



GREAT YARMOUTH
BOROUGH COUNCIL

Scrutiny Committee

Date: Tuesday, 12 December 2023

Time: 18:30

Venue: Council Chamber

Address: Town Hall, Hall Plain, Great Yarmouth, NR30 2QF

AGENDA

Open to Public and Press

1 APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2 DECLARATIONS OF INTEREST

You have a Disclosable Pecuniary Interest in a matter to be discussed if it relates to something on your Register of Interests form. You must declare the interest and leave the room while the matter is dealt with.

You have a Personal Interest in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

You must declare a personal interest but can speak and vote on the matter.

Whenever you declare an interest you must say why the interest arises, so that it can be included in the minutes.

3 MINUTES

To confirm the minutes of the meeting held on the 28 November 2023 - Minutes to follow.

4 MATTERS ARISING

To consider any matters arising from the above minutes.

5 CONSIDERATION OF ITEMS REQUESTED TO BE ADDED TO
THE WORK PROGRAMME

To consider any requests submitted to the Chair of Scrutiny Committee or the Monitoring Officer by Members.

6 WORK PROGRAMME

4 - 9

Work Programme attached.

7 23-185 - QUARTER 2 PERFORMANCE REPORT 2023-24

10 - 56

Report attached.

8 23-051 - COUNCIL TAX SUPPORT SCHEME 2024-25

57 - 61

Report attached.

9 23-155 -SAVINGS 2024-25 - MEDIUM TERM FINANCIAL STRATEGY

62 - 70

Report attached.

10 22-161 - CONTROL CENTRE AND COMMUNITY ALARM
SERVICES EMERGENCY CONTRACT DECISION

71 - 79

Report attached.

11 ANY OTHER BUSINESS

To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.

Scrutiny Committee Annual Work Programme 2023/2024

Date	Topic	Responsible Officer / Portfolio Holder	Aims, Objectives and Desired Outcomes	Method of delivery (i.e Committee Meeting or workshop)	Timescale
Standing items					
19 Sept 2023	Quarterly performance data	Cabinet Member, Information governance Leader	<ul style="list-style-type: none"> • Identification of any causes for concern and note successes • To include an exceptions report of those that are not meeting the required target. 	Committee	Quarterly Review
12 Dec 2023	Quarterly performance data	Cabinet Member, Information governance Leader	<ul style="list-style-type: none"> • Identification of any causes for concern and note successes 	Committee	Quarterly Review
19 March 2024	Quarterly performance data	Cabinet Member, Information governance Leader	<ul style="list-style-type: none"> • Identification of any causes for concern and note successes 	Committee	Quarterly Review
23 April 2024	Scrutiny Annual Report	Chair of Scrutiny, Scrutiny Committee	<ul style="list-style-type: none"> • Production of the Scrutiny Committee Annual Report to Council 	Committee	Annual
June 2024	Annual performance report	Cabinet Member, Information governance Leader	<ul style="list-style-type: none"> • Identification of any causes for concern and note successes 	Committee	Annual Review
19 Sept 2023	1/4ly Financial Report	Executive Director, Resources	<ul style="list-style-type: none"> • Identification of any causes for concern and note successes. 	Committee	Quarterly Review

	including Exemptions		<ul style="list-style-type: none"> To outline those areas not currently on target or likely to be achieved 		
19 Mar 2024	1/4ly Financial Report including Exemptions	Executive Director, Resources, Cabinet Member	<ul style="list-style-type: none"> Identification of any causes for concern and note successes. To outline those areas not currently on target or likely to be achieved 	Committee	Quarterly Review
19 Mar 2024	Annual Action Plan	Cabinet Member, Chief Executive Officer, and Information governance Leader	<ul style="list-style-type: none"> Any item or issue from the Annual Action Plan which may require further investigation/scrutiny by the Scrutiny Committee. 	Committee	When required
Confirmed Scrutiny Committee items					
Thursday 20 June 2023					
20 June 2023	2023/24 Annual Work-Programme Workshop session	Scrutiny committee, & ELT	<ul style="list-style-type: none"> To enable the scrutiny committee to ensure that the work of the committee is relevant and achievable 	Workshop session Location : Town Hall	Re-set annually and revised periodically
Tuesday 19 September 2023					
19 September 2023	Housing Investment Plan and Sheltered Housing Asset Review	Director of Housing Assets Cabinet Member	<ul style="list-style-type: none"> Update presentation on the Housing Investment Plan Update presentation on the Sheltered Housing Asset Review 	Committee	TBC
19 Sept 2023	Quarterly performance data	Cabinet Member, Information governance Leader	<ul style="list-style-type: none"> Identification of any causes for concern and note successes To include an exceptions report of those that are not meeting the required target. 	Committee	Quarterly Review

19 Sept 2023	1/4ly Financial Report including Exemptions	Executive Director, Resources	<ul style="list-style-type: none"> • Identification of any causes for concern and note successes. • To outline those areas not currently on target or likely to be achieved 	Committee	Quarterly Review
Tuesday 24 October 2023					
24 Oct 2023	Council Tax Support Scheme – Consultation on Options for 24/24 Scheme	Head of Customer Services Cabinet Member	<ul style="list-style-type: none"> • outline the options under consultation in relation to next year's Council Tax Support Scheme • Scrutiny Committee are provided with the opportunity to feed into the consultation. 	Committee	
24 Oct 2023	Presentation from CityFibre	CityFibre representative Neil Medle Cabinet Member	<ul style="list-style-type: none"> • To provide Members with an update by way of a presentation on the £15m Full Fibre investment & roll-out in Great Yarmouth over the next 3 years 	Committee	Item deferred at meeting – Committee to confirm new date 8-11 Jan 2024 at 18:30 via Teams
Tuesday 28 November 2023					
28 Nov 2023	1990 Environment Act	Cabinet Member, Executive Director Place, Head of Environment and Sustainability	<p>How the act controls issues which impact on local residents. Disposal of waste, burning of waste, bonfires etc.</p> <p>Does GYBC require a policy re particular issues in line with other LAs.</p>	Committee	Item deferred at meeting – Committee to confirm new date
28 Nov 2023	Review of Planning / Development Management	Cabinet Member, Executive Director Place, Head of Planning and Growth	<ol style="list-style-type: none"> 1. All current data sets regarding numbers of applications. (This would include number of days to a decision; total numbers; etc) 2. Current work /changes/improvements being made to provide a more efficient and timely service. 3. Outcomes/performance targets New improved service. 	Committee	TBC

28 Nov 2023	Period 6 Budget Monitoring	Cabinet Member, Finance Director, Financial Services Manager	To consider & note the month 6 budget monitoring position for financial year 2023/24 for both the General Fund and Housing Revenue Account (HRA) including the respective capital programmes and financing. It includes explanations for significant variances to the budgets currently forecast for the full year.	Committee	TBC
Tuesday 12 December 2023					
12 Dec 2023	Control Centre and Community Alarm Services Emergency Contract Decision	Cabinet Member, Executive Director, People, Head of Health Integration and Communities	<ul style="list-style-type: none"> Scrutiny to consider the referred report from Cabinet at it's meeting on the 4th December 	Committee	Cabinet referred report
12 Dec 2023	Savings 2024/25 - Medium Term Financial	Executive Director, Resources, Cabinet Member	<ul style="list-style-type: none"> Scrutiny to consider the Cabinet report of the 4 December 2023 	Committee	To be considered prior to Council 14 December 2023
12 Dec 2023	Quarterly performance data	Cabinet Member, Information Governance Leader	<ul style="list-style-type: none"> Identification of any causes for concern and note successes 	Committee	Quarterly Review
12 Dec 2023	Council Tax Support Scheme 2024-25	Head of Customer Services, Cabinet Member	<ul style="list-style-type: none"> Scrutiny to consider the Cabinet report of the 4 December 2023 	Committee	To be considered prior to Council 14 December 2023
Tuesday 23 January 2024					
23 Jan 2024	PRE-SCRUTINY Consideration	Cabinet Member, Chief Executive	To comment on the draft budget and make suggestions to cabinet regarding the proposed budget's ability to deliver the priorities of the council.	At committee	Annual

	of the draft budget report	Officer, Executive Director, Resources			
23 Jan 2024	Social Housing Applications	Cabinet Member, Executive Director, People, Head of Strategic Housing	<ul style="list-style-type: none"> Review of implementation, capacity, uptake, numbers waiting, criteria and its application in specific circumstance, satisfaction of customers etc. 	Committee	TBC
Tuesday 13 February 2024					
13 Feb 2024	1990 Environment Act	Cabinet Member, Executive Director Place, Head of Environment and Sustainability	<p>How the act controls issues which impact on local residents. Disposal of waste, burning of waste, bonfires etc.</p> <p>Does GYBC require a policy re particular issues in line with other LAs.</p> <ul style="list-style-type: none"> 	Committee	
Tuesday 19 March 2024					
19 March 2024	Quarterly performance data	Cabinet Member, Information governance Leader	Identification of any causes for concern and note successes	Committee	Quarterly Review
19 Mar 2024	1/4ly Financial Report including Exemptions	Executive Director, Resources, Cabinet Member	<ul style="list-style-type: none"> Identification of any causes for concern and note successes. <p>To outline those areas not currently on target or likely to be achieved</p>	Committee	Quarterly Review
19 Mar 2024	Annual Action Plan	Cabinet Member, ELT representative, Information governance Leader	<ul style="list-style-type: none"> Any item or issue from the Annual Action Plan which may require further investigation/scrutiny by the Scrutiny Committee. 	Committee	When required
Tuesday 23 April 2024					
23 April 2024	Scrutiny Annual Report	Chair of Scrutiny, Scrutiny Committee	<ul style="list-style-type: none"> Production of the Scrutiny Committee Annual Report to Council 	Committee	Annual
Training					

8 June 2023 6pm	Overview training offered to all Members followed by more in depth detailed Scrutiny Committee training for Scrutiny Committee Members	All Members		External training provider Location : Town Hall	6pm – 7pm – Scrutiny overview for All Members 7pm – 7.15pm – Break 7.15pm – 8.30pm Scrutiny for Cttee Members
Work Programme items to be added					
TBC	Community Centres and Communal Rooms	Executive Director, People		Committee	
TBC	Delivery of Affordable Homes in the Borough	Executive Director, Housing Assets		Committee	
TBC	Play Parks	Executive Director, Place		Committee	
TBC	Retrofits on Council Homes	Executive Director, Housing Assets		Committee	
TBC	City Fibre	Cabinet Member, ELT, Head of Capital Projects and Growth	Monitoring of delivery / roll-out of the City Fibre project 2023-2026	Committee	

CABINET



URN: 23-185

Report Title : Quarter 2 Performance Report

Report to: Cabinet

Date of meeting : 5th December 2023

Responsible Cabinet Member: Carl Smith – Portfolio holder Governance, Finance and Major Projects

Responsible Director / Officer : James Wedon – Information Governance Lead & Data Protection Officer

Is this a Key decision ? No

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

The following presents an update on performance for the second quarter of 2023/24 (Jul – Sept) where progress is assessed against Targets which are set at the start of the financial year.

The report also provides an update on the position of key projects that are linked to the corporate priorities from 'The Plan 2020-2025'. A summary of progress for the suite of key projects and individual highlight reports for each of these key projects are presented in Appendix 1 of this report.

The key performance indicators, see Appendix 2, give a comprehensive overview of how the authority as a whole is performing and cover most Council functions.

RECOMMENDATIONS :

That Committee : Note the contents of the Cabinet report which was approved by Cabinet at it's meeting on the 4 December 2023

Cabinet agreed to :

- All key performance indicators to be monitored during the next quarter.
- All key projects will continue to be monitored over the next quarter with the aim of maintaining a green status and where possible attaining a green status for those key projects which are currently amber.

1. Introduction




This report is written to enable consideration of all performance measures and key projects within the report and to allow the continual monitoring of these throughout the year, reporting quarterly to Executive Leadership Team (ELT) / Management Team (MT). The Performance Report will also be provided to the Governance, Finance and Major Projects Portfolio holder and presented to the Council's Cabinet for approval.

2. Work to Date

A review of all projects was conducted at the end of the 2022/23 financial year and a new list of key projects was established and included in the Council's 2023/24 Annual Action Plan, this was approved by Cabinet on 25th July 2023.

The project highlight reports that follow provide a summary of the project, milestones and achievements, alongside open issues, mitigation and a financial summary.

Each report has a current status, which can be green, amber or red. Out of the thirteen projects, eleven have a current green status defined as no problems or minor issues and two have an amber status, defined as having problems which have been identified but with a contingency plan in place.

Key Project Current Status		Total
	Green – no problems or minor issues	11
	Amber – problems identified but contingency plan in place	2
	Red – out of tolerance serious problems	0

3. Performance Measures

Performance measures cover the full range of services delivered by the Council. The details in this summary report provide quantitative information about the performance of these services and provide useful trend data. A traffic light status easily identifies if improvement is required.

There are some areas across the Council where performance is below the target level set (RAG rating) or where no target has been set performance is moving in the wrong directions (Direction of Travel). These measures are highlighted in the appropriate service committee section of the report.

New for 2023/24, this report includes new Social Housing Regulator Tenancy Performance measures (see HN09 – HN20). Due to the timescales involved in collecting this data, information for quarters 1 & 2 was collected cumulatively and has been entered as Q2 data. Going forward data will be collected and reported quarterly.

In total there are 44 targeted and 22 monitored measures reported in the first quarter performance report. The monitored measures are reported for contextual information,

this data is important information for the Council as the actions of the Council may make improvements however there is not sufficient control over the outcome to set a target.

A breakdown of the 44 targeted measures is shown below.

Performance Measures against Targets		Totals
	Green – Performance has met or exceeded target	28
	Amber – Performance is below target but within tolerance	11
	Red – Performance is below target and tolerance	5

There are five measures that are within the Red status which are not achieving the target and are below the tolerance level set, an explanation of the performance in these areas is provided below each measure in the report.

The red status measures are:

- PR06: Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered (Quarterly Cumulative)
- PR13(a): Internal Audit recommendations - Number of priority 1 Internal Audit recommendations outstanding
- PR13(b): Internal Audit recommendations - Number of priority 2 Internal Audit recommendations outstanding
- EN06: Contamination rate in dry recycling
- HN04: Average cost of a Void repair

4. Financial Implications

None

5. Risk Implications

None

6. Legal Implications

None

7. Conclusion

None

8. Background Papers

None

Areas of consideration: e.g. does this report raise any of the following issues and if so how have these been considered/mitigated against?

Consultations	Comment
Monitoring Officer Consultation:	N/A
Section 151 Officer Consultation:	N/A
Existing Council Policies:	N/A
Equality Issues/EQIA assessment:	N/A


KEY PROJECTS – SUMMARY REPORT QUARTER 1 2023/24 (APR - JUN)

Key projects that impact on the corporate priorities in ‘The Plan 2020 – 2025’.

Detailed commentary from each project lead is provided in the next section.

