



GREAT YARMOUTH
BOROUGH COUNCIL

Policy and Resources Committee

Date: Tuesday, 11 June 2019

Time: 18:30

Venue: Supper Room

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	<u>MINUTES</u>	4 - 8
	To confirm the minutes of the meeting held on the 19 March 2019.	
4	<u>FORWARD PLAN</u>	9 - 12
	Report attached.	
5	<u>FEES AND CHARGES - MEMORIALS AND TOWN HALL</u>	13 - 16
	Report attached.	
6	<u>EQUINOX ENTERPRISES LTD UPDATE</u>	17 - 20
	Report attached.	
7	<u>ANNUAL PERFORMANCE REPORT 2018/19</u>	21 - 61
	Report attached.	
8	<u>2018/19 TREASURY MANAGEMENT OUTTURN REPORT</u>	62 - 69
	Report attached.	
9	<u>FINANCIAL OUTTURN REPORT 2018-19</u>	70 - 128
	Report attached.	
10	<u>FUTURE PROVISION OF THE COUNCIL'S PROCUREMENT FUNCTION</u>	129 - 132
	Report attached.	
11	<u>REVIEW OF THE DATA PROTECTION ACT (PREVIOUSLY GDPR POLICY) AND FREEDOM OF INFORMATION ACT POLICIES</u>	133 - 160

Report attached.

- | | | |
|----|---|--------------|
| 12 | <u>REGULATION OF INVESTIGATORY POWERS ACT 2000 (RIPA)</u>
<u>MEMBER NOTIFICATION</u> | 161 -
162 |
|----|---|--------------|

Report attached.

13 **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.

14 **EXCLUSION OF PUBLIC**

In the event of the Committee wishing to exclude the public from the meeting, the following resolution will be moved:-

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 1 of Part I of Schedule 12(A) of the said Act."

Policy and Resources Committee

Minutes

Tuesday, 19 March 2019 at 18:30

Councillor Plant (in the Chair); Councillors Annison, G Carpenter, Flaxman-Taylor, Grant, Jeal, Smith, Wainwright, B Walker, Williamson and T Wright.

Councillors Bensley and Hacon attended as substitutes.

Also in attendance : Mrs S Oxtoby (Chief Executive Officer), Mr A Moore (Housing Growth Manager) Ms L Snow (Capital Projects and Senior Accountant), Mr S Brabben (Revenues Manager), Ms M Burdett (Head of Inward Investment), Mrs C Whatling (Monitoring Officer), Mr J Clements (Strategic Planning Manager), Mr J Clements (Strategic Planning Manager) Ms S Bolan (Enabling and Empty Homes Officer) and Mr S Ellwood (Interim Democratic Services Manager)

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor B Coleman and K Grey.

2 DECLARATIONS OF INTEREST

Councillors Hacon and Williamson declared interests in the items relating to the Venetian Waterways Project in their capacities as Members of the Great Yarmouth Preservation Trust, but indicated they were allowed to speak and vote on the item.

3 MINUTES

The minutes of the meeting held on 5 February 2019 were confirmed.

4 FORWARD PLAN

The Committee received and noted the items contained within the Forward Plan for the Policy and Resources Committee.

5 QUARTER 3 KEY PROJECTS AND PERFORMANCE REPORT

The Committee considered the Head of Organisational Development's report on Quarter 3 Key Projects report which gave an update on current performance for the third quarter of 2018/19 (October to December) where progress was assessed against targets which are set at the start of the financial year. The report also gave an update on the position of key projects.

RESOLVED:

- (1) That all measures be monitored during the next quarter.
- (2) That all key projects will continue to be monitored over the next quarter with the aim of maintaining green status and where possible obtaining a green status for those key projects which are currently amber.

6 TOWN CENTRE BUSINESS RATES RELIEF

The Committee considered the report of the Revenues Manager on the Business Rates Relief Scheme for the Town Centre and to the addition of this scheme to the current Business Rates Relief Guidelines. The report also asked for delegation to the Section 151 Officer and Development Director.

RESOLVED :

- (1) That the Business Rates Relief Scheme for the Town Centre as contained in Appendix A to the report be approved and this scheme be added to the current Business Rates Relief Guidelines.
- (2) That authority be delegated to the Section 151 Officer and the Development Director to :
 - (a) approve relief applications
 - (b) make any amendment to these guidelines to ensure a consistent approach in the awarding of relief is maintained and that it continues to support the policy objectives of the Council.

7 STATEMENT OF COMMUNITY INVOLVEMENT - ADDENDUM FOR NEIGHBOURHOOD PLANNING

The Committee considered the report of the Strategic Planning Manager on a review of Statement Community Involvement (SCI), including the addition of neighbourhood planning matters and personal data treatment. An SCI is a formal document each local planning authority is required to have,

explaining how it will involve the public in plan preparation and decisions on planning applications. The council's current SCI was adopted in March 2014.

RESOLVED :

That a revised Statement of Community Involvement be adopted as contained in the report and appendix comprising :

(a) the existing Statement of Community with the following additions :

i Addendum on Neighbourhood Planning advice and assistance

ii Paragraph explaining how personal data will be treated

(b) delegated authority is provided to the Strategic Planning Manager to make any further minor changes to these required in advance of publication.

8 2018/19 PERIOD 10 BUDGET MONITORING REPORT

The Committee considered the Capital Projects and Senior Accountant's report with regard to the 2018/19 Period 10 Budget Monitoring. The report compares the actual expenditure and income position at the end of January 2019 to the updated budget for 2018/19.

The report gives the position for the year to date and forecast outturn against this target adjusted for any in year approved budget movements from reserves.

RESOLVED

That the 2018/19 Period 10 Budget Monitoring report be noted.

9 INVESTMENT STRATEGY 2019/20

The Committee considered the Capital Projects and Senior Accountant's report seeking approval to the Council's Investment Strategy for 2019/20. The document provides a framework that informs decisions in relation to the Council's investments and supports other strategies including the treasury management strategy.

RECOMMENDED TO COUNCIL :

That the Investment Strategy for 2019/20 as contained in the report be approved.

10 PROPERTY ACQUISITION & DISPOSAL POLICY

The Committee considered the Housing Growth Manager's report outlining a proposed Property Acquisition and Disposal Policy which would replace the existing disposal of Surplus and Underused Land and Property Policy. The disposal element of the new policy has been updated to provide scope for the Council to dispose of residential property to yield a capital receipt for

commercial gain.

RECOMMENDED TO COUNCIL :

(1) That the Acquisition and Disposal Policy as contained in Appendix 1 to the report be approved.

(2) That delegated authority be given to the Strategic Directors, in consultation with the Section 151 Officer to approve the acquisition of property purchases from the open market and the disposal of properties in line with the agreed budget and strategy.

11 ANY OTHER BUSINESS

The Chairman of the Committee advised that there was an additional item of urgent business to be considered at the meeting regarding the Venetian Waterways Project. The report and appendix had been circulated prior to the meeting.

12 VENETIAN WATERWAYS PROJECT

The Committee considered the report of the Strategic Director (KW) providing an update of the tender process for the management of the Boating Lake Cafe and grounds care and repairs and maintenance of the wider waterways site.

Attached as an appendix to the report was part of a presentation the preferred tenderer made during their interview with a Member Working Group.

RESOLVED :

(1) That the Access Community Trust be appointed to manage the whole Waterways site.

(2) That an initial yearly payment of £37,000 for the first two years, which will be paid from existing budgets, be approved.

13 COMPULSORY PURCHASE ORDER

The Committee considered the report of the Enabling and Empty Homes Officer requesting authority to compulsorily acquire a property in Thurne and sell the property with restrictions to start on site within 3 months then to complete and occupy within 2 years.

Confidential information was contained in the appendix included in the confidential part of the agenda. There were no questions from Members regarding the confidential appendix.

RESOLVED :

That authority be given to compulsorily purchase the property referred to in the confidential appendix to the report and that a budget from capital receipts is

made available to cover the time period between vesting and sale.

14 HMO AND GUESTHOUSE PURCHASE AND REPAIR SCHEME

The Committee considered the report of the Housing Growth Manager on a Housing in Multiple Occupation (HMO) and Guesthouse purchase scheme. The scheme would require an initial capital budget of £2m which would be used to purchase carefully selected residential properties, renovating them and bringing them back into use as houses or flats in an improved condition.

Confidential information was contained in the appendix included in the confidential part of the agenda. There were no questions from Members regarding the confidential appendix.

RECOMMENDED TO COUNCIL :

- (1) That a Housing in Multiple Occupation (HMO) and Guesthouse purchase scheme outlined in the report be approved.
- (2) That an initial capital budget of £2m be used to deliver the purchase and repair scheme.

