0
Early Years Loan Fund Reserve	13	0	0	0	0	0	0	0
Information Technology Reserve	70	0	0	0	0	0	0	0
Insurance	246	0	0	0	0	0	0	0
Interest Equalisation Reserve	322	0	0	0	0	0	0	0
LATS Reserve	168	0	0	0	0	0	0	0
Repairs and Renewals Fund	90	0	0	0	0	0	0	0
Schools Contingency	66	0	0	0	0	0	0	0
Schools Sickness Insurance Reserve	189	0	0	0	0	0	0	0
Major Repairs Reserve	0	0	0	0	0	0	0	0
Usable Capital Receipts	0	0	0	0	0	0	0	0
Unapplied Capital Grants & Contributions	0	0	0	0	3,103	0	0	0
Balances	0	0	0	0	0	4,379	3,079	1,349
Total for Reserve	6,141	1,601	246	0	3,103	4,379	3,079	1,349

ASSUMPTIONS

General

1 The figures shown as at 31 March 2006 are as per the Statement of Account 2005/06.

General Fund & HRA Balances

2 The 2006/07 estimates had a General Fund Balance as at 31 March 2006 of £1,261,000 and a HRA Balance of £6,955,552. However, as per the 2005/06 statement of accounts, the actual balances at the 31 March 2006 were for General Fund - £1,947,000 and for HRA £6,832,000. It is considered that a more complete picture of reserves is to be given if the 'actual' balances are shown rather than the estimates.

3 For 2006/07, there was no HRA balances report; however, there was a report for 2005/06 which states that balances should be at £3,000,000 over the medium term. Considering that estimated balances as at 31st March 2007 will be £9,079,000, a drawdown of £3,000,00 per annum has been shown to assist the authority in achieving its 'Decent Homes' requirement by 2010.

4 General Fund Balances have been shown above based on the authorities Medium Term Financial Plan 2007/08 to 2009/10.

Earmarked Reserves

5 The timing of spend from Earmarked Reserves is not known with any accuracy at this time.

Building Maintenance Partnership Pool
Children's Services Equalisation
Early Years Loan Fund Reserve
Schools Contingency
Schools non-teaching activities
Schools Sickness Insurance Reserve
Schools Playing Field Surface Sinking Fund

Usable Capital Receipts
Unapplied Capital Grants & Contributions

Balances						0	0	0
Total for Reserve	0	0	0	0	0	0	0	0

Balances as at 1 April 2013 - Start of Year 5

Reserve Description	Provision £'000	Earmarked Reserve			Reserves		Balances	
		County Fund £'000	HRA £'000	Capital £'000	County Fund £'000	Capital £'000	County Fund £'000	LMS £'000
Adult Social Services Doubtful Debts	476	0	0	0	0	0	0	0
Cultural Services Provision for Doubtful Debts	0	0	0	0	0	0	0	0
Insurance	4,227	0	0	0	0	0	0	0
NAU Provision for Debt Write-off	72	0	0	0	0	0	0	0
P & T Provision for Debt Write-off	17	0	0	0	0	0	0	0
P & T Operations Pay and Conditions	200	0	0	0	0	0	0	0
Adult Social Services Residential Review	0	0	0	0	0	0	0	0
Affordable Housing and County Strategic Partnership	0	400	0	0	0	0	0	0
Building Maintenance	0	1,300	0	0	0	0	0	0
Capital Funding Reserve	0	200	0	0	0	0	0	0
Car Lease Scheme surplus	0	0	0	0	0	0	0	0
Economic Development and Tourism	0	330	0	0	0	0	0	0
European Reserve	0	52	0	0	0	0	0	0
Fire Pensions Reserve	0	1,229	0	0	0	0	0	0
Highways Maintenance	0	4,049	0	0	0	0	0	0
Historic Buildings	0	50	0	0	0	0	0	0
Industrial Estate Dilapidations	0	59	0	0	0	0	0	0
Information Technology Reserve	0	3,348	0	0	0	0	0	0
Insurance	0	1,346	0	0	0	0	0	0
Interest Equalisation Reserve	0	1,346	0	0	0	0	0	0
LATS Reserve	0	915	0	0	0	0	0	0
LPSA Pump Priming	0	58	0	0	0	0	0	0
Learning Difficulties	0	0	0	0	0	0	0	0
Manuscript Reserve	0	37	0	0	0	0	0	0
Museums Income Reserve	0	60	0	0	0	0	0	0
P & T Bus De-registration	0	49	0	0	0	0	0	0
P & T Depot Decommissioning	0	17	0	0	0	0	0	0
P & T Initiative Savings	0	0	0	0	0	0	0	0
P & T Operations Appropriation	0	70	0	0	0	0	0	0
P & T Park & Ride	0	115	0	0	0	0	0	0
Public Transport Commuted Sums	0	119	0	0	0	0	0	0
Redundancy and Pension	0	1,000	0	0	0	0	0	0
Repairs and Renewals Fund	0	2,950	0	0	0	0	0	0
Residual Insurance and Lottery Bids	0	222	0	0	0	0	0	0
Usable Capital Receipts	0	28	0	0	0	0	0	0
Waste Management Partnership Fund	0	792	0	0	0	0	0	0
Schools	0	0	0	0	0	0	0	0
Children's Services Provision for Holiday Pay	42	0	0	0	0	0	0	0
Schools Tax Penalties	0	0	0	0	0	0	0	0
Building Maintenance Partnership Pool	0	2,176	0	0	0	0	0	0
Children's Services Equalisation	0	0	0	0	0	0	0	0
Early Years Loan Fund Reserve	0	87	0	0	0	0	0	0
Schools Contingency	0	459	0	0	0	0	0	0
Schools non-teaching activities	0	595	0	0	0	0	0	0
Schools Sickness Insurance Reserve	0	1,215	0	0	0	0	0	0
Schools Playing Field Surface Sinking Fund	0	36	0	0	0	0	0	0
Usable Capital Receipts	0	0	0	0	0	0	0	0
Unapplied Capital Grants & Contributions	0	0	0	0	0	0	0	0
Balances	0	0	0	0	0	0	8,875	11,186
Total for Reserve	5,034	24,709	0	0	0	0	8,875	11,186