Project	Project Lead	SRO Officer	Current Position
KP01 – Business Incubation Units	Steve Logan (Greyfriars)	Iain Robertson	
KP06 – Winter Gardens	Keith Henderson (Artelia UK Ltd)	Iain Robertson	
KP08a – Improving the six day covered market	Tom Warnes (Greyfriars)	Iain Robertson	
KP08b – Improving the Marketplace public realm	Tom Warnes (Greyfriars)	Iain Robertson	
KP11 – The Conge Redevelopment	Claire Wilkins	Iain Robertson	
KP12 – North Quay Redevelopment	Iain Robertson	Iain Robertson	
KP13 – Operations and Maintenance Base	Kate Dinis (Greyfriars)	Iain Robertson	
KP14 – Construction of 18 one bed houses (Jubilee Court)	Claire Wilkins	Iain Robertson	
KP15 – Library relocation & University Campus	Adri Van der Colff (Greyfriars)	Natasha Hayes	
KP16 – Town Wall restoration & walking trail	Tracey Read	Natasha Hayes	
KP17 – Creation of a Sculpture trail	Tracey Read	Natasha Hayes	
KP19 – Transitional Housing Scheme	Claire Wilkins	Paula Boyce	
KP20 – Physical Enhancements of the Railway Station Gateway	Steve Logan (Greyfriars)	Iain Robertson	

Key	
	No problems or minor issues
	Problems identified but contingency plan in place
	Out of tolerance serious problems

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Business Incubation Units	Project Sponsor	David Glason
Date of Report	07 September 2023	Project Manager	Steve Logan
Reporting Period	Q2 2023/24	Finance Officer	Helena Craske

Project Status			GREEN – no problems or only minor issues with the new instructions to proceed to RIBA Stage 3.
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Project Overview

The Incubator will help to achieve several of the economic and regeneration objectives within Great Yarmouth. These include increasing the amount of high quality, affordable commercial floor space, the amount of shared work facilities (to achieve higher levels of innovation), the extent of business enterprise in the town and the extent of collaboration between businesses (attraction of renewable energy industry and skilled job creation)

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Architect to complete RIBA Stage 3 designs for presentation to client	7 August 2023	15 August 2023	Ongoing – VE changes to plans, sections and elevations following Stage 3 cost plan to ensure project meets budget	
Submit RIBA Stage 3 package to planning for approval under the LDO.	30 September 2023		Ongoing	

Key activities achieved this reporting period	Areas of work for next reporting period
Activity halted between February 2023 and May 2023 pending reallocation of funding process and formal TDB approval to proceed to RIBA Stage 3.	Consultant team re-engaged May 2023 to proceed to complete RIBA Stage 3, and secure defacto planning consent through the South Denes Local Development Order (LDO) process.

Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.)

The project has been approved to progress up to RIBA Stage 3 and will be halted at that point due the budget being reallocated to other projects which have been adversely affected by inflation. The council will be pursuing new sources of funding for the Business Incubator project to allow it to progress at a later date.

Project Risks – the top 2 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Large increase inflation (minimum 15 %).	Inflationary pressures generally within the GYBC development programme have led to the temporary halting of the project after RIBA Stage 3 completion.	Red
2	No new sources of funding found.	Council to ensure resources are allocated to source new funding.	Amber

Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£245,000	£0		
Funded by:				
GYBC	£0	£0		
Town Deal Fund	£245,000	£0		
Total Funding	£245,000	£0		
Actual Spend to date	£198,750	£0	To 31-08-23	

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£46,250	£	£	£
FY 24/25	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	07-09-23

Project Highlight Report Winter		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Restoration and Commercial use of the Winter Gardens	Project Sponsor	Iain Robertson
Date of Report	21 September 2023	Project Manager	Keith Henderson (Artelia)
Reporting Period	June to September 2023	Finance Officer	Jane Bowgen

Overall Project Status			GREEN – no problems or only minor issues
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Project Overview
To restore, re-purpose the Grade II* Listed building, transforming both the internal and external spaces into an all-year seafront attraction for both the local community and the visitors to Great Yarmouth.

Project Timetable (Key upcoming milestones)				
Milestone	Target date	Achieved Date	Status/Comment	RAG
RIBA Stage 3 Complete Design & Report	17 th Aug 2023	August '23	Completed	
Procurement of operator - commence ITT	Jan '24	Jan '24	On Track	
Listed Building Application	10th Aug '23	August '23	Submitted	
HF Grant Application	17 th Aug	August '23	Submitted	
HF Grant Funding Decision	13 th Dec 2023	December	Pending	
Listed Building Planning Permission – Committee	29 th Nov 2023	November	Pending	

Key activities achieved this reporting period	Areas of work for next reporting period
Project Management: <ul style="list-style-type: none"> Risk Register completed, submitted to HF Programme & cost plan submitted to HF RIBA 3 design workshops completed. 	Project Management: <ul style="list-style-type: none"> Awaiting decision from HF 13/12/23 Gap workshop September '23 Procurement workshop October '23
Finances: <ul style="list-style-type: none"> Business modelling profiled with Business Planner Procurement Strategy submitted – workshop in October Fundraising Strategy submitted Town Deal Fund PAR submitted Business Rate Pool claim approved (claim 1) 	Finances: <ul style="list-style-type: none"> Business Rate Pool claim 2 due Jan 2024 Submission of NLHF payment request to be submitted

Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.)

There are no project changes in this reporting period.
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Project Risks – the top 5 highest risks			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Financial risk to Council managing project of this magnitude and national importance.	The cost plan and budget continues to be tested and reviewed at regular design stages by the	

		appointed design team and overseen by a qualified client-side project manager.	
2	Programme delays experienced due to Historic England interventions and scheduling of decision-making requirements.	Project Manager has worked with GYBC to update Programme and PEP, decision points incorporated and MWG diarized to ensure this remains on track. Delivery Stage submission extended by agreement with NLHF.	
3	Commercial Operator withdraws from project.	Liaison has continued following positive outcome and a partnership discussion is ongoing to continue the development of the agreement in line with the other preferred partners. Regular engagement taking place between DC and potential operators. Pushing to have Head of Terms in place with operator by time of Round 2 submission to Lottery.	
4	Late changes to client brief: Changes lead to abortive work, increased design costs not budgeted for and delays to the project whilst re-design is undertaken. Knock on impact in submitting listed building application, securing operator. Potential impact on programme and risk of missing May 2023 application deadline. Grant Agreement may need to be extended.	Continued dialogue with NLHF and other stakeholders. Change control process to be put in place and managed by Artelia. All changes to the brief or scheme to be reviewed with the project team first to understand potential implications. Project governance requirements are factored into the programme to ensure decisions for change can be captured.	
5	Construction costs continue to escalate and failure to procure suitable specialists in timber, iron/metalwork, glazing components	Continued monitoring of market conditions and execute proactive procurement strategy	

Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£13.560m	£2.211m		£16m total. Development (£0.811m) and Delivery stages (£14.931m) plus approx. £68k internal PM costs.


Funded by:			
GYBC	£1.079m	£0.014m	Borrowing & Revenue contribution and EMR.
National Lottery Heritage Fund	£8.708m	£1.362m	£9.976m grant. Additional £94k approved in June 23 for delivery stage.
Business Rate Pool	£0	£0.444m	
Town Deal	£6.075m	£0	£2m additional funding subject to approval May 23
Public Sector	£0	£0.250m	
Non-Cash volunteers	£0	£0.090m	
Other	£0	£0.258m	
Total Funding	£15.862m	£2.418m	
Actual Spend to date to end of August 2023	£0 £0	£0.915m £0.021m	Development Stage only (budget revised to £962k) Development Stage internal PM (budget £21k)

Project Manager projections: Forecast as per cashflow submitted for delivery stage application in August 2023.

Forecast spend	Quarter 1	Quarter 2	Quarter 3	Quarter 4
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	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
	£000	£000	£000	£000	£000	£000	£000	£000
FY 22/23								
FY 23/24					£ -	£ 0.002	£ 0.100	£ 0.043
FY 24/25	£ 0.100	£ 0.051	£ 0.100	£ 0.052	£ 0.100	£ 0.053	£ 0.150	£ 0.062
FY 25/26	£ 1.469	£ 0.290	£ 1.469	£ 0.315	£ 1.469	£ 0.295	£ 1.969	£ 0.380
FY26/27	£ 1.547	£ 0.314	£ 1.547	£ 0.366	£ 1.994	£ 0.445	£ 1.966	£ 0.472
FY 27/28	£ 0.055	£ 0.169	-	£ 0.128	-	£ 0.108	-	£ 0.102

Financial data verified by (name of finance officer)	Date
J Bowgen	08/09/2023

Project Highlight Report			 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Covered Market	Project Sponsor	Iain Robertson	
Date of Report	22 September 2023	Project Manager	Tom Warnes	
Reporting Period	June/September 2023	Finance Officer	Helena Craske	
Project Status			GREEN – no problems or only minor issues	
Project Overview				
A unique redevelopment of the Market Place as a key part of the wider ambitions to regenerate the town centre. The project provides significantly improved market facilities in the heart of the Market Place, with new units under an architecturally striking canopy, designed to ensure the market is more inviting and better complements the historic setting. The overall the aim is for a beautiful building with more covered seating that will better meet the needs of traders, be more attractive to local shoppers and day trippers, create jobs and vibrancy.				
Project Timetable (Key upcoming milestones)				
Milestone	Target date	Achieved Date	Status	RAG
Market stalls to phase 2	June	Completed	Completed	
Phase 3 roof and skylights	March	Complete	Completed	
Toilet block	1 st June	Completed	Completed	
Paving	August	Completed	Completed	
Completion of Project (Phases 2&3)	Aug 2023	Scheduled	PC 22/9/23	
Key activities achieved this reporting period		Areas of work for next reporting period		
Project Management: PC 22/9/23		Project Management: Market to be handed over to GYBC Property Services 22/9/23 O&M Manuals handed over already, Chaplin Farrant to review and approve. Copy sent to GYBC (A Wadsworth). Final Account to be agreed with Pentaco. Tenants to move in from as early as 11 th September subject to leases being signed, in order to fit out. Chip stalls/Fruit n Veg moving end September Tenants or GYBC remove stalls from Market Place		
Budget: Pentaco Delay Notices to be resolve (Extension of Time)		Budget: Adjust forecast to final account Review of budget carried out, including prof fees and contingency.		
Design: Completed		Design: Completed		
Procurement: Larch cladding for Phase 1 defects still pending		Procurement: Cladding has 16wk lead time. NP Law advise.		


Utilities: Awaiting confirmation of installation date of gas meters by Total. Electric meters installed only unit 23 remains to be completed.	Utilities: Gas meter installations to be completed, along with the final electric meter. GYBC chasing meter installation dates.		
Construction: Completed Majority of construction complete, with only the east, west and south gates left to install. However, without the ability to secure the market GYBC are not able to take practical completion.	Construction: East, west and south gates booked for installation on the 18&19 th September, giving a potential handover of 22 nd Sept. Phase 2 & 3 Defects to be closed out.		
Comms: No comms update in the period.	Comms: Maintain communication with all stakeholders. Opening event October 2023		
Snagging: Ongoing snagging issues are being addressed. East and west gate latch has been re-designed and is awaiting installation. North gate locking lugs have been installed and gate is functioning as required. Cost to carry out remedials to phase 1 doors has been received and is under review.	Snagging: Phase 1 bi-fold doors cladding requires rectification. East and west gates latching mechanism to be completed in this period, in conjunction with installation of remaining gates. Clerk of works has completed snagging prior to completion of phase 2/3, de-snagging to take place once Pentaco present the building as complete and ready for inspection.		
Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.			
Project delayed by identification and removal of further UKPN cable. Estimated 6 weeks delay at this stage. Project further delayed by Pentaco due to security gates not being ready to install on programme.			
Project Risks – the top 5 highest risks			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Delay due to further UKPN cable found in area of phase 3 foundations	Works completed – Extension of time to be agreed	
2	Cladding issues. No further issues, but phase 1 cladding boards need replacing, due to being left with fixings showing in them.	Bi-fold doors design issues resolved for phase 2/3. Phase 1 remains to be closed out.	
3	Proposed paving for phases 2&3 is not acceptable due to issues with cleaning.	Revised blocks selected for phase 2/3, of same make & colour blocks with smoother texture that will appear the same but be cleanable.	
4	East, west and south gate installation.	Gates do not get delivered and installed on the 18&19 th Sept as advised.	
5	Utilities companies do not provide electric and gas meters in line with programme requirements.	One electric meter remains to be installed. Gas meters still need to be installed, no firm date given yet, but the application is in hand. Issues with metering company verifying the supply pressures prior to authorising meter installations.	

Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£6,905,000			
Funded by:				
GYBC Borrowing	£2,000,000			
GYBC Borrowing/Capital Receipts	£535,000			
FHSF	£3,250,000			
Business Rate Pool	£1,100,000			
Total Funding	£6,905,000			
Actual Spend to date	£6,382,163		To 31-08-23	

Project Manager Projections:

Forecasts spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	
FY 22/23	£	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£522,837	£	£	£	£
FY 24/25	£	£	£	£	£	£	£	£	£
Totals:	£	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	07-09-23

Project Highlight Report					 GREAT YARMOUTH BOROUGH COUNCIL
Project Name	Marketplace Public Realm Improvements		Project Sponsor	Iain Robertson	
Date of Report	21 st September 2023		Project Manager	Tom Warnes, Greyfriars PM	
Reporting Period	June to September 2023		Finance Officer	Helena Craske	
Project Status		AMBER – Problems but within contingency plan			
Project Overview					
The project aim is to deliver public realm enhancements surrounding the new market building which aims to improve the functionality and sense of place for the area whilst preserving the historic character. This will be achieved through engagement with stakeholders to inform design. Repairing, removal and reconstruction of paved surfaces. New integrated trees and planters. New street furniture and lighting.					
Project Timetable (Key upcoming milestones)					
Milestone		Target date	Achieved Date	Status	RAG
Design Freeze and detailed design		March 23	June 23	Only electrical and streetlight design remains to be finished.	
Contractor producing Construction cost, via engagement through Scape framework.		Mar23 – May 23	Ongoing	Process taking longer than expected with Morgan Sindall.	
Contractor Mobilisation		August 23		Delayed	
Construction Start		Autumn 23		Delayed	
Construction Finish		Autumn 24		TBC	
Key activities achieved this reporting period			Areas of work for next reporting period		
Design: <ul style="list-style-type: none">Design has been revisited, due to full scheme far exceeding budgetary constraints.Morgan Sindall are reviewing prices to determine what could be delivered for the budget, based on rates and outputs from their sub-contractors.Letter sent to Highways to seek alternative spec for scheme to reduce costs.			Design: <ul style="list-style-type: none">Continue to answer queries from Morgan Sindall as they arise throughout the next phase of the Scape framework while MS put their contract price together.Revised scope will need instructing to design team for them to amend and update drawings.		
Commercial: <ul style="list-style-type: none">Commercial team holding weekly meetings with Morgan Sindall during this phase of the Scape framework.Scaled back scheme has been priced.			Commercial: <ul style="list-style-type: none">Continue to work with Morgan Sindall to review breakdown of scaled back scheme.Present this figure and details of what is in the scope of this scheme to GYBC.		
Programme: <ul style="list-style-type: none">Programme updated to reflect slippage and updated design programme.MS have raised the issue of construction methodology as part of their work.			Programme <ul style="list-style-type: none">Proactive management of design deliverables.Construction period being reviewed, opportunities to be looked at in depth.		
Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.					