The meeting ended at: 19:50

Forward Plan for Policy & Resources Committee

	Matter for Decision	Report by	Pre Agenda Meeting (PAM)	Policy & Resources	Economic Development	Environment	Housing & Neighbourhoods
1	2018/19 Outturn Report - General Fund	Finance Director	03/06/19	11/06/19			
2	Annual Performance Report	Strategic Director (KW)	03/06/19	11/06/19			
3	RIPA Annual Usage Report 2019	Head of Organisational Development	03/06/19	11/06/19			
4	Treasury Management Outturn Report	Finance Director	03/06/19	11/06/19			
5	Waterways Memorials	Head of Inward Investment	03/06/19	11/06/19			
6	Equinox Enterprises	Strategic Director (NS)	03/06/19	11/06/19			
7	Revenues Annual Debt Report	Head of Customer Services	15/07/19	23/07/19			
8	Revenues Write Off Report	Head of Customer Services	15/07/19	23/07/19			
9	Crematorium Tea Room - Business Case for Capital	Head of Customer Services	15/07/19	23/07/19			
10	Review and updating Pre-Application Charging (Development Control)	Head of Planning & Growth	15/07/19	23/07/19			
11	Council Tax Reduction Scheme Options to Consult on	Head of Customer Services	15/07/19	23/07/19			
12	Great Yarmouth Third River Crossing Application - Local Impact Report	Head of Growth & Planning	15/07/19	23/07/19			
13	Endorsement of Revised Norfolk Strategic Planning Framework	Principal Strategic Planner	15/07/19	23/07/19			
14	Sentinel Partnership Board - Six Monthly Report from Board	Strategic Director (KW)	02/09/19	10/09/19			
15	East Wood Update	Head of Property and Asset Management	02/09/19	10/09/19			

	Matter for Decision	Report by	Pre Agenda Meeting (PAM)	Policy & Resources	Economic Development	Environment	Housing & Neighbourhoods
16	North Quay Update	Development Director	02/09/19	10/09/19			
17	Period 4 Budget Monitoring - General Fund	Finance Director	02/09/19	10/09/19			
18	Fees and Charges Policy	Finance Director	07/10/19	15/10/19			
19	Medium Term Financial Strategy	Finance Director	07/10/19	15/10/19			
20	Council Tax Discounts Report	Head of Customer Services	18/11/19	26/11/19			
21	Council Tax Reduction Scheme Report	Head of Customer Services	18/11/19	26/11/19			
22	Council Taxbase Report	Head of Customer Services	18/11/19	26/11/19			
23	Period 6 Budget Monitoring - General Fund	Finance Director	18/11/19	26/11/19			
24	2020/21 Budget Report - General Fund	Finance Director	27/01/20	04/02/20			
25	Period 10 Budget Monitoring - General Fund	Finance Director	09/03/20	17/03/20			
26	Annual Action Plan 2019/20	Strategic Director (KW)	TBC	TBC			
27	Customer Services - Customer Care Standards	Head of Customer Services	TBC	TBC			
28	Housing System Capital Budget - Business Case for the Housing Management IT System Replacement	Housing Director	TBC	TBC			
29	Market Redevelopment - Options	Head of Property and Asset Management	TBC	TBC			
30	Review of Corporate Plan	ELT	TBC	TBC			

Council

Council
07/11/19
07/11/19
19/12/19
19/12/19
19/12/19
20/02/20

Subject: **Fees and Charges – Memorials and Town Hall**

Report to: Policy and Resource Committee - 11th June 2019

Report by: Michelle Burdett
Claire Sullivan

SUBJECT MATTER/RECOMMENDATIONS

1. The Policy and Resources Committee note and approve for recommendation to Full Council the fees and charges for the Town Hall and the Waterways Memorials for 2019/2020.

1. BACKGROUND

- 1.1 This report sets out the updated fees and charges for the Town Hall Meeting room and the Venetian Waterways memorial plaques.
- 1.2 The report contains guidance on the style, type and cost of the commemorative benches suitable for the Venetian Waterways. A criterion is proposed to ensure appropriate and consistent lettering and wording is applied to commemorative plaques and labels.
- 1.3 As part of the restoration of the Venetian Waterways the furniture was replaced to match other features such as the bins, interpretation, lamp posts and lighting. Benches have been selected for their robustness and minimal maintenance needs.
- 1.4 Great Yarmouth Borough Council and the Access Community Trust will assist in promotion of the commemorative benches and plants in the waterways. The Access Trust will as part of their contract for the site continue to maintain the benches.
- 1.5 Great Yarmouth Borough Council will select and approve new commemorations within the park and this will include siting, numbers of and, in terms of roses and plants, the species.

2. Commemorative Benches

- 2.1 As part of the park restoration 38 new benches are being installed. Whilst there is space for additional benches within the park the number was agreed for this phase of the restoration. New benches may be considered and agreed by Great Yarmouth Borough Council.
- 2.2 All plaques will be bronze and will have a maximum number of characters (84), including spaces that can be included in the inscription. Type script corresponds with the interpretation in the park. Plaques will be location on the top center of each bench.

THE INSCRIPTION IS 4MM HIGH
CAPITAL LETTERS OVER 4 LINES
GIL SANS TYPEFACE
PLAQUES MEASURE 48MM X 100

The following criteria has been developed to ensure wording on all plaques is appropriate:

- The proposed wording must not be used as a means of advertising any business;
- The proposed wording must not cause offence i.e. likely to be upsetting, insulting, or objectionable to some or most people

3. Commemorative Plants

- 3.1 The park is very special to many people who visit and continue to visit over the past 90 years. There is an opportunity to offer plants and roses as commemorations within the park.
- 3.2 Commemorative plants and roses locations will be decided by the Head Gardener and Access Trust tenant in liaison with Great Yarmouth Borough Council. Plants will be located for aesthetic reasons and will be limited in number depending on the management needs of the waterways.
- 3.3 The plant labels will be a standard botanical style similar to those used by the National Trust and Botanic Gardens. Maintenance of the plants will be undertaken by the waterways staff. Any plants that die within the first three years will be replaced. Commemorative plaques will be positioned as to not distract from the over aesthetic of the feature and will be similar in size to the proposed bench plaque.
- 3.4 A commemoration book will be located within Great Yarmouth Town Hall duplicating all commemorative information located on benches, plants and features. It will include all previous commemoration details. A digital version of the book will also be maintained.

4.0 Charges for Commemorations

- 4.1 A total of 38 benches have been installed on the waterways. 25 on the waterways and 13 on the boating lake.
- 4.2 Each bench cost £420 and installation was £140. Total cost per bench installation and purchase of £560 excluding VAT.
- 4.3 The life span of the benches is 15 years with regular maintenance on the timber with the cast iron legs 50 years if maintained regularly.
- 4.4 Table 1. Breakdown of Commemoration Costs and Charges.

Commemorative Items – 10-year dedication period	2019/2020 Charges VAT @ 20% (where applicable)
Six-foot bench including bronze plaque (VAT included in fee)	£1,182.00
Additional plaque for bench	£206.00
Memorial Shrub (VAT included in fee)	£292.00
Standard Rose (VAT included in fee)	£341.00
Memorial Tree (VAT included in fee)	£434.00
Return of memorial plaque (VAT included in fee)	£8.00

- 4.5 These charges have been set in line with Great Yarmouth borough Councils fees and charges 2019-2020.

5.0 FINANCIAL IMPLICATIONS

- 5.1 The VAT implications;

If a donation is freely given for a bench or memorial with no expectation of receiving anything in return, even when including a memorial plaque, then this is considered as outside the scope of VAT.

If there is any sponsorship i.e. trading name or logo then VAT must be charged at the prevailing rate.

Any subsequent maintenance charges would be outside of the "donation" and therefore chargeable at the standard rate of VAT.

6. Town Hall Room Hire

- 6.1 Members previously set the fees and charges for the most of council's public meeting/function rooms in the Town Hall as part of the Fees & Charges Report (Council 19 December 2018) for 2019/20. However, the main Assembly Room function room was not set at this time. In order to provide an improved in-house

arrangement for future corporate functions and weddings, Members are asked to now set a room hire rate for the Assembly Room including use of the kitchen. The proposed Assembly Room hire rate is proposed as £750.00 for normal weekdays, £1,000 for a Saturday and £2,000 for a Sunday or bank holidays plus VAT.

7. RECOMMENDATIONS

- 7.1 The Policy and Resources Committee note and approve for recommendation to Full Council the fees and charges for the Assembly Room and the Waterways Memorials for 2019/2020.

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

Area for consideration	Comment
Monitoring Officer Consultation:	Yes.
Section 151 Officer Consultation:	Yes.
Existing Council Policies:	Fees and Charges 2019-2020
Financial Implications:	Yes. Details contained within the report.
Legal Implications (including human rights):	Yes.
Risk Implications:	Yes.
Equality Issues/EQIA assessment:	No
Crime & Disorder:	No
Every Child Matters:	No

Subject: **Equinox Enterprises Ltd. update**

Report to: **Policy & Resources Committee – 11 June 2019**

Report by: **Neil Shaw, Strategic Director**

RECOMMENDATION

To note the update on the activities of Equinox Enterprises Ltd.

1. INTRODUCTION

- 1.1. Equinox Enterprises was set up in 2015/16 as a Local Authority Trading Company to enable the council to take a more commercial approach to developing new homes. Over the last two years Equinox has developed out a modest number of small sites and infill opportunities. It has been planning a larger-scale development at East Wood on the Gorleston/Bradwell border since 2016. The East Wood development (phase 1) comprises 56 properties in total: 50 for market sales and 6 affordable homes which will be returned to the council and added to its housing stock.
- 1.2. This report provides members with an update on the activities of Equinox Enterprises Ltd. The last update to members was to the Policy & Resources Committee on 16 October 2018. Work on the East Wood development is progressing well. The project is still within the financial parameters of the original business case, within budget and timescales.