Transfer of Provisions and Reserves	31-Mar-06	31-Mar-07	2006-07 Movement			Norwich %	31-Mar-06 Norwich £m	31-Mar-07 Norwich £m	2006-07 Movement £m
Provisions	£m	£m	£m	Split					
Adult Social Services Doubtful Debts	0.677	0.476	-0.201	County	Debt retained by County, therefore provision retained by County	0.00%	0.000	0.000	0.000
Cultural Services Provision for Doubtful Debts	0.011	0.000	-0.011	County	Debt retained by County, therefore provision retained by County	0.00%	0.000	0.000	0.000
Insurance	4.227	4.227	0.000	County	Relates to known claims, therefore all relates to County - no Norwich share.	0.00%	0.000	0.000	0.000
NAU Provision for Debt Write-off	0.132	0.072	-0.060	County	Debt retained by County, therefore provision retained by County	0.00%	0.000	0.000	0.000
P & T Provision for Debt Write-off	0.078	0.017	-0.061	County	Debt retained by County, therefore provision retained by County	0.00%	0.000	0.000	0.000
P & T Operations Pay and Conditions	0.200	0.200	0.000	County	Relates to former Highways Contractor employees, is compensation for accepting poorer terms and conditions; none of these staff will transfer.	0.00%	0.000	0.000	0.000
Reserves									
Adult Social Services Residential Review	1.094	0.400	-0.694	County		0.00%	0.000	0.000	0.000
Affordable Housing and County Strategic Partnership	1.300	1.333	0.033	Split	Proportion of second homes (Norwich share 2.5%)	2.50%	0.033	0.033	0.000
Building Maintenance	0.164	0.200	0.036	County		0.00%	0.000	0.000	0.000
Capital Funding Reserve	12.875	2.951	-9.924	County		0.00%	0.000	0.000	0.000
Car Lease Scheme surplus	0.330	0.330	0.000	County		0.00%	0.000	0.000	0.000
Economic Development and Tourism	0.064	0.000	-0.064	County		0.00%	0.000	0.000	0.000
European Reserve	0.078	0.052	-0.026	County		0.00%	0.000	0.000	0.000
Fire Pensions Reserve	1.177	1.229	0.052	County		0.00%	0.000	0.000	0.000
Highways Maintenance	4.743	4.049	-0.694	County	This Fund is the balance of the County Council Revenue Contribution plus Commuted sums- City work is funded through the agency	0.00%	0.000	0.000	0.000
Historic Buildings	0.091	0.050	-0.041	County	The City have their own arrangements in place and this fund is for earmarked projects for which we have already been externally funded	0.00%	0.000	0.000	0.000
Industrial Estate Dilapidations	0.099	0.059	-0.040	County		0.00%	0.000	0.000	0.000
Information Technology Reserve	6.622	3.418	-3.204	County	See detailed sheet		0.105	0.070	-0.035
Insurance	1.592	1.592	0.000	Split	Split as per population	15.48%	0.246	0.246	0.000
Interest Equalisation Reserve	1.178	1.668	0.490	Split	Split as per debt	19.32%	0.228	0.322	0.094
LATS Reserve	1.083	1.083	0.000	Split	Assumed at this stage to be population (would need Defra advice if Norwich Unitary bid successful)	15.48%	0.168	0.168	0.000
LPSA Pump Priming	0.912	0.058	-0.854	County	All spent prior to transfer (by 2007/08)	0.00%	0.000	0.000	0.000
Learning Difficulties	1.000	0.000	-1.000	County		0.00%	0.000	0.000	0.000
Manuscript Reserve	0.038	0.037	-0.001	County	Assumed joint committee	0.00%	0.000	0.000	0.000
Museums Income Reserve	0.060	0.060	0.000	County	Assumed joint committee	0.00%	0.000	0.000	0.000
P & T Bus De-registration	0.049	0.049	0.000	County		0.00%	0.000	0.000	0.000
P & T Depot Decommissioning	0.017	0.017	0.000	County		0.00%	0.000	0.000	0.000
P & T Initiative Savings	0.000	0.000	0.000	County		0.00%	0.000	0.000	0.000
P & T Operations Appropriation	0.070	0.070	0.000	County		0.00%	0.000	0.000	0.000
P & T Park & Ride	0.115	0.115	0.000	County		0.00%	0.000	0.000	0.000
Public Transport Commuted Sums	0.190	0.119	-0.071	County		0.00%	0.000	0.000	0.000
Redundancy and Pension	8.467	1.000	-7.467	County	All spent prior to transfer	0.00%	0.000	0.000	0.000
Repairs and Renewals Fund	3.605	3.040	-0.565	Split	See detailed sheet		0.164	0.090	-0.074
Residual Insurance and Lottery Bids	0.365	0.222	-0.143	County	Assume joint committee	0.00%	0.000	0.000	0.000
Usable Capital Receipts	1.776	1.804	0.028	County		0.00%	0.000	0.000	0.000
Waste Management Partnership Fund	0.865	0.792	-0.073	County	The waste partnership fund relates to NCC work in funding collection authorities to minimise waste. As an integrated whole a Unitary would not need such funds	0.00%	0.000	0.000	0.000
Schools Provisions									
Children's Services Provision for Holiday Pay	0.042	0.042	0.000	County	Liability will remain with County	0.00%	0.000	0.000	0.000
Schools Tax Penalties	0.021	0.000	-0.021	County		0.00%	0.000	0.000	0.000
Schools Reserves									
Building Maintenance Partnership Pool	2.529	2.529	0.000	Split	Membership of BMPP Norwich schools - Norwich Share 13.95%	13.95%	0.353	0.353	0.000
Children's Services Equalisation	0.220	0.000	-0.220	County	Pupil numbers year R-11 Norwich schools - Norwich Share 12.57%	12.57%	0.028	0.000	-0.028
Early Years Loan Fund Reserve	0.100	0.100	0.000	Split	Pupil numbers year R-11 Norwich schools - Norwich Share 12.57%	12.57%	0.013	0.013	0.000
LMS Balances	25.519	12.535	-12.984	Split	Actual balances Norwich schools - Norwich Share 10.76%	10.76%	2.746	1.349	-1.397
Schools Contingency	1.456	0.525	-0.931	Split	Pupil numbers year R-11 Norwich schools - Norwich Share 12.57%	12.57%	0.183	0.066	-0.117
Schools non-teaching activities	0.595	0.595	0.000	County	Wymondham College only	0.00%	0.000	0.000	0.000
Schools Sickness Insurance Reserve	1.404	1.404	0.000	Split	Pupil numbers Primary Norwich schools - Norwich Share 13.49%	13.49%	0.189	0.189	0.000
Schools Playing Field Surface Sinking Fund	0.027	0.036	0.009	County	Sheringham schools only	0.00%	0.000	0.000	0.000
County Fund	10.495	10.245	-0.250	Split	Assumed split on population	15.48%	1.625	1.586	-0.039
Capital Grants unapplied	35.892	0.000	-35.892	Split	Split as per planned use of grant; blocks of grant (e.g. primary general) split as per population [Note used for earmarked schemes]		5.924	0.000	-5.924
Capital Receipts unapplied	1.777	0.000	-1.777	Split	Split as per planned use of receipts [Note used for earmarked schemes]		1.069	0.000	-1.069
	135.421	58.800	-76.621				13.074	4.485	-8.589

Note: Interest earned figure for Norwich taken to be balance at 31-3-07 (£4.485m) @ 5% = £0.224m per year

Base Year+Transition Year Cost Analysis

	Base Year	LUP Year 1		LUP Year 2		Ye
		Transition Costs	Cumulative Base Year+ this year	Transition Costs	Cumulative Base Year+ this year	Transition Costs
	£'000	£'000	£'000	£'000	£'000	£'000
Net Cost of Services	441,155	464	441,619	1,956	443,111	2,984
Financing:	40,161	28	40,189	147	40,308	302
Reserves:	(2,257)	0	(2,257)	0	(2,257)	0
Demand on Tax	479,059	492	479,551	2,103	481,162	3,286

Year 1 Cumulative Base Year+ this year	Year 2		Year 3		Year 4	
	Transition Costs	Cumulative Base Year+ this year	Transition Costs	Cumulative Base Year+ this year	Transition Costs	Cumulative Base Year+ this year
£'000	£'000	£'000	£'000	£'000	£'000	£'000
444,139	(1,516)	439,639	(2,433)	438,722	(2,433)	438,722
40,463	210	40,371	63	40,224	(74)	40,087
(2,257)	0	(2,257)	0	(2,257)	0	(2,257)
482,345	(1,306)	477,753	(2,370)	476,689	(2,507)	476,552

TRANSITION COSTS - DCLG Financial Framework Format

DCLG - Financial Framework		DCLG Financial Framework analysis											
		DISTRICT / UNITARY						COUNTY / REMAINING COUNTY					
SUMMARY		Lead Year 1	Lead Year 2	Year 1	Year 2	Year 3	Year 4	Lead Year 1	Lead Year 2	Year 1	Year 2	Year 3	Year 4
Description		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
All Services													
Total for Services Cost/(Savings)								(978)					
Investment Income from Balances from County								(84)					
Overall Total - to agree with Transition Costs & Eff Savings spreadsheet)								(1,062)					
Total		(1,443)						465					
		309	1,646	2,984	(1,516)	(2,433)	(2,433)	155	310	0	0	0	0
Nursery & Primary Schools		0	0	60	60	60	60	0	0	0	0	0	0
Secondary & Special Schools		0	0	140	140	140	140	0	0	0	0	0	0
Employees		0	0	(1,306)	(1,306)	(1,306)	(1,306)	0	0	0	0	0	0
Premises		0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	(900)	(3,207)	(5,618)	(5,618)	(5,618)	0	0	0	0	0	0
Third Party & Transfer Payments		0	0	0	0	0	0	0	0	0	0	0	0
Restructuring		309	2,546	7,297	5,208	4,291	4,291	155	310	0	0	0	0
Income		0	0	0	0	0	0	0	0	0	0	0	0
Education		0	0	200	200	200	200	0	0	0	0	0	0
Nursery & Primary Schools		0	0	60	60	60	60	0	0	0	0	0	0
Service Development				60	60	60	60						
Secondary & Special Schools		0	0	140	140	140	140	0	0	0	0	0	0
Service Development				140	140	140	140						
Education - Other		0	0	0	0	0	0	0	0	0	0	0	0
Employees		0	0	0	0	0	0	0	0	0	0	0	0
Premises		0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	0	0	0	0	0	0	0	0	0	0	0
Third Party & Transfer Payments		0	0	0	0	0	0	0	0	0	0	0	0
Restructuring		0	0	0	0	0	0	0	0	0	0	0	0
Income		0	0	0	0	0	0	0	0	0	0	0	0
Highways, Roads and Transport Services		0	0	8	(20)	(30)	(30)	0	0	0	0	0	0
Employees		0	0	(30)	(30)	(30)	(30)	0	0	0	0	0	0
Staff Rationalisation				(30)	(30)	(30)	(30)						
Premises		0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	0	0	0	0	0	0	0	0	0	0	0
Third Party & Transfer Payments		0	0	0	0	0	0	0	0	0	0	0	0
Restructuring		0	0	38	10	0	0	0	0	0	0	0	0
Relocation				10	10								
Staff Rationalisation				28									
Income		0	0	0	0	0	0	0	0	0	0	0	0
Social Services		0	0	405	(1,316)	(1,482)	(1,482)	0	0	0	0	0	0
Employees		0	0	(1,482)	(1,482)	(1,482)	(1,482)	0	0	0	0	0	0
Premises		0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	0	0	0	0	0	0	0	0	0	0	0
Third Party Payments		0	0	0	0	0	0	0	0	0	0	0	0
Restructuring		0	0	1,887	166	0	0	0	0	0	0	0	0
Income		0	0	0	0	0	0	0	0	0	0	0	0
Social Services - Children & Families		0	0	64	64	0	0	0	0	0	0	0	0
Employees		0	0	0	0	0	0	0	0	0	0	0	0
Premises		0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	0	0	0	0	0	0	0	0	0	0	0
Third Party Payments		0	0	0	0	0	0	0	0	0	0	0	0
Restructuring		0	0	64	64	0	0	0	0	0	0	0	0
Relocation				64	64								
Income		0	0	0	0	0	0	0	0	0	0	0	0
Social Services - Older People		0	0	0	0	0	0	0	0	0	0	0	0
Employees		0	0	0	0	0	0	0	0	0	0	0	0
Premises		0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	0	0	0	0	0	0	0	0	0	0	0
Third Party Payments		0	0	0	0	0	0	0	0	0	0	0	0
Restructuring		0	0	0	0	0	0	0	0	0	0	0	0
Income		0	0	0	0	0	0	0	0	0	0	0	0
Social Services - Adults		0	0	341	(1,380)	(1,482)	(1,482)	0	0	0	0	0	0
Employees		0	0	(1,482)	(1,482)	(1,482)	(1,482)	0	0	0	0	0	0
Staff Rationalisation				(1,482)	(1,482)	(1,482)	(1,482)						
Premises		0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	0	0	0	0	0	0	0	0	0	0	0
Third Party Payments		0	0	0	0	0	0	0	0	0	0	0	0
Restructuring		0	0	1,823	102	0	0	0	0	0	0	0	0
Relocation				102	102								
Staff Rationalisation				1,721									