Project is in the process of reviewing the scope of works that can be delivered for the budget.
Spec from detailed design gives rise to cost and programme changes, as identified below in risks.

Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Uncertainty of rising construction costs and risk costs. The project is currently exceeding budget.	MS engaged through Scape framework and working to produce accurate construction cost. Areas for VE and reduction in scope identified.	
2	Programme slippage due to length of time to produce revised scope and price up revised scheme. Potential extended construction programme due to change in spec and subsequent methodology of construction.	Meetings held regularly with MS to identify how logistics can be revised and improved. Letter sent to Highways requesting review of spec. Potential VE options and scaling back on scope of work would provide time savings as well as cost savings.	
3	Unidentified ground constraints – There is a risk that the ground conditions/utilities encountered are not as anticipated.	Undertake trial holes have been undertaken to prove the design concept. Residual risk is low, however still the possibility of services being encountered during construction.	
4	Alignment with other projects, 6 Day Market build ongoing if further delays arise this could impact a potential start date.	Ongoing co-ordination with 6-day team and Palmers project team. 6 Day phase 2&3 on the verge of handover, should not affect public realm project. Seeking gains from shared offices and welfare with Palmers.	
5	Mixed messaging on scheme completion could cause uncertainty with local businesses.	A robust communications plan developed and implemented to ensure that stakeholders expectations are managed.	

Financial Summary

	Capital	Revenue	RAG	Comment
Total Budget Approved	£4,608,309	£		
Funded by:				
GYBC	£	£		
Future High Street Fund	£4,427,184	£0		
HAZ	£181,125	£0		
Total Funding	£4,608,309	£		
Actual Spend to date	£524,734	£	To 31-08-23	

Project Manager projections:


Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	
FY 22/23	-	-	-	-	-	-	-	-	£
FY 23/24					£800,000		£800,000		£
FY 24/25	£800,000		£800,000		£800,000		£608,309		£

Financial data verified by (name of finance officer)

Date

H Craske

07-09-23

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	FHSF Intervention 3 The Conge	Project Sponsor	Iain Robertson
Date of Report	30 th August 23	Project Manager	Claire Wilkins
Reporting Period	1st July 23 – 31 st August 23	Finance Officer	Helena Craske

Project Status			GREEN – no problems or only minor issues
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Project Overview

Transforming The Conge: by 2025, The Conge is transformed with new development lining both sides of the lower half of the street connecting it to the renewed Market Place. Funding relates to the SOUTH side only.

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status/Comment	RAG
Appointment of Strategic Partner	January 23		Development and Partnership Agreement between GYBC and preferred bidder finalised and awaiting signature	
Vacant possession of South Side	January 23	March 23	All buildings are now vacant	
Demolition of buildings to the South	Commence July 23		Internal strip out has started. Start of main demolition reliant upon utilities disconnection, Party Wall Agreement and nesting birds.	
Vacant possession of the Top North (adjacent to job centre)	31 st March 24		Notices served upon occupiers.	
Key activities achieved this reporting period		Areas of work for next reporting period		
<ul style="list-style-type: none"> - Internal strip out of buildings completed - Commencement of site re-design works 		<ul style="list-style-type: none"> - Announcement of Strategic Partnership - Completion of demolition works 		

Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.)

Cost - Within budget

Timescales - Actions to date within deadlines to meet grant funding requirements

Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Lengthy delays or failure to secure vacant possession could result in loss of funding	Vacant possession of the South secured therefore moving forwards this risk no longer applies. FHSF grant conditions relating to the South have been met.	
2	Viability gap	Use of FHSF and other secure grant funding to increase viability to south side of The Conge. Strategic Partner to bring additional funding to address remaining viability gap, will remain a risk until grant secured. Additional funding streams being considered to support delivery of the North.	

3	Failure to secure North side of site	Property and Assets negotiating with leaseholders, alongside securing additional funding to secure vacant possession.	
4	Key town centre site remains demolished / vacant	Contract with strategic partner incorporates long-stop date.	


Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£883,882	-		

Funded by:			
GYBC	£220,000		
Future High Street Fund	£444,727		
Other grant funding	£219,155		
Total Funding	£883,882		
Actual Spend to date	£642,329		To 31-08-23

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£241,553	£	£	£
FY 24/25	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	07.09.23

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	North Quay Riverside Gateway	Project Sponsor	Iain Robertson
Date of Report	21 September 2023	Project Manager	Greyfriars (Infrastructure)
Reporting Period	June to September 2023	Finance Officer	Helena Craske

Project Status			GREEN – no problems or only minor issues
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Project Overview

Comprehensive redevelopment of the North Quay Riverside Gateway in Great Yarmouth – a strategic site allocation in the Great Yarmouth Local Plan and North Quay SPD 2020. Town Deal & LUF 2 spend by 31st March 2026

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Procurement – PIN issued August; developers contacted; marketing material completed for developer awareness event on 13 th September. Contract Notice to be issued September and target contract award March/April 2024. Once developer appointed, pursue masterplan design process and planning application	April 2024		On track	
	March-Sept '25		On track	
CPO team appointed. Cabinet Report required for final approval to make CPO with Statement of Reasons	March-September 2025		On track	
Land Assembly team appointed. Cabinet approved Land Assembly & Engagement Strategy in July 2023 with budget. Strategy implemented, all persons having a property interest in North Quay contacted and negotiations ongoing. Complete acquisitions.	March to September 2025		On Track	
Infrastructure & public realm 'Gateway' team appointed (incl Vauxhall Bridge, technical work, surveys, archaeology, utilities, flood defenses, remediation) to drive forward creating linkages to North Quay and The Conge, Town Centre from the Rail Hub. Secure designs and planning Commence construction	2024/25 2025/26		On track	
Reclaim Public Highway	April 2024		On track	
Contract Award Development Partner	March 24		On Track	
Planning permission for scheme	March 25		On Track	
CPO Vesting Order	March 26		On Track	

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> DLUHC engagement Sharpe Pritchard & LSH initiate PIN to secure development partner 2024 	<ul style="list-style-type: none"> Procurement tender documents to be completed Pursue Land Assembly strategy Engage with landowners, tenants

<ul style="list-style-type: none"> • Prepare for developer awareness event and procurement launch September 2023 • Cabinet report approved Land Assembly & Engagement Strategy and budget • GYBC implemented the strategy • NCC to commence proceedings to enforce Highways Acts against landowner re Vauxhall Bridge highways land • Report to Cabinet requesting approval to project budget to 31st March 2026 	<ul style="list-style-type: none"> • Engage with developers • Prepare Planning Strategy • Engage with stakeholders, planners • Issue Contract Notice & ITT • Complete critical path programme • Ongoing engagement with Environment Agency / EPOCH 3 Compartment G / Coastal Partnership East re: Innovative Resilience Fund and ongoing repairs and maintenance to flood defenses • Progress scope & design of gateway infrastructure work • Secure enforcement of highway rights regarding the land south of Vauxhall Bridge • Communications strategy to be finalised and approved
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Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.

No project changes this period.

Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Failure to secure sufficient land holdings	Land Assembly Strategy with budget approved and team implemented. Engagement with property owners has commenced.	
2	Lack of developer interest following open procurement	Ongoing engagement with potential developer partners via LSH. GYBC consider going alone to pursue masterplanning and planning permission	
3	Viability - insufficient funding to deliver the project	LSH viability options & engagement with potential developers & funding partners	
4	CPO – Committee does not approve resolution or local objections raised	Project team to work closely with nplaw and appointed consultants to draft resolution	

Financial Summary

	Capital	Revenue	RAG	Comment
Total Budget Approved	£27,300,000	£0		

Funded by:


GYBC – Levelling up Match	£2,200,000	£0	
GYBC Cap. Programme	£2,500,000	£0	
Town Deal Fund	£2,600,000	£0	Deadline for spend Mar 2026
Levelling Up Fund	£20,000,000	£0	Awarded January 2023. Deadline for spend Mar 2026
Total Funding	£27,300,000	£0	
Actual Spend to date	£607,916	£0	Actual spend to 31-08-23

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£

FY 23/24	£	£	£	£	£2,042,084	£	£1,500,000	£
FY 24/25	£	£	£11,000,000	£	£	£	£10,850,000	£
FY 25/26	£	£	£650,000	£	£	£	£650,000	£

Financial data verified by (name of finance officer)	Date
Helena Craske	07-09-23

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Great Yarmouth Operations & Maintenance Facility	Project Sponsor	David Glason
Date of Report	11 September 2023	Project Manager	Jon Barnard
Reporting Period	Q3 2023	Finance Officer	Helena Craske / Tom Galer (NCC)

Project Status	AMBER – Problems but within contingency plan
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Project Overview

The objectives of the Proposed Scheme are:

- Deliver an O&M Facility at the existing Port at Great Yarmouth to serve the operation of North Sea offshore windfarms.
- Create new, additional employment and training opportunities at the Port site, during the construction and operation of the Proposed Scheme.
- Provide the opportunity for further site development once construction is complete.

This will be achieved through:

1. Demolition (in part) and upgrading of the Quay wall.
2. Construction of a floating pontoon for Crew Transfer Vessels.
3. Construction of an extended highway.
4. Creating storage and parking areas.
5. Delivering an electricity substation/kiosk and associated utility provisions.

The site is located to the southern tip of the South Denes Road, covering an area of approx. 6.9 hectares with a perimeter of 1,600m.


Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Design package for Tender delivered		May 2021	Completed	
Planning Application (06/21/0415/F) submitted to GYBC LPA		May 2021	Completed	
MMO Construction License application submitted		May 2021	Completed	
Demolition works completed		June 2021		
Commenced main works tender process using EHA4 framework		June 2021	Completed	
Commenced main works tender process using Open Tender		August 2021	Completed	
NALEP Funding released		March 2022	Completed	
Flood Risk Assessment Permit granted		August 2022	Completed	
Contractor Award		September 2022	Completed	
Planning Approval granted		September 2022	Completed	
Construction Issue Drawings distributed		October 2022	Completed	
Contractor access to Site		February 2023	Completed	
MMO Construction License granted		February 2023	Completed	
Completion of UXO Site Investigation		April 2023	Completed	
Perform additional Ground Investigation		June 2023	Completed	
Discharge of Pre-Construction Planning Conditions		August 2023	Completed	
Construction commencement	September 2023		Delayed	

Pontoon installation	April 2024		Delayed	
Contractor demobilisation	September 2024		Delayed	
Key activities achieved this reporting period		Areas of work for next reporting period		
<ul style="list-style-type: none">Implementation of the use of CEMAR for contract management.		<ul style="list-style-type: none">Ongoing use to facilitate open dialogue with Tilbury Douglas in contractual timescales.		
<ul style="list-style-type: none">Soft start site mobilisation.		<ul style="list-style-type: none">Ensure delivery to programme; all changes to programme to be reviewed with respective Project Managers.		
<ul style="list-style-type: none">Initial review of plastic alternative material with specifications sent through to WSP.		<ul style="list-style-type: none">Collaborative review (WSP, TD and manufacturer) of the drainage proposal accommodating the comments raised by GYBC LPA and LLFA.		
<ul style="list-style-type: none">Wave data received and being analysed by subcontractor.		<ul style="list-style-type: none">Finalise pontoon designs and assess against client requirements.		
<ul style="list-style-type: none">Procurement of outstanding subcontractors ongoing.		<ul style="list-style-type: none">Continue to progress subcontractor onboarding		
<ul style="list-style-type: none">Further discussions around infill material shortfall.		<ul style="list-style-type: none">Agreement of NCE and movement of material to site storage facility.		
<ul style="list-style-type: none">Agreement progressed with GYBC regarding storage site for infill near to the construction site.		<ul style="list-style-type: none">PMI to be accepted by Project Manager for quantity of infill.		
<ul style="list-style-type: none">Discussions with GYBC regarding the pre-use condition progression (non-construction, but site operation) and discharge.		<ul style="list-style-type: none">Meeting to be held with GYBC Property Asset Team to progress further, align resources and budget (outside the scope of this project).		
Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.				
<ul style="list-style-type: none">Programme has been revisited following the delay caused by additional ground investigation requirements.The shift of material from pre-cast concrete to plastic has been proposed				
Project Risks – the top 5 highest risks				
Issue No	Significant Risk/Issue Description	Mitigation actions		RAG
1	Remediation – The full extent of remediation required is unknown until earthworks are underway.	1) Ongoing communication with Contractor to use the early warning process. 2) Asbestos; risk meeting held with contractor to agree programme limiting		
2	Underground Tanks - Previously unidentified underground tanks require investigation, emptying of the liquid within, and demolishing / backfilling.	1) Conclude tank investigations (CCTV surveys). 2) Seal openings as necessary. 3) Demolish / backfill tanks.		
3	Pontoon Design - Pontoon designs may require option engineering due to results from latest wave analysis data indicating more onerous conditions than earlier survey data.	1) Pontoon designers to assess all available data. 2) Option engineer pontoon designs if necessary. 3) Designers of concept pontoon design to review & confirm suitability of any option engineered designs.		
4	Fill Material – An additional 20,000m3 of imported fill material may be required, but final quantities will not be known until contamination (outside of known areas) is identified during construction.	1) Confirm volume of imported fill required. 2) Order imported fill material to avoid possible inflationary impacts. 3) Utilisation of local storage facility provided by GYBC.		

Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£21.4m	£0	Red	Estimated forecasted costs and risk allowance exceed the approved budget. This is to be discussed at the NCC full Cabinet meeting to take place on 26/09/23. Funding and forecast spend to be updated following full Cabinet approval.

Funded by:			
New Anglia Local Enterprise Partnership	£6m	£0	
Great Yarmouth Borough Council	£1.5m	£0	
Norfolk County Council	£1.5m	£0	
Norfolk Pooled Business Rates Pool	£1m	£0	
Norfolk County Council prudential borrowing to be repaid from Great Yarmouth Enterprise Zone Pot B business rates funding	£11.4m	£0	
Total Funding	£21.4m	£0	
Actual Spend to date	£7.9m	£0	

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Beach Coach Station (Jubilee Court)	Project Sponsor	Iain Robertson
Date of Report	25 th October 2023	Project Manager	Alex Williamson (Broadland Housing) & Tom Warnes GPM
Reporting Period (Quarter months)	Q2 to 30 th September 23	Finance Officer	Jane Bowgen

Project Status			GREEN – no problems or only minor issues
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Project Overview

Construction of 18 new one-bedroom homes at the former Beach Coach Station site off Nelson Road North, Great Yarmouth.

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
All invoices collated and paid and final highlight report issued	31.12.23		Costs known, just awaiting invoices	

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> Nominations and viewings of homes Formal signs offs of the new homes completed Handover of homes to Tenancy Team All properties occupied the day after handover All remaining funding drawn down from Homes England 	<ul style="list-style-type: none"> Final outstanding invoices paid and project closed

Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body).