2. RECENT PROGRESS

- 2.1. The building contract with Lovell was signed on 25 July 2018. Groundworks commenced in October 2018.
- 2.2. Construction is currently taking place on 47 plots. The foundations of all properties have been laid and work is progressing at various stages in tranches of 6/7 plots at a time. Work on the first 15 plots are well progressed, with brickwork nearing completion on all of them and 7 of these plots progressed to roofing. In recent weeks work has now moved to the internal fit out of the properties in tranche 1. Tranche 1 also includes the show home for the site. It is anticipated this first tranche of properties will be complete in July 2019.
- 2.3. Working is progressing on the pumping station. Roads linking the properties and connecting to Woodfarm Lane have been completed. Overall, the construction phase of the project overall is on track.
- 2.4. Bycrofts have been appointed as an estate agent partner. Bycrofts will be marketing the properties, with on-going dialogue between Lovells and Bycrofts to ensure practical sale

of plots and completed properties is sequenced appropriately. The council was appointed in April 2019 to produce the brochures.

- 2.5. In summary, the next stages of the project are as follows:

June 2019 -	completion of brickwork/roofing on first 15 plots and fit out of show home
July 2019 -	first 7 properties inc show home complete
December 2019 -	completion of tranche 2 (6 plots) and progression of tranche 3

- 2.6. Since the last update to Policy & Resources Committee Equinox has not considered any further new developments.

- 2.7. On 20 June 2019 the Housing & Neighbourhoods Committee will consider a report on setting up a Property Rental Company under the Equinox name. If approved, its recommendations will be considered by Full Council in July. If then approved, this will enable the council to reconfigure Equinox with two 'arms': one focused on development and the second focused on holding market rental properties. This would enable Equinox to acquire and hold market rent properties and build a portfolio of rentals over time.

3. FINANCIAL

- 3.1. An updated financial summary for East Wood was produced and approved by the Board on 24 April 2019:

<u>East Wood Phase 1</u>	<u>April 2019</u>
Projected sales proceeds	12,429,588
Land	1,293,180
Construction	9,022,640
On costs (including fees)	766,368
Interest	255,000
Overheads	64,504
Total costs	11,401,692
Projected pretax profit	1,027,896
Add back in land sale	1,293,180
Total value returned to GYBC	2,321,076

- 3.2. There has been a small increase in the projected sales proceeds since the last time the overall financial summary was updated in May 2018. The overall projected pretax profit has remained slightly above £1m and within the parameters of the 2016 business plan. The council will also receive six new affordable homes, which were valued in the original business case at £839k (and is currently being reviewed for an updated estimate). The £2.3m represents potential value which could be returned to the council and is made up

of land value for which the council had previously received a receipt and also pre-tax profit. Payment of profit to the council would be via a dividend. However, equally the profit could be retained by Equinox for future investment.

- 3.3. It is also useful to remind members that some upfront construction costs were absorbed by this first phase of the East Wood development, most notably £109k of cost for a mains pumping station, which will serve this and future phase(s) of the East Wood development.
- 3.3. The company's cash flow forecast is principally based on the East Wood scheme. This is reviewed at every Board meeting. The existing £8.933m facility to finance Equinox was approved by the Shareholder's Committee on 25 April 2018. Based on current cashflow projection Equinox will need to drawdown £6.8m of the loan facility as sales receipts will be used to partially fund the overall costs of the project.
- 3.3. The forecast, summarised in the table, below, assumes that Equinox and the council will agree a repayment plan for the £5,250k loan commencing November 2019 and concluding June 2020. The proposed repayment plan is calculated to use cash receipts efficiently to minimise the interest payable by the company.

Equinox Cash Requirements 2018-2020

Date of draw down	Mar 2018	Oct 2018	Jan 2019	Apr 2019	Sum	Headroom	Maximum facility
	£000	£000	£000	£000	£000	£000	£000
Cash investment							
Equity	£500	£250	£425	£525	£1,700	£533	£2,233
Loan	£1,500	£750	£1,275	£1,575	£5,100	£1,600	£6,700
Total investment	£2,000	£1,000	£1,700	£2,100	£6,800	£2,133	£8,933

Date of Board meeting 21/05/2018 01/10/2018 13/11/2018 19/02/2018

4. RISK

- 4.1. Equinox regularly reviews a range of risks using the risk register it developed in 2018. This was last reviewed at the Board meeting on 27 February 2019. The majority of risks are rated 'low' and all risks are being actively mitigated. More operational risks for the East Wood developed are monitored at each Board meeting during the regular progress report on the development.
- 4.2. The single greatest risk to the council is the rate of sales and the overall condition of the local housing market. Fluctuations in the local housing market in 2019 may (or may not) be affected by Brexit. The financial projections contained in section 3.1. are based on up to date market projects based on data from Bycroft's which have been consistently

used for all of the business plan projections. Equinox will continue to monitor the rate of sales closely in 2019.

5. LEGAL

The last update to Policy & Resources Committee on 16 October 2018 approved the replacement of Jane Beck (Head of Property & Asset Management) as an Equinox Director and the appointment of David Glason (Development Director) as a new Director of Equinox Enterprises. This has now taken place.

6. RECOMMENDATION

To note the update on the activities of Equinox Enterprises Ltd.

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

Area for consideration	Comment
Monitoring Officer Consultation:	Yes
Section 151 Officer Consultation:	Yes
Existing Council Policies:	No
Financial Implications:	Yes
Legal Implications (including human rights):	No
Risk Implications:	Yes
Equality Issues/EQIA assessment:	No
Crime & Disorder:	No
Every Child Matters:	No

Subject: **Annual Performance Report 2018/19**

Report to: **Policy & Resources Committee – 11 June 2019**

Report by: **Neil Shaw, Strategic Director**

SUBJECT MATTER

The report provides a summary of the council's performance against the priorities in The Plan and its key performance measures for 2018/19.

RECOMMENDATIONS

- 1. Policy & Resources Committee is asked to approve the Annual Performance report 2018/19.**
- 2. Service committees will receive quarterly update reports on all key projects and performance measures during 2019/20 with the aim of obtaining/maintaining a green status (on target) on all key projects and performance measures.**

1. OVERVIEW

- 1.1 Each year following year end the council reports the progress it has made in the preceding year against its key projects and performance measures. These are also reported to service committees on a quarterly basis. Alongside the key projects and performance measures an annual progress report is provided on the other projects listed in the Annual Action Plan 2018/19. A copy of the Annual Performance report is attached.
- 1.2 All data included in this report for 2018/19 is provisional unaudited data and is categorised as management information. Current in-year results may therefore be subject to later revision.

2. FINANCIAL IMPLICATIONS

The financial implications for all key projects are summarised within the body of the report.

3. RISK IMPLICATIONS

The risk implications for each key project is summarised within the body of the report.

4. LEGAL

None

5. RECOMMENDATIONS

- 5.1. Policy & Resources Committee is asked to approve the Annual Performance report 2018/19.**
- 5.2. Service committees will receive quarterly update reports on all key projects and performance measures during 2019/20 with the aim of obtaining/maintaining a green status (on target) on all key projects and performance measures.**

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

Area for consideration	Comment
Monitoring Officer Consultation:	Yes
Section 151 Officer Consultation:	Yes
Existing Council Policies:	None
Financial Implications:	Yes
Legal Implications (including human rights):	Yes
Risk Implications:	Yes
Equality Issues/EQIA assessment:	N/A
Crime & Disorder:	N/A
Every Child Matters:	N/A



GREAT YARMOUTH
BOROUGH COUNCIL

The Council's Annual Performance Report 2018 – 2019

Contents

Introduction	2
Summary	3
Overview of Projects in Council's Key Priorities	4
- Economic Growth	5 – 6
- Housing	7 – 8
- Neighbourhoods, Communities and the Environment	9 – 10
- Heritage, Tourism and Culture	11
- Great Yarmouth's Town Centre	12 – 13
- Transport and Infrastructure	14 – 15
- Changing the way the council works/Business Strategy	16 - 17
2018/19 Annual Performance Measures	18 - 20
Annual Performance Report of Measures 2018/19	Appendix 1

Introduction

The council's Annual Performance Report provides an update of the progress of projects and measures in the 2018/19 Annual Action Plan.

The report is broken down into two sections:

- Annual status of Key Projects and (other) projects
- Annual performance report of measures 2018/19

The 'Projects' section is split between the council's six key priorities for the borough, these are:

- Economic Growth
- Housing
- Neighbourhoods, Communities and the Environment
- Heritage, Tourism and Culture
- Great Yarmouth's Town Centre
- Transport and Infrastructure





A further section has been included for activities where the council has identified where it needs to strengthen its foundations in terms of the way it works as an authority and how it will continue to deliver good quality services.

The 'Performance Measures' section is split between the four service committees:





- Policy & Resources
- Economic Development
- Environment
- Housing & Neighbourhoods

Summary

Out of the nine key projects reported during 2018/19, seven have a current green status, one has an amber status and the other one was completed during the financial year.

	Project completed	1
	Green - no problems or minor issues	7
	Amber - problems identified but contingency plan in place	1
	Red – serious problems out of tolerance	0

There were a total of 43 projects in the Annual Action Plan 2018/19 that were not designated as 'Key Projects'.

	Projects completed	7
	Green - Project on-going and on target	27
	Amber - Project on-going some slippage within tolerance	8
	Red – Project not progressed	1

Project shown as 'Red' status: development of surface water drainage programmes throughout the borough. No progress reported by partner agencies in respect of the surface water plan.