Income		0	0	0	0	0	0	0	0	0	0	0	0	0
Social Services - Other	Sub-Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Employees		0	0	0	0	0	0	0	0	0	0	0	0	0
Premises		0	0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	0	0	0	0	0	0	0	0	0	0	0	0
Third Party Payments		0	0	0	0	0	0	0	0	0	0	0	0	0
Restructuring		0	0	0	0	0	0	0	0	0	0	0	0	0
Income		0	0	0	0	0	0	0	0	0	0	0	0	0
Housing Services	Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Employees		0	0	0	0	0	0	0	0	0	0	0	0	0
Premises		0	0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	0	0	0	0	0	0	0	0	0	0	0	0
Third Party Payments		0	0	0	0	0	0	0	0	0	0	0	0	0
Restructuring		0	0	0	0	0	0	0	0	0	0	0	0	0
Income		0	0	0	0	0	0	0	0	0	0	0	0	0
Housing Benefits	Sub-Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Employees		0	0	0	0	0	0	0	0	0	0	0	0	0
Premises		0	0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	0	0	0	0	0	0	0	0	0	0	0	0
Third Party Payments		0	0	0	0	0	0	0	0	0	0	0	0	0
Restructuring		0	0	0	0	0	0	0	0	0	0	0	0	0
Income		0	0	0	0	0	0	0	0	0	0	0	0	0
Housing Other	Sub-Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Employees		0	0	0	0	0	0	0	0	0	0	0	0	0
Premises		0	0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	0	0	0	0	0	0	0	0	0	0	0	0
Third Party Payments		0	0	0	0	0	0	0	0	0	0	0	0	0
Restructuring		0	0	0	0	0	0	0	0	0	0	0	0	0
Income		0	0	0	0	0	0	0	0	0	0	0	0	0
Cultural & Related Services	Total	0	0	100	(639)	(639)	(639)	0	0	0	0	0	0	0
Employees		0	0	(639)	(639)	(639)	(639)	0	0	0	0	0	0	0
	Staff Rationalisation			(639)	(639)	(639)	(639)							
Premises		0	0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	0	0	0	0	0	0	0	0	0	0	0	0
Third Party Payments		0	0	0	0	0	0	0	0	0	0	0	0	0
Restructuring		0	0	739	0	0	0	0	0	0	0	0	0	0
	Staff Rationalisation			739										
Income		0	0	0	0	0	0	0	0	0	0	0	0	0
Environmental Services	Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Employees		0	0	0	0	0	0	0	0	0	0	0	0	0
Premises		0	0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	0	0	0	0	0	0	0	0	0	0	0	0
Third Party Payments		0	0	0	0	0	0	0	0	0	0	0	0	0
Restructuring		0	0	0	0	0	0	0	0	0	0	0	0	0
Income		0	0	0	0	0	0	0	0	0	0	0	0	0
Street Cleansing	Sub-Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Employees		0	0	0	0	0	0	0	0	0	0	0	0	0
Premises		0	0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	0	0	0	0	0	0	0	0	0	0	0	0
Third Party Payments		0	0	0	0	0	0	0	0	0	0	0	0	0
Restructuring		0	0	0	0	0	0	0	0	0	0	0	0	0
Income		0	0	0	0	0	0	0	0	0	0	0	0	0
Environmental Services - Other	Sub-Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Employees		0	0	0	0	0	0	0	0	0	0	0	0	0
Premises		0	0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	0	0	0	0	0	0	0	0	0	0	0	0
Third Party Payments		0	0	0	0	0	0	0	0	0	0	0	0	0
Restructuring		0	0	0	0	0	0	0	0	0	0	0	0	0
Income		0	0	0	0	0	0	0	0	0	0	0	0	0
Planning & Development Services	Total	0	0	8	(20)	(30)	(30)	0	0	0	0	0	0	0
Employees		0	0	(30)	(30)	(30)	(30)	0	0	0	0	0	0	0
	Staff Rationalisation			(30)	(30)	(30)	(30)							
Premises		0	0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	0	0	0	0	0	0	0	0	0	0	0	0
Third Party Payments		0	0	0	0	0	0	0	0	0	0	0	0	0
Restructuring		0	0	38	10	0	0	0	0	0	0	0	0	0
	Staff Rationalisation			28										
	Relocation			10	10									
Income		0	0	0	0	0	0	0	0	0	0	0	0	0
Fire Services	Total	0	0	0	0	0	0	0	0	0	0	0	0	0
Employees		0	0	0	0	0	0	0	0	0	0	0	0	0
Premises		0	0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	0	0	0	0	0	0	0	0	0	0	0	0
Third Party Payments		0	0	0	0	0	0	0	0	0	0	0	0	0
Restructuring		0	0	0	0	0	0	0	0	0	0	0	0	0
Income		0	0	0	0	0	0	0	0	0	0	0	0	0
Central Services to the Public (including CDC and NDC)	Total	0	210	341	341	341	341	0	0	0	0	0	0	0
Employees		0	0	37	37	37	37	0	0	0	0	0	0	0
	Democracy - Allowances Increase			148	148	148	148							
	Democracy - Reduction in Elected Members			(111)	(111)	(111)	(111)							
Premises		0	0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	0	304	304	304	304	0	0	0	0	0	0	0
	Democracy - Local Area Budget			390	390	390	390							
	Democracy - Election Cycle			(86)	(86)	(86)	(86)							

Third Party Payments		0	0	0	0	0	0	0	0	0	0	0	0
Restructuring		0	210	0	0	0	0	0	0	0	0	0	0
	Democracy - Norwich Shadow Auth	0	190										
	Democracy - Full Election - May 2008		20										
Income		0	0	0	0	0	0	0	0	0	0	0	0
Corporate Services	Total	309	1,436	1,922	(62)	(793)	(793)	155	310	0	0	0	0
Employees	Pay Grade Harmonisation	0	0	838	838	838	838	0	0	0	0	0	0
				574	574	574	574						
	Corporate Management			340	340	340	340						
	Staff Rationalisation			(76)	(76)	(76)	(76)						
Premises		0	0	0	0	0	0	0	0	0	0	0	0
Transport		0	0	0	0	0	0	0	0	0	0	0	0
Supplies & Services		0	(900)	(3,511)	(5,922)	(5,922)	(5,922)	0	0	0	0	0	0
	Service Efficiency - Transition		(900)	(900)	(900)	(900)	(900)						
	Service Efficiency - Transformation			(2,611)	(5,022)	(5,022)	(5,022)						
Third Party Payments		0	0	0	0	0	0	0	0	0	0	0	0
Restructuring	Corporate Management	309	2,336	4,595	5,022	4,291	4,291	155	310	0	0	0	0
			151	0	0	0	0						
	Relocation			26	26								
	Staff Rationalisation			64									
	Corporate Branding			50									
	Registration			75									
	Property Maintenance			50	50	25	25						
	Information Technology - Transition		1,485	1,019	869	869	869						
	Information Technology - Transformation		0	2,631	3,397	3,397	3,397						
	Transition Team (pre Vesting)	299	600					155	310				
	Transition Team (post Vesting)			485	485								
	Contingency	10	100	195	195								
Income		0	0					0	0	0	0	0	0
NET COST OF SERVICES		309	1,646	2,984	(1,516)	(2,433)	(2,433)	155	310	0	0	0	0
Reconciliation													
From this worksheet ----->	District / Unitary	309	1,646	2,984	(1,516)	(2,433)	(2,433)						
	Investment Interst from Balances from County												
	County / Remaining County	155	310	0	0	0	0						
	Total	464	1,956	2,984	(1,516)	(2,433)	(2,433)					(978)	
From worksheet: Transition Costs & Eff Savings ----->		465	1,955	2,963	(1,537)	(2,454)	(2,454)						(1,062)
		465	1,955	2,963	(1,537)	(2,454)	(2,454)						
Variance ----->		1	(1)	(21)	(21)	(21)	(21)						(84)
	Roundins between LUP1 and 2 -overall, Ok, therefore ignored												
Financing Costs													
Money Set-Aside to Meet Principal Repayments		0	0	0	0	0	0	0	0	0	0	0	0
Interest on Borrowing		19	122	323	231	84	0	9	25	0	0	0	0
Investment Income - Balances from County		0	0	(21)	(21)	(21)	(21)	0	0	0	0	0	0
Investment Income - Efficiency Savings							(53)						
		19	122	302	210	63	(74)	9	25	0	0	0	0
Transfers to/from Reserves		0	0	0	0	0	0	0	0	0	0	0	0
Demand on Tax: Local and Central		328	1,768	3,286	(1,306)	(2,370)	(2,507)	164	335	0	0	0	0
Local Tax Contribution		0	0	0	0	0	0	0	0	0	0	0	0
Central Tax Contribution		0	0	0	0	0	0	0	0	0	0	0	0
Total Tax Contribution		0	0	0	0	0	0	0	0	0	0	0	0