Time – The handover date was slightly later than forecast at the outset of the build however there were no financial or other implications to this.

Cost – Final invoices being collated however all amounts now known and project will come in well under budget. Exact amounts to be reported in next period.

Project Risks – the top 5 highest risks

No	Significant Risk/Issue Description	Mitigation actions	RAG
1	There are no further risks to this project as properties are complete.		

Financial Summary as at 30.09.23			
	Capital	Revenue	Notes on Background
Total Budget Approved	£3,564,602	£0	Committee Approval May 2021
Funded by:			
GYBC	£2,197,005	£0	Borrowing
Homes England	£776,076	£0	Funding to be apportioned to 12 homes
Right to Buy Retained Receipts	£384,249	£0	Funding to be apportioned to 6 homes
Brownfield Land Release Fund	£207,272	£0	Held by GYBC from the outset of the project
Actual Spend to date	£3,186,965		To end of September 23
Total Funding Utilised	£3,186,965		
Financial data verified by;			Date
Jane Bowgen			25.10.23

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	GY ULC & Library Relocation	Project Sponsor	Natasha Hayes
Date of Report	10 September 2023	Project Manager	Adri Van der Colff
Reporting Period	July to September 2023		Helena Craske

Project Status			GREEN – no problems or only minor issues
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Project Overview

The project involves the full refurbishment of the former Palmers Department store in the Marketplace to create a home for the relocated public library and a new University Centre. The overall aim of the co-located 'learning centre' is to improve access to learning at all levels, to increase the levels of skills and ultimately to improve employability in Great Yarmouth. The Library Relocation and University Centre is a partnership between Great Yarmouth Borough Council, East Coast College, the University of East Anglia and the University of Suffolk.

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status/Comment	RAG
RIBA Stage 3 completed	August 2022	October 2022	Completed	
Internal strip-out and external demolition completed	December 2022	December 2022	Completed	
Planning consent achieved	February 2023	February 2023	Completed	
Main contractor to be engaged through SCAPE framework with Stage 1 costs	March 2023	March 2023	Completed	
Roofing contractor appointed for enabling works for replacement roof	March 2023	n/a	Now included in the main contractor package	
Public consultation completed and report issued	March 2023	March 2023	Completed	
Roof repair works to commence	September 2023	September 2023	Now included in main contractor's package	
Lease and Agreement to Lease to be finalised and signed off	June 2023	September 2023	All partners agreed to lease once costs finalised	
Appoint main contractor	July 2023	August 2023	On track – price expected 18/07/2023	
Main contractor start on site	August 2023	12 September 2023	On track	
RIBA 4 designs and specifications signed off and completed	August 2023	August 2023	Completed	
£1m redirected from Town Deal Fund to meet inflationary gap	September 2023		Awaiting decision from Dept from Levelling Up, Housing and Communities	
Project completion	October 2024	Ongoing	On track	

Key activities achieved this reporting period		Areas of work for next reporting period	
<ul style="list-style-type: none">Fixed price contract agreed with SCAPE contractor Morgan SindallMorgan Sindall's appointment approved by project board and funding partnersMorgan Sindall starting on site 11 September 2023. Initial works to replace the roof to make the building water-tightRIBA 4 designs and specifications (Room Data Sheets) frozenLeases issued to tenants£1,005,000 reallocation from Town Deal Fund approved by Town Board; awaiting final approval from Dept for Levelling Up, Housing and CommunitiesPress announcement re. works starting on sitePartnership agreement about running of building and curriculum offer in development		<ul style="list-style-type: none">Internal fit-out element of works to start once the roof has been completed and the building is dry and water tight.Put furniture package out to competitive tender£1,005,000 redirected from other Town Deal projects to accommodate inflationary uplift to be approved by Town Deal (awaiting approval from central government)Cabinet paper to October cabinet to approve disposal of asset through long leaseAgree curriculum offer and operational partnership agreement with tenants	
Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.			
No scope changes. Funding of £1m redirected from Town Deal to meet inflationary increases. Programme confirmed with contractor. Project to be completed in October 2024.			
Project Risks – the top 5 highest risks			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	The inflationary market and supply and lead-in issues are resulting in programme and cost issues across the industry.	Fixed contract price prevents contractor from offloading further inflation costs on the client. £1,005,000 from other Town Deal projects redirected to accommodate inflationary increase from RIBA Stage 3. Awaiting decision from central government. Part-order placed with contractor to allow order of items with long lead-in times.	
2	It may not be possible to incorporate all sustainable technology to give the building a good EPC rating and help tenants save on their energy bills. This is due to sharp inflationary increases in mechanical equipment.	Cost of new technology (e.g. air source heat pumps and PV panels) included in Morgan Sindall price. It was not necessary to cut out any sustainable solutions as part of value engineering.	
3	There may be significant structural /load-bearing issues with the Palmers building which makes it unsuitable as a library. The existing drains may also not be adequate.	Strip-out revealed that the structure is broadly sound and suitable for the new intended purpose. Structural and civil surveys are ongoing to underpin detailed design.	
4	It may not be possible to reach an acceptable negotiated contract price with the SCAPE contractor, in which case an alternative procurement route via Find-a-Tender (post-Brexit OJEU open tender) will have to be pursued, which could result in delays.	Price was agreed with Morgan Sindall that is within the budget.	
5	Unexpected issues with the building encountered during the refurbishment period could cause delays and increased costs.	Extensive surveys were undertaken to mitigate against this risk.	

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Financial Summary

	Capital	Revenue	RAG	Comment
Total Budget Approved	£17,048,918	£267,000		Estimated capital costs at feasibility stage based on RIBA Stage 3 design.
Funded by:				
GYBC	£694,312	£0		
Norfolk Strategic Fund (business rates)	£0	£190,000		Grant for project development costs
One Public Estate Phase 8	£0	£77,000		Grant for project development costs for the next stage RIBA 3 development.
Future High Street Fund	£3,390,659	£0		Capital funding grant
Town Deal Fund	£7,463,947	£0		Capital funding grant could be increased by £1,005,000 to accommodate inflation, but this is still subject to approval
Norfolk County Council	£2,000,000	£0		Capital contribution to project (library element)
East Coast College / University of Suffolk partnership	£3,500,000	£0		Capital contribution to project (university element)
Total Funding	£17,048,918	£267,000		
Actual Spend to date	£2,784,396	£267,000		Revenue - Project development to RIBA Stage 2 Capital – Figures to 31/08/2023

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£253,000	£	£850,000	£0	£1,752,100	£0	£2,577,704	
FY 24/25	3,208,009	£0	£3,804,947	£0	£1,075,312	£0	£743,450	

Financial data verified by (name of finance officer)	Date
Helena Craske	07/09/2023

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Public Wayfinding and Sustainable Connectivity Town Wall Restoration	Project Sponsor	Natasha Hayes
Date of Report	7 th September 2023	Project Manager	TBC
Reporting Period	July-August 2023	Finance Officer	Jane Bowgen

Project Status			GREEN – no problems or only minor issues
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Project Overview

Town Wall - The project will develop a walkable route along the 1.2 mile medieval town wall of Great Yarmouth using the historic asset as a means of linking the town together. The project will involve enabling a clear unobstructive footpath, interpretation of the ancient monument through physical panels/boards artwork and online webpages, seating, planting, and where appropriate improvement to the public realm. Creating a walkable route and enhancements along the wall will showcase and celebrate one of the town's most important heritage assets, allow for better appreciation of our culture and support health and wellbeing.

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status/Comment	RAG
Production of Conservation Plan	Dec 2022	Dec 2022	Complete	
Production of comprehensive project plan	Q2 2023		On track	
Procurement of professional team	Q2 2023		On track	
Procurement of contractor	Q2 2023		On track	
Works start date	Q3 2023		On track	
Works completion	March 2026		On track	

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> Project Planning Phase Town Wall mapping of wayfinding route and opportunities for enhancements completed Indicative costings drafted Draft project plan produced Need for QS support identified re costing plans Liaising with Historic England re Ancient Monument Consent requirements OWG established (OWG will also oversee Sculpture Trail) 	<ul style="list-style-type: none"> Development to RIBA 3 OWG to be presented with wayfinding route and enhancement proposals Proposals to be costed and project plan to be finalised Planning to be engaged

Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.

Nothing to report

Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	In house capacity and resource	Cultural officer to support project	
2	Inflation & costs of materials	Monitor and value engineering	
3	Planning permission required	Officers to work closely with GYBC Planning Team to ensure all, if any, conditions can be met	
4	Procurement of specialist contractor	Early discussions with specialist contractors	
5	Unforeseens due to complex nature of ancient monument	Additional surveys may be required	

Financial Summary

	Capital	Revenue	RAG	Comment
Total Budget Approved	£0.520m	£0.090m		Town Deal Connectivity Public Wayfinding


Funded by:

GYBC	£0	£0	
Town Deal Programme	£0.335m	£0	
Heritage Action Zone	£0.185m	£0	HAZ Programme – match funding noncash
Historic England	£0	£0.090m	HE Funding agreement 2122 – 2324– match funding non cash
Total Funding	£0.520m	£0.090m	£0.610m
Actual Spend to date August 2023	£0.185m	£0.036m	HAZ and Historic England Town Wall spend.

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	
FY 22/23					-	-			
FY 23/24	-	-	-		-	-	-	£0.054m	£0.060m
FY 24/25	-	-	-		-	-	-		
FY 25/26	-	-	-	-	-	-	£0.335m		£0.335m

Financial data verified by (name of finance officer)	Date
J Bowgen	08/09/2023

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Public Wayfinding and Sustainable Connectivity Sculpture Trail	Project Sponsor	Natasha Hayes
Date of Report	7 th September 2023	Project Manager	Tracey Read
Reporting Period	July-August 2023	Finance Officer	Jane Bowgen

Project Status			GREEN – no problems or only minor issues
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Project Overview
<p>Sculpture and public art trails radiating from the town centre will create visual rhythms of connectivity supporting wayfinding and signposting. The project will strategically populate the urban area with sculpture and public art creating an outdoor gallery carefully located for navigation and to connect the town.</p> <p>The project will deliver 30 permanent works of public art/sculpture in various forms including traditional sculpture and street art. This will be complemented with an annual sculpture event where a significant art exhibition is staged for a 4-week period.</p>

Project Timetable (Key upcoming milestones)				
Milestone	Target date	Achieved Date	Status/Comment	RAG
Feasibility stage	Dec 2022	Dec 2022	Complete	
Concept design	Feb 2023	Q2 2023/24	Complete	
Sculpture procurement	Q3 2023	Q3 2023/24	On track	
Installation start	Q4 2023/24	Q4 2023/24	On track	
Project completion	Q3 2024	Q4 2025/26	On track – in line with TD funding completion	

Key activities achieved this reporting period	Areas of work for next reporting period
<p>Trail route, artwork themes, locations and procurement routes approved by TC MWG.</p> <p>Artist briefs drafted and circulated to Public Artwork Panel for final approval.</p> <p>Procurement and nplaw engaged for support with procurement and artist agreements respectively.</p> <p>Communications plan being drafted to include public consultation.</p> <p>Greyfriars to PM installation programme.</p> <p>Project specific OWG established – OWG to also oversee Town Wall project</p>	<ul style="list-style-type: none"> Public Artwork Panel to approve artist briefs Procurement of artworks to begin Communications plan to be finalised Artist agreements to be finalised ahead completion of procurement Public engagement process to be finalised Planning to be engaged once final artworks have been approved

Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.)

Nothing to report

Project Risks – the top 5 highest risks			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	In house capacity and resource	Cultural officer supporting with project	
2	Inflation & costs of materials	Monitor and value engineering	
3	Planning permission required	Officers to work closely with GYBC Planning Team to ensure all, if any, conditions can be	
4	Procurement of artists	Advertise and promote widely	

5	Public perception/negativity	Robust communications plan	
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Financial Summary

	Capital	Revenue	RAG	Comment
Total Budget Approved	£0.295m	£0		Town Deal Connectivity Public Wayfinding
Funded by:				
GYBC	£0m	£0		
Town Deal Programme	£0.227m	£0		
Future High Street Fund	£0.050m	£0		Mkt place sculpture - Match funding noncash
Great Yarmouth Preservation Trust	£0.020m	£0		Blackfriars Road Sculpture GYPT spend - Match funding noncash
Norfolk County Council	£0.05m	£0		Contribution to mkt place sculpture. (was £60k now £5k as per DB) – match funding noncash
Total Funding	£0.302m	£0		
Actual Spend to date August 2023	£0	£0		

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23					-	-	-	-
FY 23/24	-	-	-	-	-	-	£0.055m	-
FY 24/25	-	-	-	-	-	-	-	-
FY 25/26	-	-	-	-	-	-	£0.247m	--
Totals:							£0.302m	

Financial data verified by (name of finance officer)	Date
J Bowgen	08/09/2023

Project Highlight Report



Project Name	Transitional Housing Scheme	Project Manager	Claire Wilkins
Date of Report	25.10.23	Project Sponsor	Paula Boyce
Reporting Period (Quarter months)	Q2 to 30 th September 2023	Finance Officer	Helena Craske – Capital

Project Status			GREEN – no problems or only minor issues
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Project Overview

Purchase of 7 properties 'off the shelf' to be used as 'Transitional Housing' to meet the needs of those with low or medium support needs who are rough sleeping or at risk of rough sleeping.

Project to be delivered in 2 Phases. (One block of three flats, one block of 4 flats)

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> - DLUCH agreed to additional funding to support purchase of 4 properties in Phase 2 - Due diligence underway for Phase 2 	<ul style="list-style-type: none"> - Progression of the purchase of the remaining homes to deliver the complete project.

Project stage tolerance status


How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)

Phase 1 (3 homes) – Completed within budget and funding timescales.

Phase 2 - Will now be for 4 homes as opposed to 3 (overview above amended) as DLUCH have agreed additional funding to support an additional home.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Failure to secure replacement 4 dwellings to complete Phase 2 within funding timescales and within budget.	Replacement properties identified and due diligence (on fire safety / building control sign offs etc) underway	
2	Interest rate increases since the outset of the project are having significant impact on viability of proposed purchases.	Additional funding agreed by DLUHC to support delivery.	

Financial Summary			
	Capital	Revenue	Notes on Background
Total Budget Approved	£1,499,718		Total Budget approved is for delivery of 12 properties in total however grant funding to support 7 only has been awarded.
	£687,990		Relates to purchase of the 7 homes
Funded by:			
GYBC	£325,115		
Homes England Grant and GYBC Capital contribution	£397,757	£45,682	Revenue grant funding to subsidise cost of support worker
Actual Spend to date	£328,067	£0	To 30-09-23
Total Funding Utilised	£328,067		
Income Achieved	£0		
Savings Achieved	£0		
Financial data verified by;			Date
Helena Craske (Capital)			25-10-23

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Improvements to Great Yarmouth Rail Station	Project Sponsor	Iain Robertson
Date of Report	2 nd November 2023	Project Manager	Steve Logan
Reporting Period	1 st July – 30 th September 2023	Finance Officer	Helena Craske

Project Status			GREEN – no problems or only minor issues
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Project Overview

To improve a key commuter/visitor gateway to enhance physical connectivity and sustainable transport. Improving the arrival by rail to Great Yarmouth is crucial to encourage sustainable travel choices by workers and visitors. Investment has been made by Abellio into the rolling stock and the signaling however this is not translating into significant numbers travelling via train. The Great Yarmouth Transport Strategy notes 'The main station building in Great Yarmouth serves as a poor gateway feature to the town'. Town Deal funding to be used for minor capital improvements to the station building.

