SEP 10 Year Business Plan
(Updated Aug 15)

Capital programme

	2012/13 Yr 1 Actual	2013/14 Yr 2 Actual	2014/15 Yr 3 Actual	2015/16 Yr 4 Forecast	2016/17 Yr 5 Budget	2017/18 Yr 6 Budget	2018/19 Yr 7 Budget	2019/20 Yr 8 Budget	2020/21 Yr 9 Budget	2021/22 Yr 10 Budget	2022/23 Yr 11 Budget	2023/24 Yr 12 Budget	2024/25 Yr 13 Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Receipts													
Officers Mess							-1,300						
Sergeants Mess & adjoining areas													
Employment Zone													
External Funding													
Heritage Enterprise Grant Funding													
Prudential Borrowing				-1,527	-3,066	-497	1,300	-150					
Capital Income Sub Total				**-1,527**	**-3,066**	**-497**		**-150**					
Capital Payments													
Purchase (Capital)	4,177	1											
Utilities Separation (Capital)		274	216	105									
Essential Infrastructure Improvements (Capital)													
Community Concern Access Improvements	6	13	11	50	700								
Off Site Highway Improvements		7	10	4									
Community Recreational Access Improvements				18		50		150					
Community Woodland		1											
Heritage Access & Interpretation													
Housing (Officers' Mess) Capital Costs (NPS Fees)		58	-										
Sergeants Mess & adjoining areas			4										
Utilities Upgrade			45	711	888								
Building 15			7	15									
Recommissioning capital costs for Green/Amber Buildings				1,260	1,443	442							
Building Condition Surveys for Recommissioning of Buildings				10	10	5							
Screening					25								
Recommissioning capital costs for Heritage Buildings (ie Heritage Enterprise)				25									
Essential Infrastructure Sub Total	6	79	77	2,093	3,066	497		150					
Capital Spend Sub Total	**4,183**	**353**	**293**	**2,198**	**3,066**	**497**		**150**					
Summary of Capital Budget Spend													
Net Capital Position	**4,183**	**353**	**293**	**671**									
Cumulative Capital Position	**4,183**	**4,536**	**4,829**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**

		2012/13 Yr 1	2013/14 Yr 2	2014/15 Yr 3	2015/16 Yr 4	2016/17 Yr 5	2017/18 Yr 6	2018/19 Yr 7	2019/20 Yr 8	2020/21 Yr 9	2021/22 Yr 10	2022/23 Yr 11	2023/24 Yr 12	2024/25 Yr 13
Cabinet Approved Capital Funding	**5,500**	**1,317**	**964**	**671**										
Net Capital Position	**5,500**	**1,317**	**964**	**671**										

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Profit & Loss Account

	2012/13 Yr 1 Actual	2013/14 Yr 2 Actual	2014/15 Yr 3 Actual	2015/16 Yr 4 Forecast	2016/17 Yr 5 Budget	2017/18 Yr 6 Budget	2018/19 Yr 7 Budget	2019/20 Yr 8 Budget	2020/21 Yr 9 Budget	2021/22 Yr 10 Budget	2022/23 Yr 11 Budget	2023/24 Yr 12 Budget	2024/25 Yr 13 Budget
Income													
Sundry Income, Leases and Rents	-	-24	-16	-15	-16	-16	-16	-16	-16	-16	-16	-16	-16
Track Uses					-15	-15	-15	-15	-15	-15	-15	-15	-15
Norfolk Fire Training			-1	-1	-2	-2	-2	-2	-2	-2	-2	-2	-2
Solar PV			-295	-541	-450	-450	-450	-450	-450	-450	-450	-450	-450
Rental income from Building Tenancies		-22	-103	-388	-461	-712	-795	-798	-1,975	-774	-795	-795	-795
Rental income from Bomb Storage Area			-11	-11	-43	-56	-56	-56	-56	-56	-56	-56	-56
Tenant Electricity / Gas / Water Recharge				-38	-70	-110	-110	-110	-110	-20,500	-20,500	-20,500	-20,500
Service Charge					-69	-109	-159	-159	-159	-159	-159	-159	-159
Community Use													
Revenue Grant Funding													
Income Sub Total	-	-46	-425	-993	-1,127	-1,470	-1,603	-1,606	-2,782	-21,972	-21,993	-21,993	-21,993
Direct Costs													
NPS / Agent fees for lettings		25	44	29	50	50	20	20	20	20	20	20	20
Nplaw fees for lettings			28	30	20	20	10	10	10	10	10	10	10
EPCs			3	1	5	5							
Other planning costs			1	3									
Building Condition Survey		6											
Council Tax		3	3	5	5								
Building & Repair Maintenance			13	59	112	114	116	118	110	100	75	75	75
Estate Costs			13	6	21	22	23	24	25	26	27	28	29
Tenant Electricity / Gas / Water Costs				27	60	120	120	120	120	20,000	20,000	20,000	20,000
Bad Debits					23	36	40	40	99	39	40	40	40
Direct Cost Sub Total		33	103	161	296	367	329	332	384	20,195	20,172	20,173	20,174
GROSS - PROFIT / + LOSS	-	-13	-322	-833	-831	-1,104	-1,274	-1,274	-2,399	-1,777	-1,821	-1,820	-1,819