Transition Costs

The **Revenue & Capital** (total costs/savings) that need to be considered for Transition include:

	Transition Costs - Total												Year 5 & Onwards £'000	
	LUP Y1		LUP Y2		Year 1		Year 2		Year 3		Year 4			TOTAL
	£	£'000	£	£'000	£	£'000	£	£'000	£	£'000	£	£'000		£'000
SUMMARY														
Transition														
Costs of Transition		465		2,855		6,318		3,463		2,546		2,546	18,193	1,652
Savings of Transition		0		(900)		(3,375)		(3,375)		(3,375)		(3,375)	(14,400)	(3,375)
TRANSITION - Net Cost/(Saving)		465		1,955		2,943		88		(829)		(829)	3,793	(1,723)
Transformation														
Costs of Transformation		0		0		2,631		3,397		3,397		3,397	12,822	3,397
Savings of Transformation		0		0		(2,611)		(5,022)		(5,022)		(5,022)	(17,677)	(5,022)
TRANSFORMATION - Net Cost/(Saving)		0		0		20		(1,625)		(1,625)		(1,625)	(4,855)	(1,625)
Total Costs of Becoming a Unitary														
Total Costs of becoming a unitary		465		2,855		8,949		6,860		5,943		5,943	31,015	5,049
Total Savings of becoming a unitary		0		(900)		(5,986)		(8,397)		(8,397)		(8,397)	(32,077)	(8,397)
Net Cost/(Saving)		465		1,955		2,963		(1,537)		(2,454)		(2,454)	(1,062)	(3,348)
Financing		28		145		323		231		84		(53)	758	(220)
UNITARY - Total Cost		493		2,100		3,286		(1,306)		(2,370)		(2,507)	(304)	(3,568)
TRANSITION														
Costs														
One-Off														
Staff Rationalisation	0	0	0	0	2,579,716	2,580	0	0	0	0	0	0	2,580	0
Relocation	0	0	0	0	211,749	212	211,749	212	0	0	0	0	424	0
1. Democracy - Norwich SA	0	0	189,513	190	0	0	0	0	0	0	0	0	190	0
2. Democracy - Full Election - May 2008	0	0	20,000	20	0	0	0	0	0	0	0	0	20	0
Corporate Branding	0	0	0	0	50,000	50	0	0	0	0	0	0	50	0
Registration	0	0	0	0	75,000	75	0	0	0	0	0	0	75	0
Property	0	0	0	0	50,000	50	50,000	50	25,000	25	25,000	25	150	0
Information Technology - Systems	0	0	670,000	670	820,000	820	820,000	820	820,000	820	820,000	820	3,950	0
Interest	0	0	40,200	40	49,200	49	49,200	49	49,200	49	49,200	49	236	0
Information Technology - Revenue	0	0	775,000	775	150,000	150	0	0	0	0	0	0	925	0
Transition Team (pre Vesting)	454,500	455	909,000	909	0	0	0	0	0	0	0	0	1,364	0
Transition Team (post Vesting)	0	0	0	0	484,530	485	484,530	485	0	0	0	0	970	0
Contingency	10,000	10	100,000	100	195,000	195	195,000	195	0	0	0	0	500	0
Total One-Off Costs	464,500	465	2,703,713	2,704	4,665,195	4,666	1,810,479	1,811	894,200	894	894,200	894	11,434	0
Ongoing														
Pay Grade Harmonisation	0	0	0	0	573,648	574	573,648	574	573,648	574	573,648	574	2,296	574
Corporate Management	0	0	151,287	151	339,660	340	339,660	340	339,660	340	339,660	340	1,511	340
3. Democracy - Norwich Unitary	0	0	0	0	148,045	148	148,045	148	148,045	148	148,045	148	592	148
4. Democracy - Local Budget	0	0	0	0	390,000	390	390,000	390	390,000	390	390,000	390	1,560	390
Service Development	0	0	0	0	200,000	200	200,000	200	200,000	200	200,000	200	800	200
Total Ongoing Costs	0	0	151,287	151	1,651,353	1,652	1,651,353	1,652	1,651,353	1,652	1,651,353	1,652	6,759	1,652
Total Transition Costs	464,500	465	2,855,000	2,855	6,316,548	6,318	3,461,832	3,463	2,545,553	2,546	2,545,553	2,546	18,193	1,652
Savings														
Staff Rationalisation	0	0	0	0	(2,256,643)	(2,257)	(2,256,643)	(2,257)	(2,256,643)	(2,257)	(2,256,643)	(2,257)	(9,028)	(2,257)
5. Democracy - Change in Election Cycle	0	0	0	0	(85,750)	(86)	(85,750)	(86)	(85,750)	(86)	(85,750)	(86)	(344)	(86)
6. Democracy - Reduction in Councillors	0	0	0	0	(110,604)	(111)	(110,604)	(111)	(110,604)	(111)	(110,604)	(111)	(444)	(111)
Investment Income	0	0	0	0	(21,000)	(21)	(21,000)	(21)	(21,000)	(21)	(21,000)	(21)	(84)	(21)
Service Efficiency - resulting from Transition	0	0	(900,000)	(900)	(900,000)	(900)	(900,000)	(900)	(900,000)	(900)	(900,000)	(900)	(4,500)	(900)
Total Transition Savings	0	0	(900,000)	(900)	(3,373,997)	(3,375)	(3,373,997)	(3,375)	(3,373,997)	(3,375)	(3,373,997)	(3,375)	(14,400)	(3,375)
Net Cost of Transition	464,500	465	1,955,000	1,955	2,942,551	2,943	87,835	88	(828,444)	(829)	(828,444)	(829)	3,793	(1,723)
TRANSFORMATION														
Costs														
Information Technology - Systems	0	0	0	0	805,200	805	805,200	805	805,200	805	805,200	805	3,220	805
Interest	0	0	0	0	48,312	48	48,312	48	48,312	48	48,312	48	192	48
Information Technology - Revenue	0	0	0	0	1,777,720	1,778	2,544,236	2,544	2,544,236	2,544	2,544,236	2,544	9,410	2,544
Total Transformation Costs	0	0	0	0	2,631,232	2,631	3,397,748	3,397	3,397,748	3,397	3,397,748	3,397	12,822	3,397
Savings														
Service Efficiency - resulting from Transformation	0	0	0	0	(2,611,000)	(2,611)	(5,022,000)	(5,022)	(5,022,000)	(5,022)	(5,022,000)	(5,022)	(17,677)	(5,022)

Total Transformation Savings	0	0	0	0	(2,611,000)	(2,611)	(5,022,000)	(5,022)	(5,022,000)	(5,022)	(5,022,000)	(5,022)	(17,677)	(5,022)
Net Cost of Transformation	0	0	0	0	20,232	20	(1,624,252)	(1,625)	(1,624,252)	(1,625)	(1,624,252)	(1,625)	(4,855)	(1,625)
TOTAL COSTS	464,500	465	1,955,000	1,955	2,962,783	2,963	(1,536,417)	(1,537)	(2,452,696)	(2,454)	(2,452,696)	(2,454)	(1,062)	(3,348)
FINANCING														
Temporary Borrowing @ 6.0%	27,870	28	145,170	145	322,937	323	230,752	231	83,590	84	(52,976)	(53)	758	(220)
Use of Reserves														
TOTAL COST OF FINANCING	27,870	28	145,170	145	322,937	323	230,752	231	83,590	84	(52,976)	(53)	758	(220)
NET COST OF TRANSITION	492,370	492	2,100,170	2,100	3,285,720	3,286	(1,305,665)	(1,306)	(2,369,106)	(2,369)	(2,505,672)	(2,506)	(304)	(3,568)

COSTS

ONE-OFF

Staff Rationalisation

TUPE and OVER 50s
(estimated Transferred Staff - Norfolk County Council)

NOTES	Children's Services	Schools	Adult Social Services	P&T	Cultural Services	Fire	Trading Standards	Chief Execs & OCS	Finance	IT	HR	Property	Legal	TOTAL
Percentage of total staff transferring over 50	(2)	39	34	44	25	27 N/a		35	44	0	0	35		
Number over 50	(3)	106	839	246	4	50		3	1	0	0	2	0	1,251
FTE staff transfers to Norwich	(1)	271	1,690	427	17	184 N/a		9	2	5	0	6	0	2,611

NOTES

- (1) An indication of possible staff transfers to a unitary Norwich
(2) Where more detailed information is not available - the Council's workforce age profile has been applied
(3) Numbers over 50 for schools, Adult, Finance and Chief Execs are based on headcount not % of FTE's.