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Approval of Town Deal summary documents enabling funds to be spent	June 2022		Completed	
Discussion with Greater Anglia on procurement strategy and scope of works	September/October 2023		Ongoing	
Greater Anglia to procure the works – finalisation and acceptance of tenders	December 2023		On track	
Commencement of works	January 2024		On track	
Completion of Towns Fund element of the works	31 March 2024		On track	
Completion of Norfolk Community Rail Partnerships / Changing Places element of the works	June 2024		On track	

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> Agreement on funding process reached between GYBC and Greater Anglia Works scoped out with Greater Anglia and Community Rail Partnerships which include: a Changing Places facility in the main building & improved 'out of hours' entrance/exit with a brighter/safer experience. 	<ul style="list-style-type: none"> Completion of tender process and acceptance of suppliers (being carried out by GA) Agreement of works to be undertaken - by all parties

Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.

The method of procurement has changed, now using the services of the Norfolk Community Rail Partnership to co-ordinate and procure suppliers on behalf of Greater Anglia. This will allow the faster procurement of suppliers, having experience in delivering at Lowestoft Rail Station.

Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description Page 44 of 79	Mitigation actions	RAG
1	Improvement costs exceed budget	The works have been scoped out on an item by item basis, none of which are contingent on each other. Once prices	

		received, then if over budget, a prioritisation process will take place to ensure the project remains within budget.	
2	Suppliers unable to supply works/products within programme	Early engagement with suppliers during tender process, to ensure that programme is clear, and working within programme dates is part of the tender approval process.	
3	Inflation/increased costs of materials	Ensure that there is no delay between selection of suppliers and closing the contract.	
4	Planning consent needed, which would have programme implications.	Assess all elements of the works which are being procured by Greater Anglia and ensure planning matters are assessed.	
5	Greater Anglia make strategic decision to not engage with procuring the works, leaving not enough time for GYBC to pick up the threads and move forward on programme.	Maintain close communications with Greater Anglia.	

Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£52,180.00	£150,000.00		

Funded by:			
GYBC	£0	£0	
Town Deal Fund	£0	£150,000.00	
Norfolk Community Rail Partnership	£52,180.00	£0	
Total Funding	£52,180.00	£150,000.00	
Actual Spend to date	£0	£0	

Forecast spend Project Manager projections:	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 22/23 Actuals	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£	£	£52,180.00	£150,000.00
FY 23/24 Actuals	£							
FY 24/25	£	£	£	£	£	£	£	£
FY 24/25 Actuals	£							
Totals:	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	2 nd November 2023

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (JUL – SEP) 2023/24

OPERATIONAL MEASURES

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
PR01: Average time to assess Housing Benefit: New claims (Quarterly Cumulative)	15 days	16 days	14 days	14 days	13 days	16 days	G	↓	↓
PR02: Average time to assess Housing Benefit: Change in circumstances (Quarterly Cumulative)	9 days	10 days	9 days	13 days	9 days	10 days	G	↔	↑
PR03: Collection rates Council Tax (Quarterly Cumulative)	54.2%	54.7%	28.4%	54.6%	96%	96%	A	N/A	↓
PR04: Empty Homes									
a) Number of long term empty homes (6 months or more)	605	Less than 600	599	575	584	Less than 600	A	↓	↓
b) Number of long term empty homes (Over 2 years) (Snapshot at last day of quarter)	155	Less than 160	150	136	144	Less than 160	A	↓	↓
Commentary: The number of long-term empty properties has increased from 599 to 605 since the last quarter and is only slightly above the target figure of 600 properties. This slight increase is likely due to the current position of the housing market. The number of properties empty for more than two years is still the same at 155 properties									
PR05: Collection rates NNDR (Quarterly Cumulative)	54.8%	55%	26.1%	57.5%	97.8%	97.5%	A	N/A	↓
PR06: Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered (Quarterly Cumulative)	83.93%	90%	87.11%	81.9%	80.16%	90%	R	↓	↑
Commentary: Long term sickness continued to impact our quarter 2 performance when call demand is still high. Two members of staff have now returned to work following a successful phased return with one member of the team still absent. With the return of the two members of staff we expect to achieve target in Q3, with performance for October being 90.48%.									

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
PR07: Contact centre telephone calls: Average wait time by customers contacting the Contact Centre (Quarterly)	1m 40s	1m 30s	1m 17s	2m 30s	2m 30s	1m 30s	A	↓	↑
PR08: Percentage of FOI and EIR requests responded to within 20 working days (Quarterly Cumulative)	96%	92%	87%	90%	88%	92%	G	↑	↑
PR09: % of completed Full Performance Reviews (Quarterly Cumulative)	85%	75%	73%	77%	85%	90%	G	↑	↑
PR10: The number of working days lost due to sickness absence per FTE. (Quarterly Cumulative)	5 days	4.2 days	2.69 days	6.17 days	12.25 days	8.5 days	A	N/A	↑
<p>Commentary: Sickness absence has decreased in the second quarter of 2023/24 for 2022/23 with a reduction of 1.17 days per FTE. 44% of the workforce had a period of absence in the first two quarters of 2023/24, a reduction of 3% when compared to the same period past year. The top reasons remaining similar to previous years.</p> <p>Personnel Today has reported that sickness absence rates have soared to a 10 year high, so it is encouraging to see that our figures are reducing.</p>									
PR11: Council spend on apprenticeships as a % of apprenticeship levy (Quarterly Cumulative)	64%	Monitor	64%	63%	58%	Monitor	N/A	↔	↑
PR12: % of Audit days delivered (of the annual plan) (Quarterly cumulative)	27%	50%	11%	39%	89%	100%	A	N/A	↓
<p>Commentary: The percentage of audit days delivered has not met the target for Q2, due to a significant number of audits being deferred to Q3 and Q4 at the request of management. Due to this, only one audit has remained scheduled for Q2. The Q1 work has all been either concluded or finalised, and Q3 work is underway.</p>									
PR13: Internal Audit recommendations									
a) Number of priority 1 Internal Audit recommendations outstanding	13	3	14	New Measure	New Measure	3	R	↑	N/A
b) Number of priority 2 Internal Audit recommendations outstanding	36	9	36	13	32	9	R	↔	↓
<p>Commentary: The number of outstanding P1 and P2 recommendations remains high. Internal Audit urge management to work together with internal audit to ensure these recommendations are updated, and closed as soon as possible.</p>									

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
PR14: Corporate Property Portfolio Revenue Growth per annum (Quarterly Cumulative)	100%	1.26%	15.86%	3.97%	13.29%	2.50%	G	↑	↑
Commentary: Skewed result as this is based upon a single lease in the value of £4000. Fully expect a decrease back towards target in following months as more lease renewals and new leases are progressed.									
PR15: Corporate Property Portfolio									
a) % Arrears per annum	4.4%	7.5%	14.50%	7.06%	4.05%	7.5%	G	↑	↑
b) Total Arears amount in £'s	£45,304	£100,000	£101,939	£204,166	£208,086	£100,000	G	↑	↑
PR16: Corporate Property Overall Occupancy levels per annum (Quarterly Cumulative)	80%	90%	85.44%	97.01%	97.01%	90%	A	↓	↓
Commentary: Ongoing amendments are being made to the property database to increase accuracy with a data cleanse. Project still underway so expect the figures to be quite volatile until complete.									
PR17: Payment of Invoices within 30 days (%) (Quarterly Cumulative)	94%	90%	93.4%	91.8%	92%	90%	G	↑	↑

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (JUL – SEP) 2023/24

DEVELOPMENT CONTROL MEASURES

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)	100%	80%	100%	86%	96%	80%	G	↔	↑
ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)	88%	80%	94%	85%	84%	80%	G	↓	↑
ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	91%	80%	89%	98%	90%	80%	G	↑	↓
ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	83%	80%	78%	86%	80%	80%	G	↑	↓
ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)	0%	3%	2%	2%	2%	3%	G	↑	↑
ED06: Planning Appeals: Percentage of Non Major Planning applications overturned on appeal over the last 24 months of an authority's total number of decisions on applications (Quarterly Cumulative)	0.6%	6%	0.7%	0.76%	0.58%	6%	G	↑	↑
ED07: Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period. (Quarterly Cumulative)	100%	100%	100%	90%	87.5%	100%	G	↔	↑
ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)	88%	90%	85.4%	78%	78.4%	90%	A	↑	↑
Commentary: Improvement on q1 and nearing target. Staff sickness and a current lack of resilience mean target has not yet been reached. Resources currently under review.									
ED09: Enterprise Zone: Beacon Park: % of empty floor space across Beacon Park (Quarterly Snapshot at last day of quarter)	0.74%	3%	0.74%	0.74%	0.74%	3%	G	↔	↔

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (JUL – SEP) 2023/24

ENVIRONMENTAL MEASURES

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
EN01: Food Hygiene									
a) % of food premises scoring 3 star food hygiene ratings or above (Snapshot at last day of quarter)	97.8%	90%	96.9%	97.3%	96.6%	90%	G	↑	↑
b) % of scheduled Cat A food premises inspections completed (Snapshot at last day of quarter)	100.0%	100%	100%	New Measure	New Measure	100%	G	↔	N/A
c) % of scheduled Cat B food premises inspections completed (Snapshot at last day of quarter)	100.0%	100%	100%	New Measure	New Measure	100%	G	↔	N/A
d) % of new food premises inspections completed (Snapshot at last day of quarter)	88.1%	100%	43.2%	New Measure	New Measure	100%	A	↑	N/A
Commentary: We are still catching up from the backlog of new inspections from the Covid period. The team has 28 days to complete inspections from the date of trading. 104 of 118 new food premises have been visited.									
EN02: Garden waste service: Number of households taking up garden waste bin service. (Quarterly Cumulative)	11,251	10,500	10749	10741	10916	10,500	G	↑	↑
EN03: Percentage of total domestic waste collected which is sent for recycling (Quarterly Cumulative)	36.64%	35%	36.4%	34%	32.5%	35%	G	↑	↑
EN04: Number of Flytips reported (Quarterly Cumulative)	676	Monitor	305	689	1171	Monitor	N/A	N/A	↑
EN05: Number of streets in the Borough meeting street cleanliness levels for:									
a) Litter (formerly NI195a)	99%	95%	100%	98.2%	100%	95%	G	↓	↑
b) Detritus (formerly NI195b) (Snapshot at last month of quarter)	98%	95%	93.3%	100%	92.3%	95%	G	↑	↓

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
EN06: Contamination rate in dry recycling (Quarterly Cumulative)	23.5%	19%	24.9%	19%	19.4%	19%	R	↑	↓
Commentary: Contamination rates of recycling bins does still remain high and there has been an national trend of contamination rates increasing for the past six years. The Government is implementing the “Simpler Recycling” requirements to make recycling easier for the public with a view to increasing recycle quantity and quality. At a Borough level training is taking place for specific collection crews from GYS around contamination and the impact it has on the sorting and reprocessing of materials. Clarity will be given around when to reject bins and crews will then be expected to follow this guidance which will be supported with a 3 step process for addressing repeat issues at a household. This will be trialled for 6 weeks and then gradually rolled out to other crews.									

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (JUL – SEP) 2023/24

HOUSING MEASURES

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
HN01: Great Yarmouth Housing rent: GYBC rent collection rate									
a) Rent collected as % of rent and arrears (snapshot at end of quarter)	97.3%	97%	98%	97.83%	99.5%	97%	G	↓	↓
b) Arrears as a % of rent debit (snapshot at end of quarter)	2.7%	3%	2%	2.17%	0.5%	3%	G	↓	↓
c) Arrears of Rent and Service Charge (snapshot at end of quarter)	£183,389	£203,602	£136,845	£135,923	£122,367	£203,601	G	↓	↓
d) Amount of arrears recovered (former years arrears from current tenants) in year £	£31,001	Monitor	£42,369	£177,741	£120,580	Monitor	N/A	↑	↑
HN02: Number of Number of Social housing applicants on Housing Register	616	Demand led	409	1165	326	Demand led	N/A	↓	↑
HN03: Average Time to Re-let Local Authority Housing (Quarterly Cumulative)	24 days	25 days	27 days	30 days	32 days	25 days	G	↑	↑
HN04: Average cost of a Void repair (Housemark Indicator) (Quarterly Cumulative)	£4,132	£3,051	£4,426	£2,297	£3,341	£3,051	R	↑	↓
<p>Commentary: A contributing factor in the cost increase is the poorer quality of returned voids, of the 131 voids completed in Q1&2, 28% of the voids were in poorer condition than would normally be expected this in turn raises GYBC average order cost to the GYN.</p> <p>Assets are working closely with colleagues in Housing to ensure tenants return their property in a suitable condition to re-let, to allow GYBC to relet with the minimum expenditure required.</p> <p>Of the 131 voids completed by GYN in Q1&2 2023/34, 21 needed significant revenue works due to their returned condition, these “Larger” voids had average cost of over 12K and have caused a spike the Q1&2 average cost. The 110 “Standard” voids completed with an outturn of less than 7k had the expected average cost of 3.2K.</p> <p>GYBC and GYN now have a new process where “Standard Revenue Voids” (Ave. order value of 3.2k) are reported separately to the “Larger Revenue Voids”, this change will help GYBC and GYN drive efficiencies into void delivery.</p>									

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
HN05: Percentage of residents:									
a) very or fairly satisfied with the repairs service they received (Social Housing Regulator TP02 measure)	80%	Monitor	Not Available	93.61%	Not Available	Monitor	N/A	N/A	↓
b) very or fairly satisfied with the condition of their new home	74%	Monitor	81.48%	New Measure	New Measure	Monitor	N/A	↓	N/A
Commentary: a) TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is culmulative satisfaction rate. This shows a slight increase against the STAR data (79%).									
HN06: Average cost of a standard responsive repair (Housemark Indicator) (Quarterly Cumulative)	£134.41	£167.53	£137.20	New Measure	New Measure	£167.53	G	↑	N/A
Commentary: The average cost of a repair is falling, it is noted that this will not be fully reflected in spend due to increases in demand. It is anticipated that the average cost will reduce significantly on transfer of the service due to the high overhead cost charged by Norse to GYN.									
HN07: Customer Perception - Total number of repairs completed first time as a % of total repairs completed (Quarterly Cumulative)	83%	Monitor	83.67%	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: Although the actual performance is close to the target, this KPI is a priority for GYN to improve customer satisfaction and to increase productivity.									
HN08: Number of Disabled Facilities Grant (DFGs)									
a) Number of completions	12	Monitor	18	14	77	Monitor	N/A	↓	N/A
b) Number of calendar days from GYBC receipt of D(OT)2 recommendation to works complete in the quarter.	214	Monitor	178	New Measure	New Measure	Monitor	N/A	↓	N/A
HN09: Percentage of tenants either very satisfied or fairly satisfied with the service they received (Social Housing Regulator TP01 measure) (Quarterly)	79%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is culmulative satisfaction rate. This shows a slight decrease against the STAR data (80%).									




Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
HN10: Percentage of tenants either very satisfied or fairly satisfied with the time taken to complete their most recent repair after reporting it (Social Housing Regulator TP03 measure) (Quarterly)	79%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: Positive performance reflected on successfully completing minor responsive repairs. The performance can be improved with the successful completion of more complex repairs and improved communication with residents when the works are being completed. Again, this is a priority for GYN in Quarter 3.									
HN11: Percentage of tenants either very satisfied or fairly satisfied that their home is well maintained (Social Housing Regulator TP04 measure) (Quarterly)	77%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is culmulative satisfaction rate. This mirrors the STAR data (77%).									
HN12: Percentage of tenants either very satisfied or fairly satisfied that their home is safe (Social Housing Regulator TP05 measure) (Quarterly)	80%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is culmulative satisfaction rate. This mirros the STAR data (80%).									
HN13: Percentage of tenants either very satisfied or fairly satisfied that their views are listened to and acted upon (Social Housing Regulator TP06 measure) (Quarterly)	59%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is culmulative satisfaction rate. This shows no change against the STAR data score.									
HN14: Percentage of tenants either very satisfied or fairly satisfied that they are kept informed about things that matter to them (Social Housing Regulator TP07 measure) (Quarterly)	77%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is culmulative satisfaction rate. This shows an increase against the STAR data (66%).									

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
HN15: Percentage of tenants either very satisfied or fairly satisfied that they are treated fairly and with respect (Social Housing Regulator TP08 measure) (Quarterly)	83%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This shows an increase against the STAR data (77%).									
HN16: Percentage of tenants either very satisfied or fairly satisfied that their communal areas are kept clean and well maintained (Social Housing Regulator TP10 measure) (Quarterly)	78%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This shows no change against the STAR data score.									
HN17: Percentage of tenants either very satisfied or fairly satisfied that GYBC makes a positive contribution to their neighborhood (Social Housing Regulator TP11 measure) (Quarterly)	72%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This shows an increase in satisfaction levels against the STAR data (68%).									
HN18: Percentage of tenants either very satisfied or fairly satisfied with GYBC's approach to handling anti-social behavior (Social Housing Regulator TP12 measure) (Quarterly)	67%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This matches the STAR data (67%). .									
HN19: Percentage of GYBC homes that do not meet the Decent Homes Standard (Social Housing Regulator RP01 measure) (Quarterly)	19%	Monitor	19%	New Measure	New Measure	Monitor	N/A	↔	N/A
Commentary: The Decent Homes Standard non compliance figure is not reviewed quarterly, however, there is an active programme to address Decent Home Standard failures.									

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
HN20: Percentage of repairs completed									
a) within the 28 day timescale we publish (excluding emergency repairs)	85.98%	Monitor	91.71%	New Measure	New Measure	Monitor	N/A	↓	N/A
b) Emergency repairs only (Social Housing Regulator RP02 measure) (Quarterly)	95.34%	Monitor	96.04%	New Measure	New Measure	Monitor	N/A	↓	N/A
HN21: Engage at least 500k 'active' customers per annum across both Freedom Leisure sites (Quarterly Cumulative)	204,465	250,000	140,783	New Measure	New Measure	500,000	A	N/A	N/A

Key

Status

	Current performance has met or exceeded target/ has met or exceeded trend
	Current performance is below target but within tolerance/ is below trend but within tolerance
	Current performance is below target and tolerance/ is below trend and tolerance

↑↓ Performance for quarter is improving (up) or deteriorating (down) compared to previous quarter.

↑↓ Performance for period (quarter) is improving (up) or deteriorating (down) compared to same quarter last year.

CABINET



URN: 23-051

Report Title: Council Tax Support Scheme 2024-25

Report to: Council

Date of meeting: 14th December 2023

Responsible Cabinet Member: Cllr Carl Smith, Portfolio Holder for Governance, Finance and Major Projects

Responsible Director / Officer: Miranda Lee – Head of Customer Services

Is this a Key decision? Yes

Date added to Forward Plan of Key Decisions if a Key Decision: 30th May 2023

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

This report seeks Council approval of the recommended Council Tax Support Scheme 2024/25

Scrutiny Committee are asked to consider and comment on the below recommendations to Council

RECOMMENDATIONS:

That Council approves the recommendation to:

- 1) To amend the Council Tax Support Scheme 2024/25 to reduce the maximum council tax support to 80% of the Council Tax liability
- 2) To protect Care Leavers from this change
- 3) To make provision for a hardship scheme of £200,000
- 4) To form a cross party Member Working Group to agree the hardship scheme and to monitor and receive regular reports on the impact of the change to the Council Tax Support Scheme
- 5) To delegate the ability for the Head of Customer Services & Revenue & Benefits Service Manager to make any smaller adjustments to the scheme that may be required to align to the wider welfare benefits system for 2024/25

1. Introduction

- 1.1 The Cabinet Report dated 11th September 2023 requested permission to commence a consultation on a number of options in relation to the 2024/25 Council Tax Support Scheme.
- 1.2 On the 1 April 2013 the Council introduced a new Local Council Tax Support Scheme which replaced Council Tax Benefit following the Government announcement in the Spending Review 2010 that financial support for council tax would now be localised.

1.3 In designing a local scheme, the council had to consider:

- The amount of funding initially provided to local authorities to run a localised scheme was approximately 10% less than was spent on the previous Council Tax Benefit Scheme, this funding has continued to reduce.
- Support for pensioners must be protected and would not be affected by the local scheme, meaning that the rules around a localised scheme would only apply to those customers of a working age.

1.4 The Great Yarmouth Borough Council Scheme for 2023 was introduced following a consultation with the public. The scheme was decided by Council on 15 December 2022.

1.5 Schedule 1A of the Local Government Finance Act 1992 states:

1. For each financial year, each billing authority must consider whether to revise its scheme or to replace it with another scheme: and
2. the authority must make any revision to its scheme, or any replacement scheme, no later than 31 January in the financial year preceding that for which the revision or replacement scheme is to have effect.

1.6 As each Local Authority decides their local scheme it is possible that other nearby Local Authorities can have different types of schemes with varying financial implications for customers.

2. Current Position

2.1 There have been minimal changes to the scheme since its first introduction and financial assistance for those classed as working age customers has been limited to a maximum of 91.5% of their council tax liability. Those customers of pension age remain unaffected by the Council Tax Support Scheme and continue to receive the same financial level of assistance as they did under the Council Tax Benefit Scheme.

2.2 Serious consideration has been given to the 2024/25 Council Tax Support Scheme in recognition that the Council, like many other Local Authorities, is facing considerable challenges with budgets and have a lack of clarity around future government funding settlements.

2.3 Unlike council tax benefit where the expenditure was fully subsidised, funding for Council Tax Support schemes was less than council tax benefit and has since been lost within the Revenue Support Grant and core funding which has continued to reduce and be re-purposed over recent years. Taking the financial challenges into account, this year the council has considered options to reduce the overall cost of the Council Tax Support scheme.

3. Options Considered for the 2024/25 Scheme

Option 1 – Retain the current scheme by maintaining the level of financial award for working age customers at a maximum of 91.5% of their Council Tax liability.

Option 2 – Reducing the maximum level of financial award to 87.5% of their Council Tax Liability.

Option 3 – Reducing the maximum level of financial award to 85% of their Council Tax Liability.

Option 4 – Reducing the maximum level of financial award to 80% of their Council Tax Liability.

Option 5 – Reducing the maximum level of financial award to 75% of their Council Tax Liability.

Options have also been considered to protect customers that may be more vulnerable. The Council consulted on whether to protect certain households which may be viewed as more vulnerable to any changes to the scheme. Our current scheme has no protections in place. It could also be considered that these households are likely to be in receipt of more income than other working age households, therefore, it may be viewed as more equitable to continue with limited protections, on the basis that any change to the scheme should affect the majority of working age households.

4. Consultation

- 4.1 A public consultation on the 5 options ran for a 12 week period and has now closed. As well as being published on the Councils website, every household in receipt of council tax support at that time was contacted directly by letter advising them that the council was considering a change to the Council Tax Support Scheme for 2024/25 and that a change could affect the level of financial support they would receive. They were invited to take part in the formal consultation.
- 4.2 The options under consideration ranged from continuing with the current scheme, to various stepped reductions in the maximum award from 87.5% to 75% of the Council Tax Liability.
- 4.3 A total number of 146 responded to the consultation, 76% of the responders were in receipt of Council Tax Support.

Table 1 – Consultation results

Options on Scheme	No. of Responses	% of Responses
Remain at 91.5%	100	68%
Reduce to 87.5%	23	16%
Reduce to 85%	7	5%
Reduce to 80%	3	2%
Reduce to 75%	7	5%
Don't know	6	4%

- 40 responders opted for a reduction in the current maximum level of award, 32 of these opted to have some protections
 - 49% of the responders were 55 or over
- 4.4 As part of the consultation process, these options were considered by Members of Scrutiny at the 24th October 2023 committee.
- 4.5 The Committee recognised that the Council is facing ongoing financial challenges in years ahead, however, there was concern that any change to the existing scheme would affect vulnerable families who were already struggling with the cost of living. There were some assurances that

should a change go ahead a hardship fund would be available to protect the most vulnerable, however, there was a preference to retain the current scheme.

- 4.6 The impact of any change has been considered by undertaking an Equality Impact Assessment on the recommended option. The equality impact assessment provides Members with more information on how a change to the Council Tax Support Scheme would affect individuals/households already in receipt of Council Tax Support or those that could be eligible, in particular, those with protected characteristics. The document explains why the Council is considering a change to the scheme and includes mitigation that could be in place to protect those most vulnerable to any change. The report is attached as **Appendix A**.

5. Proposals

- 5.1 In recognition of the Council's financial position, it is recommended that a change to the existing scheme is made to reduce the overall cost to the Council. However, it is also important that a hardship fund would be available to help mitigate the impact of the change on vulnerable households.
- 5.2 It is proposed that the maximum award of Council Tax Support for working age is amended to 80% of the Council Tax Liability, however, Members may wish to consider the other options consulted on. **Appendix B** provides the estimated cost options of each scheme considered.
- 5.3 This change would affect all working age recipients with no protections in place for certain groups except for Care Leavers. The Equality Impact Assessment recognises the impact of this change on individuals and households, however, also concludes that working age households on low income eligible for Council Tax Support are likely to be similarly impacted to those with additional disability financial support to help with day to day living.
- 5.4 It is recommended a hardship scheme is in place in the sum of £200,000 to help support individuals and households who may be in more financial difficulty. The scheme would only be eligible to working age recipients of Council Tax Support with an eligibility criteria prioritising the most vulnerable groups.
- 5.5 Considering, most working age recipients of Council Tax Support reside in a Band A property, for illustrative purposes based on this year's Council Tax Charge for Great Yarmouth, the impact of the change to a household is demonstrated in Table 1.

Table 2 – Average additional amount payable based on 23/24 Council Tax Charge

Band A Great Yarmouth	Full Charge £1,384.71					
Eligible for maximum support	Annual Due	Annual additional due	Monthly Due 12 inst	Monthly Additional 12m	Weekly over 52 wks	Weekly Additional 52 weeks
80%	£276.94	£159.94	£23.08	£13.33	£5.33	£3.08
Band A Great Yarmouth	Single Person Discount £1,038.53					
Eligible for maximum support	Annual Due	Annual additional due	Monthly Due 12 inst	Monthly Additional 12m	Weekly over 52 wks	Weekly Additional 52 weeks
80%	£207.70	£119.42	£17.31	£9.95	£3.99	£2.30

6. Financial Implications

- 6.1 Based on updated forecasts this proposal would reduce the overall cost of the scheme by approximately £827,000 across the preceptors (Great Yarmouth Borough Council, Norfolk County Council and the Police).
- 6.2 Pension age Council Tax Support recipients remain unaffected. The proposed change will apply to all working age recipients of Council Tax Support except for Care Leavers.
- 6.3 The inclusion of a hardship fund helps to mitigate the impact of this change.

7. Risks

- 7.1 Risk were identified associated with reducing the current level of financial support including:
- a) Households who may be struggling with the wider 'cost of living' issues.
 - b) Impact on council tax collection and additional administrative work.
- 7.2 In reviewing the options considered, the recommended scheme represents a 11.5% reduction in the maximum award that would be payable. The risks identified are mitigated by the protection of care leavers and provision of a hardship fund of £200k to help households which may struggle to pay their council tax and are adversely impacted by any changes to the scheme.

8. Recommendations

- 1) To amend the Council Tax Support Scheme 2024/25 to reduce the maximum council tax support to 80% of the Council Tax liability.
- 2) To protect Care Leavers from this change.
- 3) To make provision for a hardship scheme of £200,000.
- 4) To form a cross party Member Working Group to agree the hardship scheme and to monitor and receive regular reports on the impact of the change to the Council Tax Support Scheme.
- 5) To delegate the ability for the Head of Customer Services & Revenue & Benefits Service Manager to make any smaller adjustments to the scheme that may be required to align to the wider welfare benefits system for 2024/25.

Areas of consideration: e.g. does this report raise any of the following issues and if so how have these been considered/mitigated against?

Consultations	Comment
Monitoring Officer Consultation:	Yes
Section 151 Officer Consultation:	Yes
Existing Council Policies:	Yes S13 A Policy
Equality Issues/EQIA assessment:	Yes, attached at Appendix A

ELT, Cabinet, Scrutiny and Council



URN: 23-155

Report Title : Savings 2024/25 - Medium Term Financial

Strategy Report to: ELT, Cabinet, Scrutiny and Council

Date of meeting : ELT 22 November 2023

Cabinet 4 December 2023

Scrutiny 12 December 2023

Council 14 December 2023

Responsible Cabinet Member: Cllr Carl Smith, Portfolio Holder for Governance, Finance and Major Projects

Responsible Director / Officer : Executive Director, Resources

Is this a Key decision ? No

Date added to Forward Plan of Key Decisions if a Key Decision: N/a

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

Cabinet received the updated Medium Term Financial strategy for the period 2024 to 2027 in November 2023 which included the latest forecast financial position. Prior to this, work had already commenced on the 2024/25 and the identification of savings and additional income against the target of £2million to be delivered for the 2024/25 budget to mitigate the forecast funding gap. This report provides an update on this work, identifies work that is ongoing to deliver savings and income for the 2024/25 and future years and makes recommendations for proposals that will assist in reducing the forecast funding gap and be used to deliver the budget for 2024/25.

RECOMMENDATIONS :

That Committee : Note the contents of the Cabinet report which was recommended to Council by Cabinet at it's meeting on 4 December 2023 :

The Cabinet recommendation to Council : That Council approve the savings and additional income proposals as outlined at Appendix A for implementation for the 2024/25 budget.