Overview of Key Projects

The projects in the Annual Action Plan 2018/19 detail the action that will be undertaken during the financial year to support the council in achieving the delivery of the Corporate Plan (The Plan). Each year a review of the Annual Action Plan looks at each project and a decision is made if that project will roll into the next plan. Some projects will be completed and other projects may be removed as the council reviews its objectives and delivery of services, which could add new projects into the plan.

The projects are grouped under the six key priorities for the council or an area where the council has identified where it needs to strengthen its foundations in terms of the way it works as an authority and how it will continue to deliver good quality services.

Economic Growth

There are 12 projects within this priority (one designated as a 'Key Project').

	Green - Project completed or on-going and on target	12
	Amber - Project on-going some slippage within tolerance	0
	Red – Project not progressed	0

Corporate Plan Objective	Action	Progress during 2018/19	Status
Key Project: Regeneration within South Denes Energy Park	To develop a business park specifically focussed on the energy sector within the South Denes area.	Work is on-going with land assembly together with securing agreements with a number of non-port related businesses to relocate 'off site'. This is progressing well.	
Economic Growth Strategy	To implement the Economic Growth Strategy 2017 – 2021 Action Plan (the individual actions are grouped under the following aims: Key Sectors, Workforce Development and Infrastructure)	Good progress is being made on the delivery of the Economic Growth Strategy, key elements of which are highlighted in this report.	
Development of Beacon Park	To further develop the Beacon Park Enterprise Zone and bring forward land and premises to meet the current demand for high quality business park accommodation.	Beacon Park Enterprise Zone has been promoted at a number of events by GYBC and Norfolk County Council. Monthly meetings are held with the commercial land agents marketing the site to ensure potential opportunities are monitored and managed. The marketing strategy for the Neighbourhood Centre has been refreshed during 2018/19 and further contacts made with retailers.	

Corporate Plan Objective	Action	Progress during 2018/19	Status
Beacon Park Enterprise Zone extension masterplan	Prepare a masterplan for the development of 10 hectares of new employment land at Beacon Park and work in partnership to deliver against this plan.	The Beacon Park extension masterplan has been delivered, with further technical studies underway to better inform future development. A more detailed evidence base study for the extension area is in preparation by consultants (with the completion date of May 2019).	
Enterprise Zones	Develop a delivery plan to maximise the investment in the enterprise zones, and increase business rate income, jobs and growth in liaison with NALEP.	<p><u>South Denes:</u> Demolition of the Millora Building is progressing well with site available for marketing during May 2019. The tender has been let for the appointment of the commercial agents to market the site. Some redevelopment of the South Denes side has taken place during 2018/19.</p> <p><u>Beacon Park:</u> Monthly meetings take place with the appointed commercial agents for the site. Interest in sites has improved through the 2018/19 year with the occupation some of the remaining office buildings during the year in addition to interest in the larger warehouse facilities. Attendance at the Global Offshore Wind conference and utilisation of the East of England Energy Zone cross-authority marketing vehicle.</p>	
Local Plan	To produce a suite of planning documents that form the Development Plan for the borough from 2013-2030, including Draft Local Plan Part 2: Detailed Policies and Site Allocations Consultation.	The Draft Local Plan Part 2 was published for consultation in Aug/Sept 2018, attracting 700+ comments from 200+ individuals and organisations. Changes in response to those representations and new national policy have all been agreed by Local Plan Working Party, with the exception of housing allocations for Bradwell and Caister, which will be considered shortly. The, 'Proposed' version of the Plan will be published for comment in Summer, submitted for examination in Autumn 2019, and adopted in 2020.	




Corporate Plan Objective	Action	Progress during 2018/19	Status
		The Draft Hall Quay Supplementary Planning Document was published for consultation in Feb/Mar 2019, and changes in the light of responses will shortly be considered, The Document can then proceed to adoption.	
Support of business growth	To support business development and growth across the borough.	<p>Various regular engagements with business and developers – the Developers’ and Agents’ Forum, Chamber of Commerce and NALEP meetings in GY, Spirit of Enterprise Awards (November), Leader’s Reception (December) and various business and property conferences/seminars attended (such as Southern North Sea, REVO and the London MIPIM event)</p> <p>A Business Rates Reduction scheme to encourage vacant town centre business properties to come back into use was agreed by Policy & Resources Committee came into effect on 1st April 2019.</p> <p>The Shopfront Grant scheme continued, with a major success being the re-rendering of the China Diner restaurant (a listed building) in late 2018. The scheme closed in January 2019, after drawing down about £45,000.</p> <p>The updated Business Directory for the borough was published in Sept 2018</p> <p>An Expression of Interest bid was submitted in Spring 2019 to the Government’s Future High Streets Fund.</p>	
New Anglia Local Enterprise Partnership engagement	To support the Norfolk & Suffolk Economic Strategy delivery plan	Various officers attended meetings over the year with Norfolk CC and LEP staff to progress various activities. Council officers have been heavily involved in helping the Third River Crossing work to make good progress, and effective lobbying on various	

Corporate Plan Objective	Action	Progress during 2018/19	Status
		A47 improvement schemes inside and outside the borough.	
Support key sector development	Liaise with Peel Ports with regard to port development, promotion and land supply.	Excellent progress regarding port development ambition and promotion, with collaboration at a series of key energy sector events and liaison regarding opportunities. The national Energy Sector Deal was launched in Great Yarmouth and Lowestoft with ongoing engagement with key energy sector players in both Government and across the industry.	
Improve monitoring and transparency of planning obligations (Section 106 agreements)	Undertake a cross authority audit review of s106 process. Review s106 policy	The audit was completed and the s106 review/changes is taking place alongside the preparation of the Local Plan Part 2 and the Planning and Growth Service Review	
Develop a Skills Forum	Develop a skills forum to ensure inclusive growth	The council is part of the Great Yarmouth and Lowestoft Inclusive Growth Group, which is led by East Coast College. A "Skills" intern started in Economic Development to better understand gaps in skills locally	
Strategic Land Allocations	To bring forward strategic land allocations as per the Local Plan	Following the road infrastructure investment linking Beacon Business Park to the A143, the wider growth ambition to the west is being delivered through a series of housing developments. The waterside regeneration in the heart of Great Yarmouth is being progressed through technical studies.	

Housing

There are seven projects within this priority (one designated as a 'Key Project').

One project - the transition of sheltered housing service to new service model - has been completed.

	Green - Project completed or on-going and on target	5
	Amber - Project on-going some slippage within tolerance	2
	Red – Project not progressed	0

Corporate Plan Objective	Action	Progress during 2018/19	Status
Key Project: Beacon Park housing development	Through the Local Authority Trading Company, Equinox Enterprises Ltd, the council will develop site 25 Beacon Park. The overall aim is to deliver an improved revenue position by building housing directly on council-owned land to generate a capital receipt.	Contract signed with the developer (Lovells) in August 2018. Groundworks began in October 2018. Work is underway on 47 plots, with the first 7 plots aiming to be completed by July 2019. An estate agent partner has been appointed. Project is within timescale and budget.	
Implement Housing Strategy Action Plan	Implement the Year 1 actions in the Housing Strategy Action Plan	First annual update on progress reported to Housing and Neighbourhoods Committee in March 2019. GYN Improvement Group formed in 2018 and progressing an action plan with 42 actions. Key improvements delivered in 2018/19 include a reduction in the GYN overhead and a reduction in void times.	
Growth of new homes	To promote the growth of new homes through: a) Reviewing the different delivery models. b) New housing development. c) Progressing the Local Plan, notably new housing site allocations.	Three Community Land Trusts (CLTs) have been created with a fourth expected to be incorporated in 2019/20. These CLTs will create affordable housing for local people by local people. Officers have had discussions with providers about the potential for Modern Methods of Construction (off-site construction) to assist with the development of particular sites. Strategic meetings have been held with Registered Providers to ascertain the type and size of sites they would be interested in. The Developers' and Agents' Forum was re-instated in 2018/19. Pre- application	




Corporate Plan Objective	Action	Progress during 2018/19	Status
		charging was introduced from October 2018 to give potential applicants a clear steer as to the acceptability of their proposals and improve the quality of applications. Consultation on the emerging Local Plan Part 2 took place from Aug-Sept 2018, and work on preparing the Draft Local Plan Part 2 is continuing into 2019/20.	
Transition of sheltered housing service to new service model.	Successful transition of sheltered housing service to new service model.	This action is complete. A recent satisfaction survey undertaken with service users compares favourably with surveys completed in previous years.	
Empty Homes Programme	To bring empty properties back into use and reduce the overall number through the ongoing work of the Council's Property Enforcement Task Group.	Approval has been given for the Empty Homes Project. The project offers options to owners of empty homes to enable them to bring them back into use through a loan option and a grant and lease scheme. In addition, a matching service has been introduced to match investors with owners looking to sell. Empty properties are also being purchased and brought back into use as affordable housing through the Retained Receipts Policy Properties which have been empty for more than two years are subject to the increased Council Tax Levy, now at 200%. The introduction of two new posts has enabled Enforcement activity to be increased. The HMO and Guesthouse Purchase and Repair Scheme targeting empty properties was approved by Full Council in April 2019.	
HRA Stock Improvement Programme	Reduce the number of voids and void turnaround times and improve the conditions of properties in 2018/19.	Void periods have been reduced and work continues through the GYN Improvement Working Group to further improve timescales and reduce costs. The timescale for the turnaround of regular voids reduced from 33 days in 17/28 to 20 days in 18/19. The Void Policy has been updated and the new Void Standard was introduced in	

Corporate Plan Objective	Action	Progress during 2018/19	Status
		November 2018 to improve the property standard delivered when dwellings are let to new tenants. The Capital and Planned 5-year programme has been launched with delivery in relation to kitchens, bathrooms, heating improvements, roofs, windows and doors continuing.	
Housing Deal for Great Yarmouth	GYBC in partnership with Norfolk County Council to author The Treasury Green Book Housing Deal grant funding bid for Great Yarmouth. Investigate and action potential GYBC funded interventions into the housing market for regeneration outcomes.	Good progress has been made here: WSP have been appointed to lead on this work, with the first stage received in draft for officer review. The second stage will build the business case for the deal looking at a number of individual interventions. Work on bringing forward these interventions is being twin tracked with work on preparing the Green Deal with the Middlegate feasibility study completed in draft and Beach Coach station options appraisal ongoing.	