Population of Norwich	127,600	15.5%
Population of Norfolk	824,200	
County estimate of staff to transfer to Norwich unitary	2,611	
No. of staff at Norwich City =	912	
No. of staff taken early retirement/redundancy last 18 months with applicable services=	151	
No. of staff prior to early retirement/redundancy =	1,063	
No. of staff who took early retirement =	86	
No. of staff who took redundancy =	151	
Of 151 leavers, the % that took early retirement =	57.0%	
Average cost of redundancy =	10,747	
Average cost of early retirement (strain) =	30,534	
Average cost of redundancy per employee	10,747	
Average cost of early retirement (VAR strain) per employee	30,534	
% of staff taken early retirement/redundancy	14.2%	

Total staff @ County Council (excluding schools & Fire)

	From County Estimate		Redundancy (revenue)		Early Retirements (revenue)		Framework Heading
	From Budget Book (page 27)	Estimate of Staff Transfer to Norwich	No. of Staff Estimated to be Rationalised	Estimated cost based on Norwich Redundancies £	Estimated number of posts subject to early retirement	Estimated cost based on Norwich Redundancies £	
Schools	10,975.9	1,690.0	0.0	0	0	0	
Education Other	432.0	0.0	0.0	0	0	0	Education - Other
Children Services	1,378.8	271.0	0.0	0	0	0	
Adult Social Services	2,504.0	427.0	60.6	651,634	35	1,068,690	Social Services - Adults
Planning & Transportation	790.5	17.0	2.4	25,943	1	30,534	50% Planning / 50% Highways
Cultural Services	740.6	184.0	26.1	280,798	15	458,010	Cultural & related services
Chief Execs	836.9	17.0	2.4	25,943	1	30,534	Corporate support services
Finance	169.7	5.0	0.7	7,630	0	0	Corporate support services

	17,828.4	2,611.0	92.3	991,948	52.0	1,587,768
Reconciliation						
Fire	426.0 assume nil reduction in fire					
	18,254.4					
						2,579,716

For this cost, Norfolk County Council supplied the estimated number of staff that might transfer to a Unitary Norwich City Council. However, Norwich City does not consider that the above stated 'transferred' staff is an accurate reflection of 'transferable' staff; for example the transfer of 5 finance staff, which represents 2.9% of that departments total establishment seems unrealistically low. However, as this is the only provided information this has been used for estimation purposes. If more posts were transferred to Norwich City, it is likely that staff rationalisation would be higher and consequently higher savings could be achieved.

Relocation

It will be necessary to provide an allowance to staff who will be 'out-of-pocket' as a consequence of Norwich becoming a unitary authority. For the purposes of this estimation, the affects of 'relocation' are deemed to have a more direct affect on those staff who would transfer from Norfolk County Council:

Services	Estimate of Staff Transfer to Norwich	Affects of Relocation Reasoning	Estimated % of staff transferred	Estimated number of staff transferred	Cost per Transfer (per annum)	Cost per Annum	Period of Transfer Allowance	Total Cost for Y1 & Y2	
					£	£	years	£	
Schools	1,690.0	No	Staff located at schools	0%	0	1,190	0	2	0
Education Other	0.0	n/a			0	1,190	0	2	0
Children Services	271.0	Partial	Social Services - yes/ others at current locations	20%	54	1,190	64,238	2	128,477
Adult Social Services	427.0	Partial	Social Services - yes/ others at current locations	20%	85	1,190	101,116	2	202,232
Planning & Transportation	17.0	Yes		100%	17	1,190	20,223	2	40,446
Cultural Services	184.0	No	Staff located at locations	0%	0	1,190	0	2	0
Chief Execs	17.0	Yes		100%	17	1,190	20,223	2	40,446
Finance	5.0	Yes		100%	5	1,190	5,948	2	11,896
	2,611				178		211,749		423,498
							For Y1 and Y2		

Cost per Transfer (per annum)

	days
Number of Days in a Year	365
Weekends	(104)
Holidays per Annum	(30)
Bank Holidays	(8)
Days Available for Work	223
	£
Cost to Park per Day	3.20
Total Cost	714
Tax @ 40%	476
Total Payable	1,190

Democracy

1 Norwich Shadow Authority Committee

Shadow Authority Democratic Management

Say, meetings every 6 weeks - 9 per annum
For 2007/08 - whole council election - September 2007
For 2008/09 - shadow authority commences April 2008

Used an SRA equipvalent to the County bands shown below, to remove disparity as this is higher than that of Norwich City .

Current Allowances:

	Norwich City	Norfolk County		Assumed Rates for Shadow/Unitary Norwich City Council		Difference between Proposed and Current Allowances	Employer Oncosts		Total	Number of Members Allowance Applicable For	Total Cost
		£	% of Leader Allowance	£	% of Leader Allowance		£	£			
Basic Allowance	5,148	6,763		6,763		1,615	NI £ 7.5%	Supeannuation £ 18.3%	2,032	39	79,248
SRA:											
Leader	6,177	24,797	100%	14,000	100%	7,823	587	1,432	9,842	1	9,842
Deputy Leader	0	16,118	65%	9,100	65%	9,100	683	1,665	11,448	1	11,448
Executive	4,323	12,398	50%	7,000	50%	2,677	201	490	3,368	10	33,680
Chairs of Scrutiny & similar panels	2,163	4,959	20%	2,800	20%	637	48	117	802	5	4,010
Members of Planning Committee	1,236	4,959	20%	2,800	20%	1,564	117	286	1,967	5	9,835
Current Costs									27,427		148,063

Travel & Subsistence

It is assumed that the cost of:

1. systems enhancement will be borne by the 'Partnership Arrangement' and repaid over the four-years of transition.
2. Licence replacement will 'fall-away' as one system is taken on and another is not used., therefore this cost will be borne for 2 years

Potential Cost of Interest

A financing deal such as indicated with a Private Sector 'Partnership Arrangement' will require 'financing interest' due to the supplier. This would be included in the cost of the service - not under financing

	LUP Y2	Y1	Y2	Y3	Y4
The cost of financing this deal will be based on: Amount for System Enhancement financed over the 5 year period (LUP 2 to Y4)	670,000	820,000	820,000	820,000	820,000
Interest	6.0%	40,200	49,200	49,200	49,200

Transition Team (pre Vesting)

This will be a joint team that will establish the structures for both Norwich City and Norfolk County following unitary status:

Salary Costs

	Full Year Basis									
	Salary	Oncosts		Total Salary	No of Staff		Norwich (per annum)	County (per annum)	Total (per annum)	Total (18-month)
		NI 7.5%	Superannuation 18.3%		Norwich	County				
Transition Coordinator	£ 55,000	£ 4,125	£ 10,065	£ 69,190	1	0	£ 69,190	£ 0	£ 69,190	£
Service Specialists:										
- Education/Children Social Services	45,000	3,375	8,235	56,610	0	1	0	56,610	56,610	
- Adult Social Services	45,000	3,375	8,235	56,610	0	1	0	56,610	56,610	
- Environment	45,000	3,375	8,235	56,610	1	0	56,610	0	56,610	
- Neighbourhood	45,000	3,375	8,235	56,610	0	1	0	56,610	56,610	
- Corporate	45,000	3,375	8,235	56,610	1	0	56,610	0	56,610	
Organisational Design/Policy	45,000	3,375	8,235	56,610	1	0	56,610	0	56,610	
Human Resources	35,000	2,625	6,405	44,030	1	1	44,030	44,030	88,060	
Communications - design	40,000	3,000	7,320	50,320	1	0	50,320	0	50,320	
Communications - support	25,000	1,875	4,575	31,450	1	0	31,450	0	31,450	
Administration	20,000	1,500	3,660	25,160	1	1	25,160	25,160	50,320	
							389,980	239,020	629,000	943,500

	LUP Y1		LUP Y2	
	6 months		Full Year	
	Norwich £'000	County £'000	Norwich £'000	County £'000
Salary	195	120	390	239
Consultancy	94	31	188	63
General Supplies	11	4	23	8
	300	155	601	310

			Norwich 75%	County 25%	Total £	
<u>Consultancy</u>	Per Annum		250,000	187,500	62,500	375,000
<u>General Supplies</u>	Per Annum		30,000	22,500	7,500	45,000
					909,000	1,363,500

Transition Team (post Vesting)

Transition Team (post Vesting) for Year 1 and Year 2. This team will be a mix of staff who will assist operational support to ensure that services are provided in the most effective way possible, but also include a policy team to ensure that the plans and policies originally envisaged during the Transition Team (pre Vesting) are incorporated into the operations and services in the first years of the new unitary.

	No of Posts	(per annum) £	Oncosts		Total £
			National Insurance 7.5% £	Superannuation 18.3% £	
<u>Operation/Service 'Mechanics' Development Team</u>					
Project Manager	1	55,000	4,125	10,065	69,190
Administrator	1	25,000	1,875	4,575	31,450
Business/Efficiency Analysts	2	50,000	3,750	9,150	125,800
Consultancy Support	Contract	63,000			63,000
<u>Policy Development/Continuation Team</u>					
Policy Officer	2	40,000	3,000	7,320	100,640
Administrator	1	25,000	1,875	4,575	31,450
Consultancy Support	Contract	63,000			63,000
					484,530

Contingency

A contingency allowance has been included for unforeseen costs that might arise over the 18 months of transition and 2-years of transformation. The profile of this contingency allowance has been on an 'equal month basis'. However it would be expected that any unused contingency would be rolled forward to future years.