1. Introduction

- 1.1. This report sets out the next steps for the Council's plan to present a balanced budget for approval in February 2024 for the 2024/25 financial year. The updated Medium Term Financial Strategy (MTFS) for the period 2024/25 to 2026/27 was presented to Cabinet in November for recommendation to Council in December. The MTFS included updated financial projections for the period of the strategy which at the time forecast a gap of £2.5 million in 2024/25 increasing to in excess of £4million by 2026/27. These are ahead of the detailed service budgets being produced for which work is underway.

- 1.2. The MTFS included a savings target of £2m for 2024/25 allowing for £500k to be taken from reserves. It should be noted that this is ahead of the production of the detailed service budget and the announcement of the finance settlement for 2024/25, however the delivery of the savings and additional income is an essential element of the business strategy work to deliver a balanced budget for the coming financial year.
- 1.3. As part of the budget process savings and additional income proposals have been submitted by officers for consideration by Members and this report now presents an update to Members on the work to date and makes recommendations on savings and income proposals to be taken forward as part of the budget for 2024/25.
- 1.4. The MTFS outlines a number of key themes for the business strategy and prioritising these will in the medium term seek to reduce the funding gap, these are listed below:
 - Strategic Asset Management
 - Economic and Housing Growth
 - Property Investment and Commercialisation
 - Technological Investment
 - Partnerships
 - GYBC Operating model – including digital strategy, procurement and contract management and organisational development strategy
 - Savings and additional Income
 - Sustainability Strategy.

2. Savings and Additional Income – Business Strategy 2024/25

- 2.1. To date there have been various officer and member working groups including joint party working groups to discuss the budget and savings proposals that are being presented for approval. Further discussions are still being held and options for closing the budget gap and these will be finalised over the coming months and presented within the budget reports for approval in February 2024. This report provides the outcome of the discussions to date and the implementation plan for the savings proposals to allow where applicable some of the proposals to be progressed for implementation to achieve forecast savings and deliver income as anticipated in the 2024/25 financial year. These have been summarised into the following groups:
- 2.2. **Group 1** – These proposals are largely operational in nature and will have little or no impact on service delivery. Some of these are related to improved service efficiencies and changes to the ways of working that will deliver savings. One of the most significant in this group of savings is in relation to the retention of business rates from the enterprise zone following the end of the current arrangements with the LEP from April 2024 which will see the share previously retained by the LEP being retained by the collecting Authority (the Borough Council). Other proposals are largely operational in nature and will include opportunities to review structures including when posts become vacant. All the stage 1 proposals are summarised at Appendix A and officers will be tasked with implementing the proposals to deliver the saving/income. In total these are expected to deliver £594,110 savings in 2024/25.

- 2.3. **Group 2** - These proposals total £422,940 for 2024/25 will require some implementation/decision due to some changes in service delivery and hence being recommended as part of this report. For example, these proposals include £99,130 savings to be delivered from GYS business improvement plan which are planned to deliver efficiencies and savings in the operation of the services delivered through the vehicle for delivery.
- 2.4. **Group 3** – These proposals include some recommendations in respect of fees and charges and also related to assets which will be subject to a capital bid.
- 2.5. The following table provides a summary of the savings and additional income now being recommended for approval.

£000	2024/25	2025/26	2026/27
Group 1	594	603	586
Group 2	423	465	472
Group 3	252	252	252
Total	1,269	1,320	1,310

- 2.6. There are other areas that are not included as savings and additional income proposals that are in progress that will have financial implications that will reduce some of the £2m gap for 2024/25, these include the recommendations for the changes to the Council Tax Support Scheme which is included as a separate report on the December Cabinet agenda, and the proposal that the reduction in cost that the scheme changes will deliver will result in an increase in the tax base and ultimately an increase to Council tax to the Borough and the major preceptors (Norfolk County Council and Office for the Police and Crime Commissioner). From discussions with the County and Police, the County are supportive of a proposal that would see a sharing of the reduced cost/benefit being returned to the Borough Council to deliver a hardship scheme for those households that are impacted by the change to the scheme. NCC recognise that whilst this is impacting on households it will deliver a higher precept that can be used for Council services, yet retention of some of the additional income at the borough will provide support to households still. There is a separate item on the Cabinet agenda on the proposed scheme which details the financial implications to the major preceptors and the borough council, overall at this stage £220,000 is planned to be factored into the budget for 2024/25. The details of how this will operate in practice will be finalised in the coming months.
- 2.7. Other areas will be reviewed as part of the production of the budget as the service budgets are put together. This will include other work streams that are in progress and ongoing from the current year, one of the significant areas is the building rationalisation work which was approved by Cabinet in July 2023 and is expected to deliver savings of £200,000 per annum after the vacating of Greyfriars.
- 2.8. In addition the fees and charges for 2024/25 will be presented to Cabinet in January for approval, as flagged in the savings proposals the total savings do make assumptions for additional income to be delivered from increases to fees and charges in line with the current policy which allows for increase of RPI plus upto 2% and cost recovery.
- 2.9. The MTFs allows for annual increase in council tax of £5 per annum, this has historically been in accordance with the council tax capping principles which for the Borough's tier of local government have been the higher of £5 or 3%. 2023/24 was the first year that the capping would have allowed for an increase above the £5 and therefore in line with the capping limits it is

recommended that the forecasts allow for increases upto the cap. Whilst the decision on the setting of the council tax for 2024/25 will not be made until February 2025, at this time it is prudent to update the forecasts for the assumptions on the latest tax base and council tax allowing for increases to the cap.

- 2.10. From the work to date the savings and additional income identified and recommended for including in the 2024/25 total £1.715million. This is a significant proportion towards the target of £2m for 2024/25 and further work will be completed as the service budgets are produced.

3. Financial Implications

- 3.1. The financial implications of the savings proposals are detailed within the detail of the appendices and the report.

4. Risk Implications

- 4.1. There is a risk that the savings and income will not be delivered in the planned timescales and amounts as budgeted. The budgets have been informed by robust estimates and business cases where applicable, as the budget is finalised the approved savings proposals and income will be factored into the budget.
- 4.2. The delivery of the savings will require monitoring as part of the ongoing financial monitoring reports during the year to Members via the regular reports to Cabinet and Scrutiny.

5. Legal Implications

- 5.1. All Councils are required to produce a balanced budget each financial year under section 33 of the Local Government Finance Act 1992.

6. Conclusion

- 6.1. This report is recommending approval for £1.489 million (in addition to those currently approved and in progress) savings and income which will have a significant impact on reducing the forecast budget gap for 2024/25 and future years. As the details of the service budgets are produced over the coming weeks and once the finance settlement has been announced this work will inform the final budget to be presented for approval in January/February 2024.
- 6.2. Early approval of the savings as detailed in the report supports the financial planning process for producing a balanced budget for 2024/25.

7. Background Papers

- 7.1. Medium Term Financial Strategy 2024/25 to 2026/26
- 7.2. Savings and income proposals

Areas of consideration: e.g. does this report raise any of the following issues and if so how have these been considered/mitigated against?

Consultations	Comment
Monitoring Officer Consultation:	
Section 151 Officer Consultation:	

Existing Council Policies:	
Equality Issues/EQIA assessment:	The full EQIA assessment as applicable will be completed and presented within the report to council.

2024/25 Budget Savings and Income Proposals

Service Area	Savings Title	Business Strategy Theme	Proposal	2024/25	2025/26	2026/27
Group 1						
Finance	Pot C Business Rates	Economic Growth	Increased retention of business rates being generated within the Enterprise Zone following the transfer of the LEP functions from April 2024	313,000	321,000	343,000
Various	Vacant posts and structural changes	GYBC Operating Model	Review of vacant posts and opportunities to make changes to structures across some services.	188,376	188,376	148,376
Mkting Comms and IT	Mobile Phone	GYBC Operating Model - Procurement and Contract Management	Review and reduction in the number of mobile sims required in devices, possible due to wider use of wifi.	13,300	13,300	13,300
Mkting Comms and IT	Print	GYBC Operating Model	Reduction in the number of multi-function printing devices and the introduction of pod printing across office locations.	32,300	32,300	32,300
Organisational development	Removal of payment of professional subscriptions	GYBC Operating Model	Review professional subscriptions that are paid annually.	9,134	10,047	11,052
Customer Services	Ctax SPD Review	GYBC Operating Model	Council Tax - Single person Discount Review exercise undertaken externally.	20,000	20,000	20,000
Customer Services	Revenue Collection	GYBC Operating Model	Ensure a proactive approach is undertaken for revenue collection for council tax and business rates to improve collection.	10,000	10,000	10,000
Customer Services	Vehicle Costs	GYBC Operating Model	Review transport costs to look at the most efficient operation for the service.	8,000	8,000	8,000
Group 1 Total				594,110	603,023	586,028

2024/25 Budget Savings and Income Proposals

Service Area	Savings Title	Business Strategy Theme	Proposal	2024/25	2025/26	2026/27
Group 2						
Mkting Comms and IT	Digitalisation	GYBC Operating Model - Digital	Opportunities to reshape and service delivery in line with the digital strategy. This will be part of a wider programme of investment with increased efficiencies to be delivered in future years of the MTFS.	25,000	50,000	50,000
Customer Services	Bartec Residential Portal	GYBC Operating Model - Digital	Implementation of online self serve facility for managing waste services by the customer, will allow managing of domestic waste, bulky items, alerts for collection changes, managing payments etc.	11,023	11,023	11,023
Property and Assets	Maritime house	Strategic Asset Management	To actively dispose of the vacant building along the seafront.	10,000	20,000	20,000
Property and Assets	Charging for land acquisition requests	GYBC Operating Model - Charging model	As part of the charging policy implement charges of £250 for council land sales (eg to allow small scale extensions), for those that complete the charge is deducted from the sale price. (Currently 75% are abortive are time is spent providing documentation for a sale).	3,000	3,000	3,000
Environment and Sustainability	Fees and Charges	GYBC Operating Model - Charging model	Implement charging for mentoring food visits and review charges for sports and leisure.	5,000	5,000	5,000
Environment and Sustainability	Out of Hours	GYBC Operating Model	Review current out of hours provision and alternatives ways of cover.	5,500	5,500	5,500

2024/25 Budget Savings and Income Proposals

Service Area	Savings Title	Business Strategy Theme	Proposal	2024/25	2025/26	2026/27
GYS	GYS Business Plan Proposals	GYBC Operating Model - Contract Management	Through the new arrangement with GYS Ltd, there are a number of opportunities to review service delivery that will be delivered as part of the GYS business improvement plan that will deliver savings and efficiencies through operational improvements from round rationalisation, annualised hours to reduce the reliance on overtime for the delivery of core services, review of domestic bin waste collections where these are being used by holiday lets to move to trade waste and review of cleaning of council office facilities.	99,130	106,038	108,589
Environment and Sustainability	Reduction in PH Funerals	GYBC Operating Model	Review how the administration and costs of public health funerals operates, working with partners at the James Paget in line with others.	20,000	20,000	25,000
Environment and Sustainability	RNLI Lifeguards	Savings/ funding review	Review the subsidy the Council provides for the lifeguard provision across the Borough (Great Yarmouth, Hemsby and Gorleston).	58,678	58,678	58,678
Environment and Sustainability	Concurrent Function Grant	Savings/ funding review	Remove the Parish Council grants for parks and open spaces, those for burial grounds and beach cleaning to remain.	90,285	90,285	90,285
Customer Services	CTAX Recovery Costs	GYBC Operating Model - Charging model	The current cost of summons have remained at the current level for the past nine years, in that time costs have increased, this proposes increases the cost to £75, to reflect increased costs over this time.	40,000	40,000	40,000
Customer Services	Removal of Phone Assisted Pay	GYBC Operating Model - Digital	As part of the digital strategy and the channel shift of how the Council provide services, there is an opportunity for a saving from removing assisted payments by phone, but to use online and telephone payments as an alternative. A full EQIA will be completed.	30,324	30,324	30,324

2024/25 Budget Savings and Income Proposals

Service Area	Savings Title	Business Strategy Theme	Proposal	2024/25	2025/26	2026/27
Property and Assets	Gorleston Putting Green	Strategic Asset Management	To offer the Gorleston putting green on permanent lease to an operator for development and operation.	25,000	25,000	25,000
Group 2 Total				422,940	464,848	472,399
Group 3						
Various	Fees and Charges	Additional Income	Review of all fees and charges against cost recovery principles where applicable in line with the fees and charges policy, including review of bulky waste and increases to garden bins.	120,000	120,000	120,000
Property and Assets	North Drive Bowling Green	Strategic Asset Management	The North Drive bowling greens are currently only used for the Bowls Tournament - four weeks in September. Each bowling green costs an estimated £60k to maintain per season. It is proposed that two of the greens are re-purposed for which a capital bid will be submitted.	132,000	132,000	132,000
Group 3 Total				252,000	252,000	252,000
				1,269,050	1,319,871	1,310,427

CABINET



URN: URN 22-161

Report Title : Control Centre and Community Alarm Services Emergency
Contract Decision

Report to: ELT – 22 November 23
Cabinet – 4 December 23

Responsible Cabinet Member: Cllr Flaxman-Taylor, Cabinet Portfolio Holder for Housing, Health & Wellbeing

Responsible Director / Officer : Kate Price, Head of Health Integration and Communities &
Nicola Turner, Head of Housing Assets

Is this a Key decision ? No

Date added to Forward Plan of Key Decisions if a Key Decision: N/a

EXECUTIVE SUMMARY

The Council currently operates an in-house Alarm Receiving Centre (ARC) which takes calls from sheltered housing resident alarms, dispersed community alarms and provides the Councils' Out of Hours call response service. After charges to residents and tenants for paid-for alarm services, the cost of the ARC is around £200,000 in subsidies from the Councils' budgets.

With the national switching of phonelines from analogue to digital, which is already underway and is due for completion by 2025, the current software and hardware used by the in-house service would require significant investment to maintain this service going forwards. In addition, there is a current service risk associated with the digitalisation of phone lines which requires prompt action to resolve, and additional issues related to this are emerging weekly along with difficulties caused by recent IT changes.

This, combined with significant risk to the service from a lack of resilience in the staffing capacity and limited ability to draw on shift cover from our existing partnership arrangement means we have a significant risk that this service could become undeliverable at short notice, which would put the lives of those relying on the alarm monitoring service at risk.

RECOMMENDATIONS:

That following referral from the Cabinet, Scrutiny Committee are asked to consider and comment on the following recommendations to be considered by Cabinet at its meeting on the 15 December 2023:

(a) Supports the direct award of a contract to the current standby service provider, CareLine365, which provides current shift cover in order to minimise risk to residents under existing officer delegations to the Executive Director – People and Section 151 Officer in association with the Monitoring Officer as an Operational Emergency under article (42.10.5) given the possible risk to life.

(b) Notes the procurement of a 24/7 out of hours telephone call answering service needed to deliver the emergency out of hours call handling (currently provided by the alarm monitoring service as an additional service) will need to be expedited as a result of the above.

1. INTRODUCTION

1.1 The Council currently operates a non-statutory Alarm Receiving Centre (ARC) which provides a monitoring service for sheltered housing tenants, community alarms and associated assistive technology, as well as providing this equipment for rental to residents for a fee from its Wherry Way office. This service is provided from a small in-house team providing one staff member who monitors incoming calls operating in 24/7 shifts. Gaps in shift cover and staff breaks are provided by an external contractor under agreement (CareLine365 – part of the Appello Group based in Norwich).