Neighbourhoods, Communities and the Environment

There are eight projects within this priority (three designated as 'Key Projects').

✓ Partnership working to create a corporate anti-social behaviour strategy was developed and signed off by the Housing & Neighbourhoods Committee.

	Green - Project completed or on-going and on target	5
	Amber - Project on-going some slippage within tolerance	3
	Red – Project not progressed	0




Corporate Plan Objective	Action	Progress during 2018/19	Status
Key Project: Middlegate Estate Regeneration	Complete feasibility and option appraisal for Middlegate Estate	Extensive stakeholder engagement has taken place and as a result a master plan and feasibility for the area has been completed.	
Key Project: Licensing programme for	Implementation of a selective licensing	The project is now completed and was delivered on time. The Selective Licensing Designation	

Corporate Plan Objective	Action	Progress during 2018/19	Status
private sector housing	programme for private sector housing	commenced on 7 January 2019, with the inspections due to start from April.	
Key project: Wellesley Road Recreation Ground	Complete feasibility and option appraisal for uses and management of the recreation ground.	Following a procurement process the member's steering group appointed Sporting Assets. Meetings took place in July 2018, including stakeholders with options discussed with members in August 2018. Sporting Assets continue to work on developing a full business case.	
Improve levels of recycling and reduce contamination levels	Reduce level of contamination for dry waste and increase level of recycling across the borough	Work continues locally and county wide to increase good quality recycling which includes; new work streams have been introduced within the Norfolk Waste Partnership including targeting communal bins, waste related enforcement. Garden waste service has now reached approximately 80% of potential take-up. Work undertaken by Community Recycling Assistants saw a reduction in contamination of 50% in targeted areas. Work has been undertaken by Environmental Services to look at how contaminated bins are reported by GYBS and bin refusal tags have been introduced for use by the crews.	
Review Neighbourhoods that Work programme	Delivering and examining options for longer term sustainability of neighbourhood working.	Work underway to ensure the Neighbourhoods Team is focused on the borough's priorities, linked to the developing Locality Strategy and The Plan.	
Neighbourhood Management Delivery Plans	Delivering three Management Plans.	Ongoing delivery against community led plans. New Neighbourhood Manager being recruited.	
Partnership working to create a corporate anti-social behaviour strategy	a) Working with the GYBC Enforcement Board members to design a new ASB strategy for the Council. b) Working with Board members and their teams to turn strategy into operational processes	ASB Strategy was developed and signed off by the Housing & Neighbourhoods Committee. The detailed action plan under this strategy is now monitored by the enforcement group.	

Corporate Plan Objective	Action	Progress during 2018/19	Status
GYB Services	To deliver the improvement plan from GYB Services.	The council has been working with GYB Services to improve the strategic approach to the joint venture. In 2018/19 this has included a clear understanding of the cost of services and agreement of a Business Plan for 2019/20. This has taken considerable time and whilst there have been some improvements in waste collection and grounds maintenance challenges remain for 2019/20 in improving street cleansing. The appointment of a new Director for GYBS is also being brought forward.	

Tourism, Culture and Heritage

There are five projects within this priority (three designated as 'Key Projects').

	Green - Project completed or on-going and on target	3
	Amber - Project on-going some slippage within tolerance	2
	Red – Project not progressed	0




Corporate Plan Objective	Action	Progress during 2018/19	Status
Key Project: Marina Centre	To further progress this project and to commence the planning permission process for development in Spring 2019.	RIBA stage 2 completed and presented to full council in December 2018. RIBA 3 commenced immediately with focus on the designs of the preferred option, with Sport England being part of the process. Public engagement has been undertaken.	
Key Project: Winter Gardens	Investigate the options around the redevelopment/ restoration of the Winter Gardens.	Meetings held with a number of potential commercial operators in 2018. A procurement tender was launched in January 2019 and closed on 20 March 2019. Awaiting the HLF grant round announcement for 2019.	
Key Project: Delivery of the regeneration of the Waterways scheme	Project to develop, restore and revive the Waterways.	Work completed during 2018/19, with 80 individuals and groups participating. The Waterways opened at Easter. An operator has been chosen to run the café	

		and boating concession after a tender process.	
GYBC to work with Greater Yarmouth Tourism & Business Improvement Area	To work in partnership with the Tourism BID to sustain and enhance the visitor economy and support the Tourism BID in its renewal during 2019.	<p>The Council has been supporting the Greater Yarmouth Tourism and Business Improvement Area company (GYTABIA) as part of its first 5-year term. With its first term ending in 2019. Work is underway by GYTABIA Board to prepare plans for a second BID term.</p> <p>GYTABIA uses its income raised from the BID levy to support local organisations and to deliver tourism-related events in line with its Business Plan. Deliverables include the Maritime Festival, summer fireworks and live entertainment, decorative lighting and a series of local projects aimed at supporting the visitor economy.</p>	
Tourism & Cultural Strategy	Review and update the Tourism Strategy.	A new Culture, Heritage & Tourism Strategy is under development and will be brought forward for approval in 2019/20. Work in 2018/19 included stakeholder workshops, focus groups, survey work and meetings together with a scoping review to ensure the new strategy aligns with partner aspirations and will enable the borough to thrive and grow its visitor economy.	

Great Yarmouth's Town Centre

There are six projects within this priority (one is designated as a 'Key Project').

✓ Town Centre Master plan: Creating a sense of arrival at the town centre has been delivered.




	Green - Project completed or on-going and on target	5
	Amber - Project on-going some slippage within tolerance	1
	Red – Project not progressed	0

Corporate Plan Objective	Action	Progress during 2018/19	Status
Key Project: Town Centre Master plan: improving the markets and Market Place	To improve the management and facilities of the two markets and newly-paved Market Place. To create a better event space for an expanded programme of events.	The redevelopment of the Market Place has been challenged by market traders who have raised concerns. Officers have been working with traders and consultation finished on 31 January 2019. A successful bid of £1.5m from Coastal Communities Fund. A first claim to the Business Rate Pool was submitted in March 2019.	
Town Centre Master plan: Transforming the Conge	Transform the Conge with new mixed-use development lining both sides of the lower half of the street, with following phase connecting the Conge to the renewed Market Place.	£2million investment in public realm improvements connecting Great Yarmouth rail station to the market place completed. Market analysis underway regarding The Conge redevelopment and funding secured to progress. Homes England engagement to progress alternative funding options. The Project Team have formulated a strategy to take this scheme forwards. A Sales and Marketing analysis has been commissioned and this will tie in with a soon to be appointed architectural works to RIBA stage 1+.	
Town Centre Master plan: Creating a sense of arrival at the town centre	Enhance the gateway into the town at Fullers Hill, Acle New Road, the roundabout, train station and quayside	Fullers Hill roundabout capacity/landscaping; right turn out of the rail station; public realm at The Conge/North Quay; rail station forecourt; wayfinding signage, £500,000 Great Yarmouth bus station investment and improvements to A47 roundabouts all delivered.	
Town Centre Master plan: Unlocking the potential of Hall Quay	Refurbish and regenerate buildings fronting onto Hall Quay for leisure-based uses, ensuring existing buildings are conserved and developed appropriately.	Hall Quay Planning Brief well advanced to guide future investment decisions; improved public realm/landscaping plans advanced with funding secured; leisure-based	

Corporate Plan Objective	Action	Progress during 2018/19	Status
		interest being courted and improvements to buildings delivered.	
Town Centre Master plan: Linking it all together	To develop an approach to wayfinding and public realm through the historic core of the town centre that can enable people to discover and experience its unique character and structure	The wayfinding project is currently being rolled-out with new directional finger posts and signage to improve navigation around Great Yarmouth. New car parking signage and consolidation of signage clutter being implemented.	
Christmas festival	To develop an annual Christmas Festival and link with Go Trade	Mixed success in relation to the Christmas Festival with increased visitor numbers over three of the four weekends but limited success in securing additional traders over the period.	

Transport and Infrastructure

There are six projects within this priority.