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Overheads

	2012/13 Yr 1 Actual	2013/14 Yr 2 Actual	2014/15 Yr 3 Actual	2015/16 Yr 4 Forecast	2016/17 Yr 5 Budget	2017/18 Yr 6 Budget	2018/19 Yr 7 Budget	2019/20 Yr 8 Budget	2020/21 Yr 9 Budget	2021/22 Yr 10 Budget	2022/23 Yr 11 Budget	2023/24 Yr 12 Budget	2024/25 Yr 13 Budget
Client Management Costs													
Contract Issues	14	3	3	2	2	2	2	2	2	2	2	2	2
Project Management (Client)	4	88	94	121	159	163	167	171	175	179	183	187	191
Office re-location initial set up costs (client side)			9										
Office re-location annual revenue costs (client side costs)			4	5	4	4	4	4	5	5	5	5	5
Client Property Advice			17	19									
NCC Comms	4	18	5	6	6	6							
Marketing (including website, advertising, agents days)			2	15	10	6	6	6	6	6	6	6	6
Facilities Management Costs													
Facilities Management Staff (NPS)	10	82	45	48	50	52	54	56	58	60	62	64	66
Grounds / Cleaning Maintenance		59	59	48	41	41	42	42	43	43	44	44	45
Building & Repair Maintenance (Sitewide)		44	8	10	26	26	27	27	8	8	5	5	5
Estate Costs (Bin rental, supplies, etc)	8	42	18	10	26	26	27	27	8	8	5	5	5
Private Utilities Network Maintenance			15	20	20	20	20	20	20	20	20	20	20
Site Repair Contingency			28										
Client Electricity / Gas / Water Costs			29	155	150	150	150	150	150	150	150	150	150
Security		227	185	185	150	155	160	165	170	175	180	185	190
Other site Costs													
Premises Insurance		27	27	45	55	60	60	60	60	60	60	60	60
Business Rates			2	2	4	4	4	4	4	4	4	4	4
Site Purchases (Fencing / Signing, etc)			4	20									
Development Vision	75	175					30						
Site-wide Asset Management Costs													
Estate Management Portfolio / Programme Manager (NPS)		13	57										
Client Property Advice				20	20	20	10	10	10	10	10	10	10
Planning Issues (NPS)		4	17	45	10	10	10	10	10	10	10	10	10
Other Asset Redevelopment Costs (NPS) outside technical area		15	35	10	10	10							
Revenue Costs for specific client projects (Heritage / Community, etc)													
Public / Heritage Amenity													
Technical Advisor Costs / other costs for solar (exl nps / nplaw costs)			78										
Aggregate Removal (NCC fees)	2	8											
Officers Mess (Initial revenue costs)		8											
Sergeants Mess (Initial revenue costs)			2										
Allowance for abortive capital costs					20	20	20						
Total Overheads	117	813	743	786	761	775	792	754	727	739	745	757	768
NET OPERATING - PROFIT / + LOSS	117	800	420	-47	-69	-328	-482	-520	-1,672	-1,038	-1,076	-1,064	-1,051
Financial Costs													
Interest and Capital Repayment					101	304	237	237	247	247	247	247	247
Depreciation Costs													

Summary of Revenue

	2012/13 Yr 1 Actual	2013/14 Yr 2 Actual	2014/15 Yr 3 Actual	2015/16 Yr 4 Forecast	2016/17 Yr 5 Budget	2017/18 Yr 6 Budget	2018/19 Yr 7 Budget	2019/20 Yr 8 Budget	2020/21 Yr 9 Budget	2021/22 Yr 10 Budget	2022/23 Yr 11 Budget	2023/24 Yr 12 Budget	2024/25 Yr 13 Budget
Transfer From Ear-Marked Reserves	-117	-800	-420										
Year End position				-47	32	-25	-245	-282	-1,424	-791	-829	-816	-804
Scottow Reserve				47	15	40	284	567	1,991	2,782	3,611	4,427	5,231