Total contingency allowance: 500,000

Proportionate Split of Contingency		
LUP 1	2%	10,000
LUP 2	20%	100,000
Year 1	39%	195,000
Year 2	39%	195,000
		<u>500,000</u>

Temporary Borrowing - Cost of Interest

To finance the transition costs it is necessary to borrow:
The cost borrowing is calculated as follows:

Interest Rate:	0%
Period of Borrowing:	years
Annual Interest Rate:	<u>0</u>

LUP Y1	LUP Y2	Y1	Y2	Y3	Y4
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

COSTS

ONGOING

Pay Grade Harmonisation

	<u>Year 1</u>
No. of staff at Norwich City	912
Estimated No. of Persons Affected	25.0%
Estimated pay differential between City and County Staff	£ 2,000
+ National Insurance @	7.5%
+ Superannuation @	18.3%
Funding Support for PG Harmonisation	<u>£ 573,648</u> (Year 1)

Corporate Management

The base costings for the revised Corporate Management Team for a unitary Norwich City Council are as follows:

The current Corporate Management Team is as follows:

	Number	Salary £	Oncosts		Total £
			National Insurance 7.5% £	Superannuation 18.3% £	
Chief Executive:	1	120,000	9,000	21,960	150,960
Directors:	4	80,000	6,000	14,640	402,560
Heads of Service (*1)	6	60,000	4,500	10,980	<u>452,880</u>
					1,006,400

The proposed new Corporate Management Team is as follows:

	Number	Salary £	Oncosts		Total £
			National Insurance 7.5% £	Superannuation 18.3% £	
Chief Executive:	1	150,000	11,250	27,450	188,700
Directors:	5	100,000	7,500	18,300	629,000
Heads of Service (*1)	6	70,000	5,250	12,810	<u>528,360</u>
					1,346,060

***1 - Heads of Service**

Currently, there are 14 Heads of Service Posts at Norwich City Council.

At this time it is envisaged that the number of Heads of Service required for a unitary Norwich City Council would increase by 6 posts to 20. However, it is estimated that of these 20 posts, a number would transfer from Norfolk County. (it is not known how many would transfer at this time).

There would be some element of staff rationalisation/pay grade harmonisation as transferred staff and current Norwich City staff were integrated into the new unitary structure. Consequently, the estimate of costs included above takes a prudent position and includes the cost of 6 posts.

Transition - Costs during Transition

During the period of transition, it is planned that the:

- Chief Executive will be appointed from October 2008,
- two Directors from November 2008
- three Directors from December 2008.
- and Heads of Service on the day of Vesting. Therefore the estimated additional cost during Transition will be:

--- Chief Executive

Chief Executive - current grade	150,960
Chief Executive - new grade	<u>188,700</u>
Difference:	37,740

Proportion for Year: - Chief Executive from October 2006 18,870

--- Directors

Director - current grade		100,640	
Director - new grade		<u>125,800</u>	
Difference:		25,160	
Directors from November 2006:	2	20,967	
Directors from December 2006:	3	31,450	
Proportion for Year for Directors			<u>52,417</u>

--- Cost for LUP Y2			
Chief Executive		18,870	
Director		52,417	
Recruitment		<u>80,000</u>	
			<u>151,287 LUP 2</u>

Transition - Costs post Vesting (Ongoing)

Post Vesting, the annual costs of Corporate Management are estimated to be as follows:

--- Chief Executive			
Chief Executive - current grade		150,960	
Chief Executive - new grade		<u>188,700</u>	
Difference:		37,740	
Full-Year Affect:			<u>37,740</u>

--- Directors			
Director - current grade		100,640	
Director - new grade		<u>125,800</u>	
Difference:		25,160	
Full-Year Affect:			
Difference between current	directors	100,640	
Additional Director		125,800	<u>226,440</u>

--- Heads of Service			
HoS - current grade		75,480	
HoS - new grade		<u>88,060</u>	
Difference:		12,580	
Full-Year Affect:			<u>75,480</u>

Chief Executive		37,740	
Director		226,440	
Heads of Service		<u>75,480</u>	
			<u>339,660 Y1 and onwards</u>

Democracy

3 Allowances Increase for New Unitary

As there will be an increase in responsibility for Norwich City Councillors following unitary status, then there would be a corresponding increase in Allowance. For the purposes of estimation, the rates applied for the Shadow Authority have been estimated as the new rates for a Unitary Norwich and are shown below. In reality, an Independent Panel would decide on the level of allowances, which would then be agreed by Norwich City Council members

	Current	Proposed	Increase in	Employer Oncoasts		Total	Number of Members Allowance Applicable For	Increased cost per Annum
				Supeannuation				
				National				
Allowance	Allowance	Allowance per Annum	Insurance 7.5%	18.3%	£	£	£	
Basic Allowance	5,148	6,763	1,615	121	296	2,032	39	79,235
Leader	6,177	14,000	7,823	587	1,432	9,841	1	9,841
Deputy Leader	0	9,100	9,100	683	1,665	11,448	1	11,448
Executive	4,323	7,000	2,677	201	490	3,368	10	33,677
Chairs of Scrutiny & similar panels	2,163	2,800	637	48	117	801	5	4,007
Members of Planning Committee	1,236	2,800	1,564	117	286	1,968	5	9,838
								<u>148,045</u> Year 1 onwards

4 Councillors Local Area Budget

To improve local (ward) improvement, an annual allocation for each member to spend on local priorities.

It has been estimated that the annual allocation would be:	10,000
Number of Norwich City Council Members:	<u>39</u>
Total annual budget for 'Councillors Local Area Budget	<u>390,000</u>

Information Technology - Systems (Transformation)

Following the process of Transition, where District and County Systems are joined together, there will be a process of Transformation. This will entail an ICT review of system processes to introduce improved 'ways of working'

	Systems enhancement	Service Development Costs			
		Y1	Y2	Y3	Y4
Corporate Governance	0	230,000	230,000	230,000	230,000
Portfolio Management	560,000	140,000	140,000	140,000	140,000
Programme Management	0				
Project Management	570,000	142,500	142,500	142,500	142,500
Transformation Strategy Team	0	169,425	169,425	169,425	169,425
BPR Team	0	131,775	131,775	131,775	131,775
Workflow	1,400,000	175,000	350,000	350,000	350,000
Electronic Document & Records management	2,040,000	255,000	510,000	510,000	510,000
Location Independent Working	1,652,000	206,520	413,036	413,036	413,036
Document Output Management	790,000	197,500	197,500	197,500	197,500
Customer Services Alignment	1,040,000	130,000	260,000	260,000	260,000
	8,052,000	1,777,720	2,544,236	2,544,236	2,544,236

	LUP Y1	LUP Y2	Y1	Y2	Y3	Y4
	£	£	£	£	£	£
System Enhancement	0	0	805,200	805,200	805,200	805,200
Service Development Costs	0	0	1,777,720	2,544,236	2,544,236	2,544,236

It is assumed:

- As the process of transformation is a long-term process, these costs will be borne over the period of the contract. The period of the contract is expected to be: **10** years and will commence in 'Year 1'
- Costs for Service Development within the transition period will be met on an per annum basis. Over the 10 years, they are expected to total £24.675m.

Potential Cost of Interest

A financing deal such as indicated with a Private Sector 'Partnership Arrangement' will require 'financing interest' due to the supplier. This would be included in the cost of the service - not under financing

The cost of financing this deal will be based on:	LUP Y2	Y1	Y2	Y3	Y4
Amount for System Enhancement financed over the 5 year period (LUP 2 to Y4)	0	805,200	805,200	805,200	805,200
Interest	6.0%	0	48,312	48,312	48,312

Service Development

It is estimated that on an annual basis, a unitary Norwich City Council will be able develop 'key' services by the following amounts per annum:

	£
Education	200,000
Highways, Roads & Transport	0
Social Services	
Housing	0
Cultural Related Services	0
Environmental Services	0
Planning & Development	0
Central Services	0
Corporate Support	0
	200,000

Y1 and onwards

SAVINGS

Staff Rationalisation

Based on Norwich City early retirements/redundancies over past 18 months:

No. of early retirements/redundancies =	92.3
Total cost of redundancy =	991,948
Total cost of Pension Strain =	1,587,768
Total cost of early retirement/redundancy =	2,579,716
Average cost per employee =	27,949

Average salary of employee left employment=	24,449	2,445	22,004
Annual savings on salaries	2,256,643		2,030,978
Salary savings years 2 to 5 (4 years)	9,026,572		8,123,914
Estimated savings on redundancy over 4 years	6,446,856		

Accommodation

An estimate of a likely capital receipt from transferred accommodation is not known at this time as transferred accommodation is not known.