	Green - Project completed or on-going and on target	5
	Amber - Project on-going some slippage within tolerance	0
	Red – Project not progressed	1




Corporate Plan Objective	Action	Progress during 2018/19	Status
Progression of A47 improvements and dualling	Working in partnership with A47 Alliance, NCC, NALEP, Highways England and others to encourage/lobby/bid for road infrastructure investment along the A47.	Funding secured for Vauxhall roundabout improvements. Harfreys and Garton roundabouts being assessed in light of the advanced Great Yarmouth Third River Crossing. Acle Straight dualling is top of the priority list for the A47 Alliance campaign.	
Championing of Third River Crossing	Working in partnership with NCC, NALEP, Highways England and others to secure planning permission and delivery of the Third River Crossing	The Great Yarmouth Third River Crossing project is well advanced with funding secured, public engagement undertaken, contractors appointed	

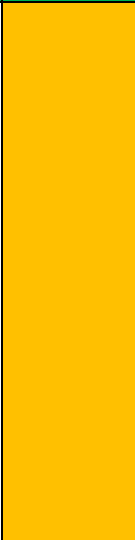

Corporate Plan Objective	Action	Progress during 2018/19	Status
		(BAM Farrans) & the Development Consent Order being submitted at the end of April 2019 for this nationally significant infrastructure project.	
Support community rail partnership, influence rail strategy and delivery of key projects	Working in partnership with NCC, NALEP and others to encourage/lobby/bid for infrastructure investment on rail improvements.	Abellio Greater Anglia will launch new rolling stock across the network in the Summer of 2019. Signalling upgrades have been delivered throughout 2018. Ongoing partnership working with the Wherry Lines and the Norfolk Rail Group.	
Improved flood defences	To work with all agencies to address coastal and river flooding and bidding for NALEP funds.	£8.2million NALEP funding secured to improve the river Yare tidal defences. This £40m project will commence in Autumn 2019.	
Support of Better Broadband for Norfolk Programme	Working in partnership with NCC, NALEP and others lobby for infrastructure investment.	Officers have been working closely with colleagues from Norfolk County Council (NCC) and other Norfolk boroughs to try to attract more broadband infrastructure investment. £8m DCMS funding was secured by NCC in 2019 to roll out fibre broadband upgrades to 372 public sector sites (such as school, libraries and fire stations), including a number in Great Yarmouth.	
Development of surface water drainage programmes throughout the borough	Working in partnership with NCC Flood & Water Management team and local partners to implement surface water plan.	Anglia Water is the lead partner on this project and during 2018/19 works have been progressed inc improvement works to Gorleston. Works are scheduled for completion in 2019/20. A more detailed update is being sought from Anglia Water on each works..	

Changing the way the council works

There are eight projects within this area.

✓✓ Two projects were completed; Corporate Communication Strategy 2017 – 2022; Interactive Voice Response; and Customer Services Improvement Plan.

	Green - Project completed or on-going and on target	6
	Amber - Project on-going some slippage within tolerance	2
	Red – Project not progressed	0




Corporate Plan Objective	Action	Progress during 2018/19	Status
Organisational Development Plan	To design and deliver the Organisational Development Plan.	Delivery of training to staff and managers on the Agreed Behaviours. Development of project management skills. Introduction of a new e-learning system and holding annual Staff Conference. There is a rolling programme of work including actions on engaging staff through surveys and staff briefings and the health and wellbeing of staff at the council. The action plan for Investors in People accreditation remains in place.	
Customer Services Strategy	To launch new customer services standards to drive better and more consistent customer service.	The Customer Services Charter was launched in October 2018. A series of workshops with services has embedded the service standards. Mystery Shopping and customer feedback exercises have started. Work continues to progress to increase customer access through online channels to encourage those who can to access our digital services at a time convenient to them, shortly introducing new council tax services.	
Digital Strategy	To develop a 'Digital Council' strategy improving online access to services.	The council's new Digital Strategy will be brought forward for approval in 2019/20. Work progressed in 2018/19 included a detailed discovery phase service by service and an assessment	

Corporate Plan Objective	Action	Progress during 2018/19	Status
		of the current IT infrastructure, roll out of new devices and the launch of a new intranet site.	
Review role of Building Control in competitive market	Explore the potential of how the service can compete with the commercial market.	Building Control is offering an inspection service for exempt extensions and buildings in 2019/20, as a discretionary service. Initial investigations have taken place about offering a “drop-in” session at various local builders’ merchants for Building Control advice, and this may take place later in 2019.	
Asset Management Strategy 2018-2022	Produce a new Asset Management Strategy for 2018-2022	Asset Management Strategy approved by Policy and Resources Committee in November 2018. An Asset Portfolio has been developed which will provide the opportunity for an annual update in relation to council assets.	
Revenue Services Improvement Plan 2017 to 2019	The Revenue Services Improvement Plan spans improvement activity from 2017/18 through to 2019/20 and includes a number of initiatives aimed at improving performance and reducing overall debt	Overall collection rates continue to improve and be on the increase as well as continued reductions in Council Tax, Business Rates and Sundry Debt arrears. A focus on Business Rates Avoidance tactics and engagement of specialist legal teams have had positive results. Initiatives to improve performance continue to be taken and include a recent successful business case to NCC to fund additional resource to focus on high level debt recovery. Initiatives to work better with debt agencies such as DIAL and CAB to engage with customers who find it difficult to pay is underway.	
Medium Term Financial Strategy – Refresh	Publication of the MTFS along with detailed savings proposals ahead of the budget report process. Taking into	The medium term financial strategy for the period 2019/20 to 2021/22 was updated and presented to	

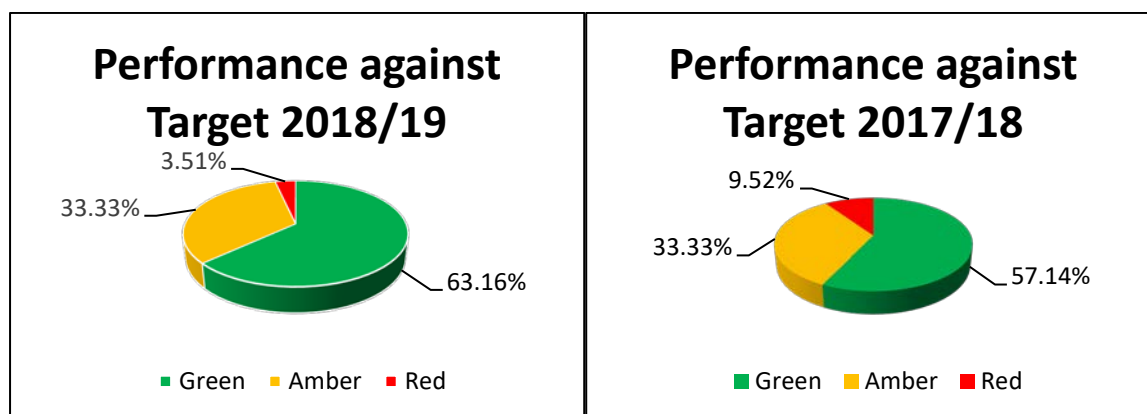
Corporate Plan Objective	Action	Progress during 2018/19	Status
	account future funding and outcomes of the fair funding review and other technical consultations.	Members for approval in November 2018. As part of the detailed work on the 2019/20 budget and future projections detailed savings and additional income proposals were considered and presented to Members as part of approval of the 2019/20 budget process. Further work will be completed during 2019/20 and updated as announcements are made in respect of the national spending review and fair funding review.	
Investment Policy	To bring forward an Investment Policy which will provide a summary business model which will help inform future investment decisions.	An Investment Strategy for 2019/20 was presented for approval which covers investments to support the delivery of public services and those to earn an income for the council. The strategy provides the framework and the process that is followed ahead of the council making such investments and is informed by other strategies including the capital strategy and the asset management strategy.	

2018/19 Annual Performance Measures

During 2018/19 performance measures were reported to Management Team and the four service committees on a quarterly basis, with Policy & Resources Committee receiving the whole suite of measures. 58 measures are reported in the Annual Performance report (although one measure is reported for contextual information only).

	Green - Performance has met or exceeded target	36
	Amber - Performance is below target but within tolerance	19
	Red – Performance is below target and tolerance	2

The chart below shows comparison data of performance against target between 2017/18 and 2018/19.



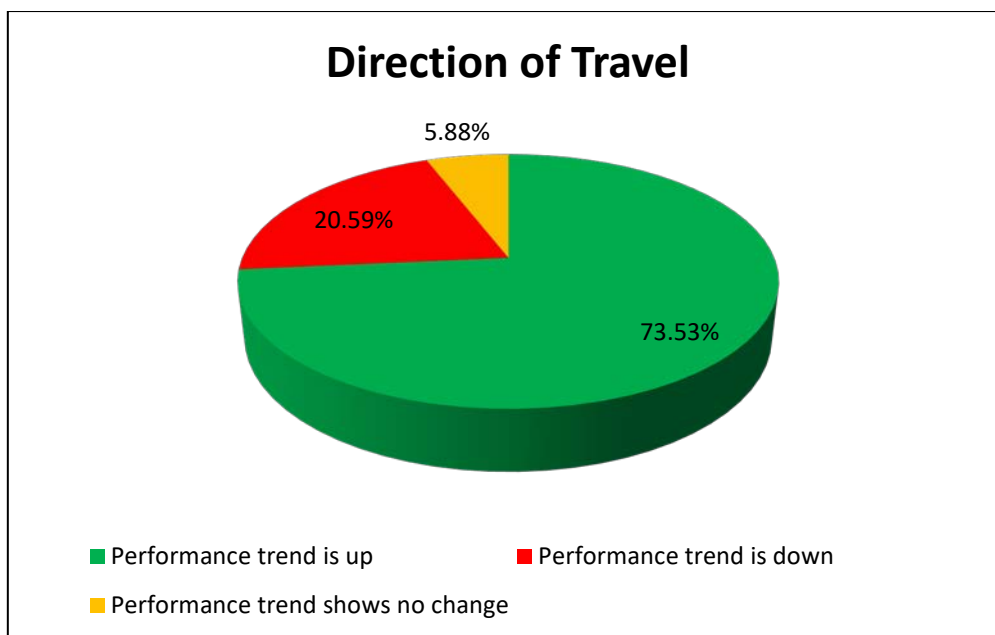
The performance of the council has improved over the last year. Over 96% of measures are performing within an acceptable level or above target. The two measures that are within the Red status are:

- Percentage of FOI and EIR requests responded to within 20 working days
- Average cost of a housing void repair

Reasoning for the measures being designated as 'Red' status is detailed in Appendix 1 and officers are working to improve performance during 2019/20.