1.2 Alarm connections currently provided are listed below:

- Sheltered housing alarms – 945 individual properties and 105 communal/fire connections;

- Community alarms – 915 connections/users (Supporting 973 individuals, 55 out of borough);
- Be-at-Home alarms – 70 temporary units for people being discharged from hospital.

1.3 In-house staffing resource is made-up of 13 posts:

- 1 x Community Alarms Officer – Grade 5 – 37hrs
- 1 x Business Support Officer – Grade 4 – 15hrs
- 7 x Control Centre Operators – Grade 3 plus enhancements – various shift patterns covering 24/7 operations
- 4 x Relief Control Centre Operators – Grade 3 – various shifts, two posts vacant

1.4 The service, while receiving an income from its alarm monitoring and rental services to residents, currently runs at a significant financial loss to the council.

The summarised expenditure cost and income based on previous and current yearly budgets is shown below:

Staffing costs (inc. on costs)	£366,431
Non-staffing costs (inc equipment)	£174,948
Total direct costs	£541,379
Income (alarm connections, rental, OOH charge inc. VAT)	-£335,834
Deficit	£205,545

1.5 Almost all Community Alarms need upgrading to digital as the national rollout (from analogue to digital telephony) continues. The cost of upgrading to digital is approximately £200 per unit, with a lifespan of approximately 5 years. The weekly charge to rent a Community Alarm unit without monitoring is £1.90 (exc. VAT). The new digital alarms additionally incur a cost of £48 per unit for an annual SIM data connection. Therefore, it takes approximately 4 years of the 5-year lifespan to pay for the initial investment before there is a small surplus if fee increases were not made to pass the costs on to customers.

1.6 To maintain the service as-is and make ready for the new digital specification would require the Council to spend c£130,000 investment to replace current analogue alarms to digital alarms and also absorb the £48 per unit per year i.e. circa. £44,000 per annum for SIM data card costs to support connectivity, as well as increased costs for a digital monitoring platform of around £12,000 per annum.

1.7 The TSA (TEC Services Association) is the industry and advisory body for Technology Enabled Care (TEC) in the UK. The TSA provide an independent, not-for-profit organisation which provide consultancy and advice services to organisations providing TEC services. Alarm Receiving Centres (ARCs) can get TSA accreditation for meeting their industry standards. GYBC does not hold TSA accreditation and, within existing structures and staffing levels, it would not be able to reach the standards required to gain accreditation.

1.8 In order for the Council to be able to reach the required TSA accreditation standards as a minimum, the cost to the Council would increase the deficit to around £461,000 including

recharges - an increase of £95,000 on current staffing costs as this requires more than one call handler to be on-shift at any time with supervision, as well as increased costs of digital equipment and software.

- 1.9 There is no scope to increase the fees in order to recoup an additional income of this magnitude as the service is currently one of the more expensive on the market, despite not being TSA accredited or fully digital, and the market is very competitive with commercial providers with larger operations able to offer much lower rates to residents. An increase in costs would likely result in a decline in clients, increasing the service deficit.

Example comparison costs are shown below:

Operator	Set Up Cost	Monthly cost for basic alarm and monitoring
GYBC	£54 - £65	£17.58
CareLine 365	£0	£11.99 - £15.99 (free £15 voucher)
Telecare24	£45	£9.00 - 13.99 (free key safe)
n-able (Norse)	£0	£15.99

- 1.10 The digital upgrade also has an impact on the sheltered housing provision. The current hardware for the alarm system was designed for operation on analogue phonelines. The move to digital telephone exchanges (happening now) and change to all phonelines being digital by December 2025 is a serious operational risk as the system is less reliable when operating over digital lines as calls can drop out and not reach the ARC. An upgrade is required to ensure security of connection as the digital change increases pace and completed in December 2025.
- 1.11 The above has resulted in the need to look at the options in the market for an alternative to ensure provision for residents, sheltered tenants and vulnerable community alarm customers, which meets their current and future needs in an affordable way for which officers have engaged the services of the TSA to assist us with market analysis and advice.

1. PROPOSAL

- 2.1 Were the Council to retain the in-house ARC, there would be a significant increased cost which cannot be met by the available budget. Therefore, retaining the service as-is, is considered not feasible on detailed options appraisals.
- 2.2 For the purposes of value for money, it is proposed that the ARC is not separated by its service delivery for sheltered housing tenants and community alarm customers (it is not possible to divide the service use as the staffing levels remain the same) which may result in a more favourable financial cost to the HRA for long term as the more lucrative customer base is included in the package.
- 2.3 There are a number of key requirements identified by officers in the development of these proposals which are key to include as minimum requirements for the benefit of residents and the futureproofing of the service in terms of growing health needs and emerging technology:

- Any new service should be able to TUPE existing staff.
 - Provider should be TSA accredited and maintain that accreditation.
 - Any new monitoring service should have open protocols which allow equipment from any supplier to be monitored rather than restricted to only equipment supplied by the monitoring company.
 - Provider will take on the responsibility to upgrade dispersed equipment to digital.
 - Provider to have technology in place (digital bridge) to minimize the risk of call dropouts during the national analogue to digital switch-over and post switch over.
 - Provider to work in partnership on key current projects enabling hospital discharge (Be at Home).
- 2.4 Ideally a provider would also have an option for the Council to be a referral partner with a payment made for identifying new customers however this needs testing with the new external provider.
- 2.5 A full tender process would be expected to result in a new service being mobilised and operational in January 2025. This would present 14 months of running with the current service risks.
- 2.6 Given the increase in immediate risks identified which officers believe are likely to impact on loss of life (should the Council's service fail to respond to an alarm call owing to either lack of staff cover or analogue to digital drop-out) this report proposes a direct award to the existing partner organisation which provides staff cover to the in-house staff given the timescale for a full procurement. Were this process to go to a full tender process, there is a significant risk that during this timescale the Council could be in a position where at short notice it becomes unable to deliver this service in its current form.
- 2.7 In order to achieve this, officers recommend that article (42.10.5) of the Councils' Constitution be invoked to deem this an Operational Emergency as there is a possible risk to life from a service failure given the circumstances listed below with regards to unforeseen service resilience in both staffing and external availability of cover. These factors, along with the digital rollout increasing risk, are not within the Councils' control.
- 2.8 With staff aware that this is being explored for some time and that it is likely that an external provider will result, many have expressed an interest in leaving given the level of uncertainty. With recruitment so challenging at the moment, it is likely with their skills and experience that control centre staff will be able to source suitable employment in a very short space of time.
- 2.9 Equally, with a shortened procurement via a direct award, existing staff will be able to transfer to the new local service provider thereby reducing the risk of staff leaving.
- 2.10 Currently the service has such low staffing levels that it is not possible to cover all current shifts, and the in-house service has an agreement in place with CareLine365 (also known as LifeLine who are part of the national Appello group). CareLine365 has an agreement to cover shifts as needed and as able, as well as breaks for the call handlers as they work solo, from their office in Norwich.
- 2.11 CareLine365 maintains staff trained in the Councils' current analogue monitoring platform, Jontek, in order to be able to provide the cover the Council needs as it is not part of their standard service delivery. They have noted that they would be unlikely to be able to cover the whole 24/7 service delivery should there be a service failure due to lack of Council staff. They

will also have a reduced ability to cover shifts should there be any illnesses or covid outbreaks over the winter period in their own staff which means we do not have a guaranteed fallback should the service be unable to cover shifts.

- 2.12 As this service is potentially lifesaving, it has been established that this risk and the potential outcome for tenants and community alarm service users if their alarms were unanswered, are such that under the constitution we can enact a waiver as an operational emergency and move to a direct award instead of completing a full procurement process.
- 2.13 Should the Council be found to have known about these risks and not acted in a timely manner and a service failure result in a preventable death then the council would likely face a significant investigation and adverse ramifications – legal, reputational, and potentially financial.
- 2.14 With the ARC being externalised from the Council, this also requires the current Out of Hours offer to be reviewed (which is already in progress) and an alternative provider for this 24/7 call handling sought. As the removal of the ability to take 24/7 telephone calls, some of which are statutory, may also result in a service failure (given lack of staff cover), it is additionally recommended that a new 24/7 out of hours services for the Council is sought by way of a Request to Quote as a waiver of full procurement based on the timescales and level of risk. As this risk is under £250,000 that this can be approved by the Executive Directors under guidance from the Monitoring Officer, this element is for note as required due to unforeseen circumstances.
- 2.15 It is proposed that Cabinet approve this recommendation to a direct award under a waiver under the identified provision in the Councils' Constitution based on the significant level of risk to clients and the financial risk to the Council for alarm monitoring and in due course.

3. NEXT STEPS

- 3.1 To continue with the consultancy already in train with the TSA to undertake due diligence of the Councils' existing provider, CareLine365 to determine that this external provider can meet the minimum requirements outlined in the above section.
- 3.2 Utilising this external and industry leading support, officers will negotiate an initial offer from CareLine365 that demonstrates it is able to deliver good market value and best consideration for the client base including the ongoing Sheltered Housing alarm monitoring scheme contract. Officers will ensure the proposal is in the best interest of the Council with robust monitoring and ability to enforce high performance standards which safeguards residents' lives.
- 3.3 Using the proposal, the Council will consult with staff and the trade union on the TUPE proposal and ensure this represents a fair offer to staff and ensure there is time to work with CareLine365 on areas of improvement where required.
- 3.4 The Council will agree a communications plan with Sheltered and Community Alarm users to ensure they are aware of the coming changes. For sheltered tenants, there is no requirement to consult on a change as it is operationally minimal, however there is a risk that should they wish to test or enquire about the move they use their alarm to call the Council (this is a regular occurrence for repairs and general enquiries) and if this happens it may prevent

legitimate alarm calls from coming into the ARC due to busy lines so it is in the councils' best interests to communicate the changes clearly to tenants as early as possible.

- 3.5 Community alarm customers will need to opt-in to the move to an external provider as it is not covered under their existing contract. Therefore, all customers will need to be written to regarding the changes and actively opt-in to being transferred.
- 3.6 Officers will work with CareLine365 to prepare the Jontek data for a transfer to their digital Evo platform.
- 3.7 Out of Hours service provision will need to be in place by the move over so contracts for this will be given priority as well to ensure no risk to the service with the necessary legal advice sought.
- 3.8 Expected timescales to minimise the risks set out in this report are:
 - December 2023 – January 2024: Engage with TSA for consultancy support; work with CareLine365 to establish a formal proposal; get the data ready to migrate; communicate with customers to inform of changes including GDPR opt-in.
 - February 2024: Consult with staff on TUPE proposals.
 - March 2024: Agree and sign contracts; mobilize data transfers.
 - April 2024 – new service begins with no gap in service provision for residents.

4. FINANCIAL IMPLICATIONS

- 4.1 The implication of not undertaking an out-sourcing model, even outside the current risks, is that the HRA and GF will carry the increased, and as yet not fully known total capital costs of the digital switch-over. This is a minimum of £235,000 in the short term on interim technology and dispersed alarm upgrades.
- 4.2 Potential annual savings of £200,000 per year to the council cannot be realised against the existing costs of running an internal alarm receiving centre as per 1.4 costs summary.
- 4.3 To meet TSA accreditation and the change to digital software and hardware (not including the initial capital costs) would increase budgets for the service by approximately £300,000 on top of the current £200,000 deficit, increasing the budget of the service which would need to be met by the General Fund.
- 4.4 There will be costs to a procurement exercise with TSA consultancy of c.£20,000.
- 4.5 To not act and be found negligent if an alarm call is not responded to would pose an unknown but significant potential financial risk to the Council.

5. RISK IMPLICATIONS

- 5.1 The risk of allowing the service to continue as it stands for a longer period of time is potentially risking the lives of residents should the service fail for lack of staff to answer calls or ensure the operation running of the service at short notice.
- 5.2 Missing alarm calls could lead to the council being held responsible for negligence in the case of a tenant or resident's death should the alarm not connect due to the digital upgrade of telephone exchanges and phone lines which is a known risk.

- 5.3 Delaying decisions in this report longer term, outside the immediate risk, will mean the council still has to upgrade the sheltered housing alarm equipment in the interim to adapt the system to full digital functionality (circa £104,000). This may or may not be compatible with the successful contractor and therefore presents a financial waste.
- 5.4 As this digital switch-over is happening UK-wide, there is a risk that the limited market of quality providers may be engaged with bidding for other contracts and may not be as receptive to a smaller quantity of connections when there are more lucrative contracts on offer.
- 5.5 Ongoing issues with our own IT services are already posing issues with our VPN regularly causing periods of non-coverage when external call monitoring is used which would not be required with a direct service, reducing risk significantly.
- 5.6 To not act based on the known risk to life risks in the immediate term would put the Council at risk of being found negligent should there be no service available when an alarm is activated.

6. LEGAL IMPLICATIONS

- 6.1 This process to procure with a waiver will require legal and HR advice and procurement support in relation to staffing and availability of choice in a limited digital alarm market.
- 6.2 There would be a legal implication if we were unable to provide at short notice a service for which we are contracted by the almost 2,000 customers to provide to them as a paid service.
- 6.3 The legal basis within the constitution for requesting this approval to act as an operational emergency is:

42.10.5 Operational emergency

(a) Subject to any legal limitations, the Head of Paid Service, the s151 Officer or an Executive Director, having consulted the Monitoring Officer (or their nominated deputy), may approve an exemption to any part of these Contract Standing Orders that is necessary because of an Operational Emergency creating immediate risk to life, persons or property within the Borough or causing serious disruption to Council services (including any emergency or disruption under the Civil Contingencies Act 2004). An Operational Emergency is a situation that is the result of an unforeseen event over which the Council has no control. This procedure must not be used when a requirement has become late due to lack of planning on the part of the Council.

(b) Full documentation must be completed regardless of the urgency of the requirement and a full and transparent audit trail must be made throughout the procurement process. Where the value of the Contract is over £250,000 a report supporting the use of this power must be taken to Cabinet at the first available opportunity.

- 6.4 While full costs of the contract are not yet known until the TSA supported negotiations begins, it is prudent to consider the life of the contract could be, but may not be, over £250,000 and therefore Cabinet is requested to approve this action.

- 6.5 The Call Monitoring associated contract will be under this threshold therefore appropriate senior officers will be able to fulfil this approval, but it is asked that Cabinet note the required additional action.

7. CONCLUSION

- 7.1 It is vital for the Council that it takes these decisions imminently based on the risk to alarm users, the potential financial impact and associated legal risks. With these risks in place it is our obligation to ensure we do all we can to mitigate these to avoid risking lives.

BACKGROUND PAPERS

- Previous ELT Reports dated March 2023 and updated appraisal of market options for services in-scope.

Consultations	Comment
Monitoring Officer Consultation:	As part of ELT
Section 151 Officer Consultation:	As part of ELT
Existing Council Policies:	N/A
Equality Issues/EQIA assessment:	Yes – on file