Democracy

5 Saving of Elected Members (per annum)		
The current number of elected county councillors covering the Norwich area = 13		
Basis Allowance (per annum)		6,763
National Insurance	7.5%	507
Superannuation	18.3%	1,238
Total savings per annum		<u>110,604</u>

6 Saving on Election Cycle		
Cost per annum of 1/3 elections		97,000
Total cost over 4 years		<u>388,000</u>
Cost for a 4 yearly election (assume held at same time as parliamentary election)		(45,000)
Saving over 4 years		<u>343,000</u>
Equated annual saving:		<u>85,750</u>
Total Equated Saving per annum		<u>196,354</u>
Estimated savings on democracy over 4 years		<u>785,416</u>

From John Jones - 12 December 2006		
Total number of Norfolk Councillors	80	
annual cost of 1/3 elections	97,000	
4 yearly election	97,000	
county council 4 yearly	45,000	

Treasury Management

The transfer of Reserves and Balances will allow the a unitary Norwich City Council to generate additional Investment Income.
The expected Reserves and Balances are as follows:

	£'000	
General Fund - Earmarked Reserves		1,550
General Fund - General Balances		1,370
LMS Balances		1,349
Total Transferred 'Reserves & Balances':		<u>4,269</u>
Current Investment Rate:	4.5%	
Expected Investment Rate:	5.0%	
Additional Investment Rate:		0.5%
Estimated Annual Investment Income		<u>21</u>

Service Efficiency - resulting from Transition - Savings

As a result of the transition, the Partnership Arrangement is expected to generate approximate savings of:					
	LUP 2	Y1	900,000 per annum		Y4
	£	£	Y2	Y3	£
	900,000	900,000	900,000	900,000	900,000

Service Efficiency - resulting from Transformation - Savings

As a result of the transformation, the Partnership Arrangement is expected to generate approximate savings of:				
	Y1	Y2	Y3	Y4
	£	£	£	£
	2,611,000	5,022,000	5,022,000	5,022,000

Cashflow Analysis of Transition Costs/Savings

	LUP1	LUP2	Y1	Y2	Y3	Y4	Temporary Borrowing/Investment Interest £'000	Y5
	£	£	£	£	£	£		£
b/f	0	464,500	2,419,500	5,382,283	3,845,866	1,393,170		(1,060)
Expenditure	464,500	2,855,000	8,947,780	6,859,580	5,943,301	5,943,301		5,049
Income	0	(900,000)	(5,984,997)	(8,395,997)	(8,395,997)	(8,395,997)		(8,397)
c/f	464,500	2,419,500	5,382,283	3,845,866	1,393,170	(1,059,526)		(4,408)
Cost of Borrowing	6%	27,870	145,170	322,937	230,752	83,590	810,319	
Cost of Investment	5%					(52,976)	(52,976)	(220)
							757,343	

Sensitivity Analysis

		Sensitivity Rate
Risk Assessment =	Minimal	0%
	Medium	10%
	High	25%

COSTS		Overall Risk Assessment Likelihood of Occurrence	Total £'000	Total £'000
One-Off				
Staff Rationalisation		Medium	258	
Relocation		Medium	42	
1. Democracy - Norwich SA		High	48	
2. Democracy - Full Election - May 2008		Medium	2	
Corporate Branding		High	13	
Registration		High	19	
Property		Minimal	0	
Information Technology - Systems Interest	Transition	Medium	395	
Information Technology - Revenue	Transition	Medium	24	
Transition Team (pre Vesting)	Transition	Medium	93	
Transition Team (post Vesting)		Medium	136	
Contingency		N/a	97	
			0	
Total One-Off Costs			1,126	
Ongoing				
Pay Grade Harmonisation		Medium	230 for 4 years ----> per annum	57
Corporate Management		Minimal	0 for 4 years ----> per annum	0
3. Democracy - Norwich		High	148 for 4 years ----> per annum	37
4. Democracy - Local Budget		Minimal	0 for 4 years ----> per annum	0
Information Technology - Systems Interest	Transformation	Medium	322 for 4 years ----> per annum	81
Information Technology - Revenue	Transformation	Medium	19 for 4 years ----> per annum	5
Service Development	Transformation	Medium	941 for 4 years ----> per annum	235
		Minimal	0 for 4 years ----> per annum	0
Total Ongoing Costs			1,660	415
TOTAL COSTS			2,785	
SAVINGS - resulting from move to a Unitary Authority				
Staff Rationalisation		Medium	903 for 4 years ----> per annum	226
5. Democracy - Change in Election Cycle		Medium	34 for 4 years ----> per annum	9
6. Democracy - Reduction in Councillors		Minimal	0 for 4 years ----> per annum	0
Investment Income		Minimal	0 for 4 years ----> per annum	0
Service Efficiency - resulting from Transition - Savings		Minimal	0 for 4 years ----> per annum	0
Service Efficiency - resulting from Transformation - Savings		Minimal	0 for 4 years ----> per annum	0
TOTAL SAVINGS			937	235
TOTAL COSTS DUE TO SENSITIVITY ANALYSIS (PRE FINANCING)			3,723	650

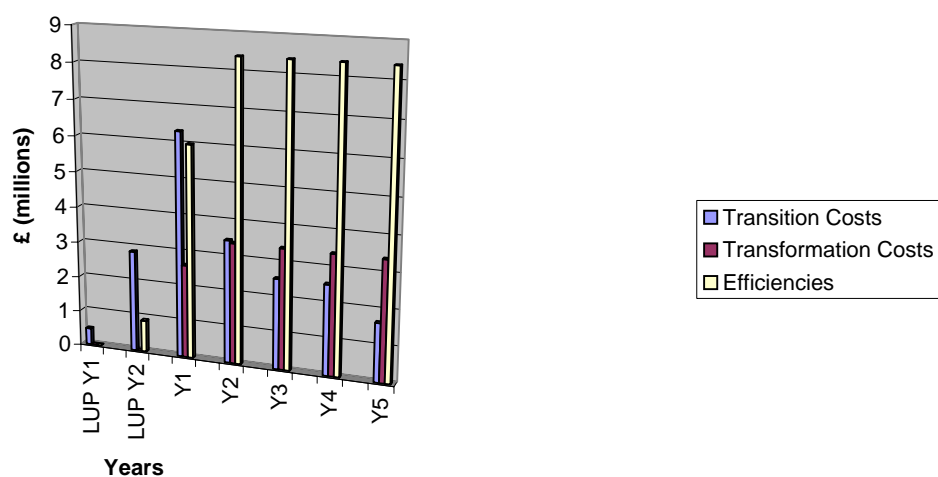
	£'000	£'000	£'000
Cumulative Saving b/f from Year 4		(1,062)	
Year 5			
Currently Expected 'One-Off' Costs that are expected to occur in Year 5 post Vesting		0	
Currently Expected 'Ongoing' Costs that are expected to occur in Year 5 post Vesting	5,049		
Currently Expected 'Ongoing' Savings that are expected to occur in Year 5 post Vesting	(8,397)	(3,348)	(3,348)
Overall accrued saving based on currently estimates of Transition Costs:		(4,410)	(3,348)
Additional 'One-Off' Costs due to Sensitivity Analysis		1,126	
Additional 'Ongoing' Costs due to Sensitivity Analysis		1,660	415
Additional 'Savings' Costs due to Sensitivity Analysis		937	235
Additional Financing Cost @ 6.0% per annum		223	
Total Additional Sensitivity Costs		3,946	650
Total 'Head-Room' (Expected Savings V Additional Cost - Year 5)		(464)	(2,698)