34 measures have direction of travel trend data showing where performance has improved or not over a number of years, if data is available. Some new measures, introduced for 2018/19, will not normally have any direction of travel information unless the service has been recording it for internal management information.

25 of the measures, see chart overleaf, show an upward direction of travel; two measures show no change, although one of those was at the highest level i.e. 100% so no further improvement can be made.



The 2018/19 annual performance measures outturn report are shown in Appendix 1. The tables provide the following information:

- Description of measure/indicator
- Corporate priority linked by the measure
- 2018/19 outturn figure
- 2019/19 target
- Status (Outturn against target)
- 2017/18 outturn figure
- Current performance/trend data
- Commentary

Copies in alternative formats will be made available on request.

2018/19 Annual Performance Measures

Performance measures are reported quarterly to the three service committees and Policy & Resources receive the complete suite of measures. The annual report provides annual outturn figures for all the measures, including a small number of yearly reported data.

The performance measures are reported under the relevant service committee, see above, for those measures.

Some measures are reported for contextual information. However, the data is important information for the Council where the actions of the Council may make improvements but there is not sufficient control over the outcome to set a target.

Progress against targets is assessed by RAG (Red/Amber/Green) ratings and is also assessed in terms of Direction of Travel (DoT) through use of arrows.

Key to 'Status'

RAG status comparing 2018/19 outturn figure against 2018/19 target



Performance has met or exceeded target



Performance is below target but within tolerance



Performance is below target and tolerance

Key to 'Arrows'

The arrows reflect trends in performance between 2018/19 and 2008/09, where applicable.



Performance is showing continuous improvement trend, compared to previous years



Performance trend is up, compared to previous year



Performance trend is no change, compared to previous year(s)



Performance trend is down, compared to previous year



Performance is showing continuous downward trend, compared to previous years

Policy & Resources Committee

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
PR01 - Average time to assess Housing Benefit & Council Tax Support: New claims	16 days	18 days	G	16 days	↑
<p>Commentary: A good outturn performance for this measure. The working age housing benefit caseload continues to reduce as more customers migrate to Universal Credit, however the pace of migration has started to slow with the majority of eligible cases already on Universal Credit. Workloads have not reduced as the Council Tax Reduction caseload remains similar to previous years.</p>					
PR02 - Average time to assess Housing Benefit & Council Tax Support: Change in circumstances	7 days	10 days	G	8 days	↑
<p>Commentary: A good outturn performance for this measure. The working age housing benefit caseload continues to reduce as more customers migrate to Universal Credit, however the pace of migration has started to slow with the majority of eligible cases already on Universal Credit. Workloads have not reduced as the Council Tax Reduction caseload remains similar to prior years and DWP initiatives like the Verify Earnings and Pensions alert service means that we receive more real time changes in circumstances as earnings and income fluctuate throughout the year.</p>					
PR03 – Collection Rates Council Tax	95.9%	97%	A	95.7%	↑
<p>Commentary: There was a 0.2% (£98,000) increase in Council Tax collected compared to 2017/18. This area continues to be a challenge and reflects some of the ongoing economic difficulties in our borough. With ongoing initiatives to increase high level debt collection and enforcement activity, closer working with debt advice and support agencies to focus on council tax payers who are finding it difficult to pay is a key area to progress this year. With more customers moving onto Universal Credit from legacy benefits we continue to see an impact on billing and collection. Overall fluctuations of household's income have increased in frequency having a direct impact on increased recalculations of council tax support and production of new bills. Work continues to explore potential changes to the Council Tax Support Scheme and billing to help mitigate this effect.</p>					

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
PR04 - Number of long term empty homes (6 months or more)	602	Less than 600	A	569	↓
<p>Commentary: The outturn figure is based on a snapshot as at 31 March 2019 which shows an increase in the number of long term empty homes compared to the same period in 2017/18. During the quarterly reports for 2018/19 this measure has always showed less than 600 long term empty homes and the figure of 602 is just over the target. With the introduction of new premiums from April 2019 for properties empty over 2 years it is expected this will help to encourage property owners to bring these properties back into occupation. For those between 6 months and 2 years, improving ongoing communications with the property owners will be progressed to have a better understanding of future intentions and timescales of activity relating to the property.</p>					
PR05 – Business Rates (NNDR) Collection Rates	98%	98%	G	97.6%	↑
<p>Commentary: Performance of 98% was achieved and was 0.4% (£126,000) increase on the 2017/18 collection rate.</p>					
PR06 - Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered	86.03%	90%	A	78.96%	↑
<p>Commentary: Following the launch of the customer services charter and allocation of funding to increase resource temporarily within the customer service team has resulted in the team consistently achieving over the target of 90% in the second half of 2018/19. Whilst resource is in place to maintain this level of performance through 2019/20 work is also being progressed to improve and implement more digital services where we need to encourage more customers to transact with us through online channels. This together with ensuring we can reallocate resources within the overall service where needed will be key in being able to sustain performance in this area.</p>					
PR07 - Contact centre telephone calls: Average wait time by customers contacting the Contact Centre	2:05 minutes	1:30 minutes	A	2:56 minutes	↑
<p>Commentary: See commentary for PR06</p>					

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
PR08 – Number of new customers signing up to 'MyAccount'	3,612	4,800	A	5,273	↓
<p>Commentary: As we changed our provider for MyAccount last year we took the opportunity to conduct a customer survey. This was to see if customers valued and still wanted a MyAccount. The results did show that customers did value this service but felt it was not required for all services to sit within it. We therefore introduced the new MyAccount putting less emphasis on certain services. Also due to us not introducing any new services online, we did not expect the registrations to continue with the same volumes as previous years.</p>					
PR09 – Visitors to GYBC Website	340,804	260,000	G	170,278	↑
<p>Commentary: The number of visitors to the website has doubled compared to the 2017/18 annual figure of 170,278.</p>					
PR10 - Percentage of FOI and EIR requests responded to within 20 working days	79.39%	85%	R	87.62%	↓
<p>Commentary: During January 2019 new procedures were introduced, including FOI champions in each service area, with full implementation expected to be completed during the first quarter of 2019/20. It is envisaged that once the new procedures are fully implemented and staff become familiar with this approach performance will improve. Additional resources have been brought in to support this work during quarter three of 2018/19 which has seen performance rise to 88.86% for that quarter and the figure for March 2019 was 96.43%.</p>					
PR11 - % of completed Interim Performance Reviews	85%	100%	A	98.17% (Full Review 2017/18)	↓
<p>Commentary: Restructures in a number of service areas has affected the rate of completion. This is expected to improve in 2019/20 now most of these have been completed.</p>					
PR12 - The number of working days lost due to sickness absence per FTE	8.46 days per FTE	8.50 days per FTE	G	10.74 days per FTE	↑

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
<p>Commentary: Performance is 2.28 days lower than 2017/18. The improvement is down to Sickness Absence Reviews which have been more consistently carried out in some areas. Absence reported under the category of hospital treatment has been the highest reason for staff absence, followed by mental health and then 'other muscular/skeletal'. There continues to be a focus on provision of support for mental health and a programme for overall wellbeing is in development.</p>					
PR13 - % of Audit days delivered (of the annual plan)	100%	100%	G	100%	↔
<p>Commentary: All audits were delivered in line with the annual plan.</p>					
PR14 - Percentage of priority 1 Internal Audit recommendations completed on time	100%	100%	G	New measure	N/A
<p>Commentary: Two priority 1 recommendations have been raised in 2018/19. Both have been confirmed as implemented.</p>					
PR16: Number of people signed up to 'E Billing'	4,199	3,200	G	3,004	↑
<p>Commentary: There has been a significant increase (nearly 40%) in those signed up for e billing compared to 2017/18 and well above target. This reflects the initiatives taken by Revenues, Benefits and Customer Services are having a positive effect on this indicator.</p>					
PR17: Open Access: Number of unique users accessing their accounts within 'Open Access' (snapshot at Quarter 4 2018/19)	573	375	G	400	↑
<p>Commentary: The target was exceeded and the users for Open Access was steady throughout the year as we did not expect any increase due to the organisation not planning on introducing any new services online. During 2019/20 with the introduction of the next stage of Open Portal the take up for this service should increase.</p>					
PR18: Number of 'Webchat' calls received	1,619	1,200	G	1,694	↔