VOLUNTARY EARLY RETIREMENT / REDUNDANCIES - COSTS / SAVINGS OVER 5 YEARS

From 1 April 2005

Norwich Connect	Post Title	Senior	Salary	Middle	Seniority			Clerical/ Other	Salary <£22,000	Post No.	Age	No. of Years Service	Added Years	ONE-OFF LUMP SUM COSTS			ANNUAL COSTS	ANNUAL ESTIMATES			TOTAL SAVINGS		6 months Pay in Lieu of Notice	Actual Strain Costs
					Salary > £30,000 < £50,000	Junior	Salary > £22,000 < £30,000							A	B	C	D	E	F	G	H	J		
					Redundancy Payment	Added Years Lump Sum	Capital Cost Strain on Fund							Added Years Cost	Salary pa inc on cost	Costs in Year 1 after paying one-off Lump Sum Costs	Savings per annum in Years 2-5	Total Savings in Year 2-5	Total Savings over 5 years less one-off Costs & Added Years					
	Project Director - New Deal	1	£74,914							ODPDN1	58	7.1	6.18	£10,425	£14,055	£29,925	£4,576	£74,914	-£15,934	£70,338	£281,352	£297,286	Yes	Yes
	City Centre Manager	1	£51,060							PLCCM1	57	9	0	£10,658	£0	£7,914	£0	£51,060	-£32,488	£51,060	£204,240	£236,728	Yes	
Yes	Performance, Projects & partnership Manager	1	£59,084							ODAPM1	59	35	5.5	£26,873	£9,149	£1,825	£3,191	£59,084	-£18,047	£55,893	£223,572	£241,619	No	Yes
	Director of Housing and Revenue Services	1	£74,914							HSHS1	51	30	6.66	£28,959	£15,213	£161,148	£4,888	£74,914	£135,294	£70,026	£280,104	£144,810	3 mths	Yes
	Director of Spatial Planning and European and Economic Development	1	£74,914							PLHPL1	53	31	6.67	£30,117	£14,909	£127,966	£4,936	£74,914	£103,014	£69,978	£279,912	£176,898	Yes	Yes
No	Valuation & Property Management Team Leader			1	£43,033					PRVPM1	60	13.79	4.68	£3,019	£5,874	£21,428	£1,950	£43,033	-£10,762	£41,083	£164,330	£175,092	Yes	Yes
	Practice Manager (Planning)			1	£38,716					AOPRM1	39	2	0	£7,502	£0	£0	£0	£19,358	-£11,856	£19,358	£77,432	£89,288	Yes	Yes
	Principal Technical Officer			1	£31,957					HSTPO4	36	17	0	£8,471	£0	£0	£0	£15,978	-£7,508	£15,978	£63,914	£71,422		
	Office Manager (East & Laken)			1	£36,312					AOLTL1	51	22.4	6.67	£10,125	£6,067	£54,033	£1,985	£29,050	£43,160	£27,064	£108,257	£65,096		Yes
	Service Charge Manager			1	£36,632					HSSEM1	42	8	0	£10,267	£0	£0	£0	£36,632	-£26,365	£36,632	£146,528	£172,893	Yes	
	Works Support Manager			1	£32,173					HSWSL1	50	23.14	6.67	£12,290	£6,769	£65,657	£2,164	£32,173	£54,706	£30,009	£120,037	£65,331		Yes
	Snr Housing Officer (SE)			1	£32,173					HSSHC2	51	33.61	6.39	£12,540	£6,219	£75,527	£2,073	£32,173	£64,187	£30,100	£120,400	£56,213		
	Housing Technical Team Leader			1	£41,800					HSTTL3	50	12.84	6.67	£12,709	£8,434	£47,615	£2,811	£41,800	£29,768	£38,989	£155,956	£126,188		
	Snr Perf, Proj & Part Off (NC)			1	£35,163					ODSPM1	54	31	6.67	£13,685	£6,886	£51,874	£2,353	£35,163	£39,634	£32,810	£131,242	£91,607		Yes
	Housing Tech Principal Officer			1	£35,675					HSTPO1	51	17.82	6.67	£13,905	£7,146	£42,726	£2,382	£35,675	£30,484	£33,293	£133,172	£102,688		
	Housing Tech Principal Officer			1	£35,675					HSTPO2	52	30.97	6.67	£14,184	£7,298	£77,900	£2,349	£35,675	£66,055	£33,326	£133,305	£67,250	Yes	Yes
	Principal Technical Officer			1	£35,675					TSPTA2	62	16.84	2.73	£14,184	£3,095	£13,690	£983	£35,675	-£3,723	£34,692	£138,767	£142,490	Yes	Yes
	Housing Tech Senior Officer			1	£32,173					HSTSO3	58	29.71	5.96	£14,547	£6,013	£2,722	£2,004	£32,173	-£6,887	£30,169	£120,676	£127,563		Yes
	Senior Housing Officer			1	£32,173					HSLA2	60	20.59	4.38	£14,798	£4,038	£13,397	£1,420	£32,173	£1,479	£30,753	£123,012	£121,533		Yes
	Housing Manager			1	£38,815					HSTLS1	50	25.62	6.67	£14,827	£7,841	£78,939	£2,611	£38,815	£65,403	£36,204	£144,816	£79,413		Yes
	Housing Manager			1	£38,815					HSTLN1	52	25.7	6.67	£15,432	£7,878	£63,954	£2,611	£38,815	£51,059	£36,204	£144,816	£93,757	Yes	Yes
	Housing Tech Team Leader			1	£41,800					HSTTL2	50	29.82	6.67	£15,967	£8,788	£111,105	£2,671	£41,800	£96,731	£39,130	£156,519	£59,788		Yes
No	Office Facilities Manager			1	£36,518					AOOFM1	56	37	2.87	£16,216	£2,974	£44,991	£1,063	£36,518	£28,726	£35,455	£141,820	£113,094	Yes	Yes
	Housing Tech Team Leader			1	£41,800					HSTTL1	51	26.35	6.67	£16,293	£8,658	£80,303	£2,784	£41,800	£66,237	£39,016	£156,064	£89,827		Yes
	Principal Technical Officer			1	£32,845					HSTPO5	35	16	0	£16,388	£0	£0	£0	£32,845	-£16,457	£32,845	£131,379	£147,836		
Yes	Urban Design and conservation Co-ordinator			1	£40,796					PLUCC2	54	23.5	6.67	£16,856	£8,201	£46,266	£26,500	£40,796	£57,027	£14,296	£57,184	£157	Yes	Yes
	District Manager - North & West			1	£43,770					HSDMC1	51	29.5	6.67	£17,061	£8,746	£87,835	£2,875	£43,770	£72,747	£40,895	£163,580	£90,833	Yes	Yes
	District Manager Central & East			1	£43,771					HSDMN1	57	21.66	6.67	£17,061	£8,628	£22,678	£2,876	£43,771	£8,939	£40,895	£163,580	£154,641		
	Highways & Engineering Manager			1	£48,693					TSHAM1	50	31.5	6.67	£18,446	£9,841	£133,584	£3,271	£48,693	£116,449	£45,422	£181,687	£65,239	Yes	Yes
Yes	Urban Design and conservation Co-ordinator			1	£40,796					PLUCC1	61	37	3.5	£19,082	£4,114	£0	£1,742	£40,796	-£15,858	£39,054	£156,216	£172,074	Yes	Yes
Yes	Senior Performance, Projects & Partnership Officers			1	£32,005					ODSPP3	48	15	0	£25,584	£0	£0	£0	£25,604	-£20	£25,604	£102,416	£102,436	Yes	Yes
	Customer Servs Develop Officer			1	£34,660					HSCSD1	43	22	0	£27,021	£0	£0	£0	£34,660	-£7,639	£34,660	£138,641	£146,280		
	Rents/RTB Manager			1	£34,660					HSRRL1	44	25	0	£31,885	£0	£0	£0	£34,660	-£2,775	£34,660	£138,641	£141,416		
	Markets Manager			1	£32,594					PRMMA1	49	22	0	£34,084	£0	£0	£0	£32,594	£1,491	£32,594	£130,375	£128,884		
	Legal Officer (Property)			1	£35,675					CCSLA2	47	29	0	£36,711	£0	£0	£0	£35,675	£1,036	£35,675	£142,700	£141,664	Yes	
Yes	Environmental Health Manager (General)			1	£45,147					TSEHG1	47	29	0	£48,111	£0	£0	£0	£45,147	£2,964	£45,147	£180,588	£177,624	Yes	Yes
	Housing Technical Officer					1	£26,210			HSHTOG	55	2.37	0	£1,245	£0	£4,471	£0	£26,210	-£20,494	£26,210	£104,840	£125,334		
	Rents/RTB Senior Officer					1	£22,863			HSRRS1	43	11	0	£4,057	£0	£0	£0	£9,145	-£5,088	£9,145	£36,581	£41,669		
	Housing Technical Officer					1	£26,210			HSHTOA	54	2.2	0	£4,275	£0	£5,731	£0	£26,210	-£16,204	£26,210	£104,840	£121,044	Yes	Yes
	Court Officer					1	£23,792			HSHOWB	35	7	0	£5,277	£0	£0	£0	£23,792	-£18,514	£23,792	£95,166	£113,681	Yes	
	Housing Technical Officer					1	£26,210			HSHTO6	62	2.87	0	£6,229	£0	£1,393	£0	£26,210	-£18,588	£26,210	£104,840	£123,428		
	Housing Service Adviser					1	£23,792			AOCSSM1	55	11.82	6.67	£6,785	£4,961	£23,229	£1,626	£23,792	£12,810	£22,166	£88,662	£75,853		Yes
	Housing Officer					1	£26,210			HSHOCD	53	10.9	6.67	£6,852	£5,251	£22,073	£1,778	£26,210	£9,744	£24,432	£97,730	£87,986	Yes	Yes
	Housing Service Adviser					1	£23,792			AOCSSA2	50	18	6.67	£7,179	£4,961	£41,805	£1,646	£23,792	£31,799	£22,146	£88,583	£56,784		Yes
	Housing Officer (North)					1	£23,792			HSLAA2	50	20.94	6.67	£7,350	£4,975	£47,145	£1,626	£23,792	£37,304	£22,166	£88,662	£51,358		Yes
	Housing Service Adviser					1	£23,792			AOCSSL2	53	13.97	6.67	£7,539	£4,961	£27,579	£1,626	£23,792	£17,914	£22,166	£88,662	£70,749		Yes
	Housing Officer					1	£23,792			HSHOC7/ HSHON1	52	8.21	6.67	£7,727	£4,980	£20,248	£1,582	£23,792	£10,745	£22,210	£88,839	£78,093		Yes
	Housing Officer (North)					1	£23,792			HSHON9	52	9.58	6.67	£7,727	£4,948	£24,931	£1,610	£23,792	£15,425	£22,181	£88,725	£73,300		Yes
	Housing Officer (West)					1	£23,792			HSHOS5	54	12.13	6.67	£7,727	£4,971	£18,016	£1,626	£23,792	£8,549	£22,166	£88,662	£80,114		Yes
	Housing Service Adviser/Office Manager (West)					1	£24,772			AOCSE1 / AOLTW1	58	13.87	6.32	£8,242	£4,565	£17,633	£1,605	£24,772	£7,274	£23,167	£92,667	£85,393		Yes
	Rents/RTB Senior Officer					1	£24,793			HSRRS1	63	7	0											

Transition/Transformation Costs and Efficiencies



Summary of Transition/Transformation Costs and Efficiencies

	LUP1 £'m	LUP2 £'m	Y1 £'m	Y2 £'m	Y3 £'m	Y4 £'m	Y5 £'m
Transition/Transformation Costs	465	2,855	8,949	6,860	5,943	5,943	5,049
Efficiencies	0	(900)	(5,986)	(8,397)	(8,397)	(8,397)	(8,397)
Cost/(Saving)	465	1,955	2,963	(1,537)	(2,454)	(2,454)	(3,348)
Financing	28	145	323	231	84	(53)	(220)
Total Cost/(Saving)	493	2,100	3,286	(1,306)	(2,370)	(2,507)	(3,568)

Summary of Transition/Transformation Costs and Efficiencies

	LUP1 £'m	LUP2 £'m	Y1 £'m	Y2 £'m	Y3 £'m	Y4 £'m	Y5 £'m
Transition/Transformation Costs	493	3,000	9,272	7,091	6,027	5,943	5,049
Efficiencies	0	(900)	(5,986)	(8,397)	(8,397)	(8,450)	(8,617)
Total Cost/(Saving)	493	2,100	3,286	(1,306)	(2,370)	(2,507)	(3,568)