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
PR19: Corporate Property Portfolio Revenue Growth per annum	2.18%	10%	A	New measure	N/A
<p>Commentary: This indicator measures the growth the Property and Asset Management Department has generated over and above the original budget identified in February 2018. Additional income can be generated through for example new leases, rent reviews and new sales. This is a new indicator for 2018/19 and as such was set at 10%. It was anticipated that this would be a challenging target although it was agreed for a first-year indicator it would then be reviewed as a baseline. The additional income achieved over and above the original budget is £74k which calculates to the additional 2.18% overall growth.</p>					
PR20: Corporate Property Portfolio Arrears per annum	3.46%	3%	A	New measure	N/A
<p>Commentary: Although slightly above target work is ongoing to continue to reduce arrears and can be demonstrated with the previous quarter reporting 5.88%. This indicator measures the level of arrears in relation to the investment portfolio of the Council and is adjusted to take into account when payments fall due. Monthly reports are provided in relation to outstanding payments and a clear arrears policy is followed through consultation with both Sundry Debt and Property and Asset Management.</p>					
PR21: Corporate Property Overall Occupancy levels per annum	95.68%	95%	G	New measure	N/A
<p>Commentary: The Borough has a significant portfolio of property and this indicator represent the occupancy of buildings within that portfolio.</p>					
PR22: % of agendas published in accordance with statutory deadlines (no later than five working days from date of meeting)	100%	100%	G	New measure	N/A
<p>Commentary: The target was met ensuring that the statutory deadline of five working days was achieve.</p>					
PR23: Payment of Invoices within 30 days (%)	93.7%	90%	G	New Measure	N/A

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
<p>Commentary: Performance on this measure is above target. Just over 10,000 invoices were received during 2018/19 with 9,400 paid within 30 days.</p>					

Economic Development Committee

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
ED01 - Planning applications: Major applications determined within 13 weeks or as agreed extension	87.5%	75%	G	96.4%	↓
Commentary: Figure above government baseline figure of 70% of applications to be determined. Beyond the 13 week period applications provision can be made with applicants to extend determination period to allow for satisfactory outcome. Where this provision/agreement cannot be made the applicants have a right to appeal against non-determination. No appeals were made on this basis.					
ED02 - Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension	83.6%	75%	G	77.6%	↑
Commentary: Overall a consistent performance throughout the year above the Government threshold base targets through last quarter outturn shows slight tail off in performance following loss of staff in quarter three.					
ED03 - Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months	87.57%	75%	G	95%	↓
Commentary: Government baseline figure of percentage of applications to be determined in given time scale has changed over the last two years. From previously 60% to 70% March 17 to 70% January 2018 over rolling two year period. The figures have exceeded the figures. Beyond the 13 week period applications provision can be made with applicants to extend determination period to allow for satisfactory outcome. Where this provision/agreement cannot be made the applicants have a right to appeal against non-determination. No appeals were made on this basis.					
ED04 - Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months	81%	75%	G	85.5%	↓

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
<p>Commentary: Government baseline figure of percentage of applications to be determined in given time scale has changed over the last two years. From previously 60% to 70% March 17 to 70% January 2018 over rolling two year period. The figures here exceed the figures. Beyond the 8 week period applications provision can be made with applicants to extend determination period to allow for satisfactory outcome. Where this provision/agreement cannot be made the applicants have a right to appeal against non-determination. No appeals were made on this basis.</p>					
ED05 - Percentage of Major planning applications overturned on appeal over the last 24 months	2.27%	10%	G	New measure	N/A
<p>Commentary: One residential application in the past 24 months which was overturned on appeal.</p>					
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	0.3%	9%	G	New Measure	N/A
<p>Commentary: The percentage of appeals allowed is below the national average and is representative of the quality and consistency of decision making.</p>					
ED07 - Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period.	100%	100%	G	98.1%	↑
<p>Commentary: The 100% performance target was achieved by ensuring all staff were aware of the procedures and timescale to meet this measure.</p>					
ED08 - Percentage of Land Charges search returns sent within 10 working days.	96%	90%	G	90.34%	↑

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
<p>Commentary: Good outturn for the year as a whole. There were a few mid-season IT problems which took some time to resolve and had an effect on performance. The service is also reliant upon both the County Council and Environmental Services to facilitate turn around within 10 working days. The service is also subject to open market completion from private search companies.</p>					
ED09 - Enterprise Zone: Beacon Park Percentage of empty floor space across Beacon Park	14.20%	15%	G	14.55%	↑
<p>Commentary: Beacon Park as one of the Councils Enterprise Zones continues to develop and provide quality office and commercial space for businesses. During the 2018/19 year additional new businesses have moved into the Park including the introduction of a Nursery facility with the year end outturn on target.</p>					
ED10 - Number of new homes built	244	300	A	208	↑
<p>Commentary: 244 dwellings were completed during 2018/19, a 17% increase on the 208 completions from the previous year. Despite the 17% increase, the level of delivery remains below the borough's annual housing target (300 dwellings per annum).</p>					








Environment Committee

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
EN01 - % of food premises scoring 3 star food hygiene ratings or above	96.65%	94%	G	96.3%	↑
<p>Commentary: The food safety team have been working hard with our poorly performing food businesses to secure food hygiene improvements and this year this work has resulted in the highest ever percentage of food premises achieving a rating of three or above. There has also been a significant decrease in our zero rated premises. As of the 31 March there was only one zero rated food business.</p>					
EN02 – Garden Waste Service:-			G		↑
a) Number of households taking up garden waste service,	9,588	9,500		8,303	
b) Total tonnage of garden waste recycled	3,457.02	3,650	A	3,178.90	↑
<p>Commentary: Growth of the garden waste service has continued but has now slowed compared to previous years. This is as a result of saturation levels for potential take up of the service now being approached. Analysis carried out when the service was being developed suggested that maximum potential take up of properties with a garden was in the region of 12,000 so we have now achieved in the region of 80% take up. Work does continue to promote the service through advertising. Garden waste tonnage saw an increase of nearly 300 tonnes.</p>					
EN03 - Percentage of total domestic waste collected which is sent for recycling	33.3%	40%	A	32.8%	↑
<p>Commentary: GYBC'S recycling rate has seen an increase over the past ten years with the expansion of the garden waste service, additional materials being allowed in the recycling stream and recycling awareness with the public. However, the figure has appeared to have plateaued over the past two to three years. Whilst there is work being carried out promoting and encouraging better recycling both at local and county level the biggest potential impact that will see this figure increased will be the Government's Resource and Waste strategy. In 2019/20 the Council will develop a new Waste Strategy which will include examining recycling.</p>					

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
EN04 - Number of flytips reported	1,554	1,600	G	New Measure	N/A
Commentary: This is a new measure for 18/19 although this data has been collated in previous years as part of the statutory reporting for flytipping. However, data is not comparable against the previous year due to a change in the method of reporting. Communications work continues around flytipping and GYBC has been involved with the national SCRAP campaign. 2018 was also the most successful year for enforcement of fly tipping by the Environmental Rangers who secured over 25 prosecutions for waste related offences.					
EN05 - Flytips removed within 3 working days	89%	100%	A	99%	↓
Commentary: Great Yarmouth Borough Services operate a scheduled cleansing service within the town with areas having a set collection day. If a flytip is reported a day or two after the scheduled cleanse then it will be removed at the next scheduled cleanse the following week.					
EN06 - Number of streets in the borough meeting street cleanliness levels: a) Litter (formerly NI195a) b) Detritus (formerly NI195b)	96.8%	99%	A	99%	↓
	95.4%	94%	G	95%	↑
Commentary: This figure has historically been recorded based on data provided by GYBS. Environmental Services now carries out its own audits. During 2018/19 the measure has been collated through the collective findings of both GYBS and Environmental Services with an average figure of their audits being provided. Issues remain in key town centre locations and a fundamental review of street cleansing will take place in 2019/20.					
EN07 - Contamination rate in dry recycling	22.2%	19%	A	20.8%	↑

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
<p>Commentary: Contamination of the green bin with inappropriate materials has continued to be an issue in the borough and this trend has been seen generally at a national level. Two Community Recycling Assistants were temporally employed until the end of 2018 to promote the councils garden waste service and better recycling. Work undertaken by them in Caister and Belton saw a reduction in contamination of 50% in the targeted areas. Work has been undertaken by Environmental Services to look at how contaminated bins are reported by GYBS and bin refusal tags have been introduced for use by the crews. Further work has been undertaken by the Norfolk Waste Partnership to address contamination and better recycling.</p>					

Housing & Neighbourhoods Committee

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
HN01 - Great Yarmouth Community Housing rent: GYCH rent collection rate a) % of rent & arrears collected b) Arrears as a % of rent debit c) Total rent arrears	a) 99.34% b) 1.22% c) £271,606	a) 95% b) 1.4% c) £333,000	G	a) 98.82% b) 1.26% c) £276,910	  
<p>Commentary: Performance in rent arrears collection has been maintained. The collection rate shows improvement with arrears slightly reducing overall. Benchmarking rent arrears data with other local authorities and housing providers through Housemark to explore further methods of improving performance. This data demonstrates that we are performing better than most of these other landlords. Universal Credit Full Service Rollout in Great Yarmouth Borough continues and there is no planned rollout date for migration of existing working age claimants from legacy benefits.</p>					
HN02 - Number of a) Social housing applicants in allocation pool b) Social housing new applicants awaiting assessment	440 420	Monitor 350	 A	259 457	 
<p>Commentary: An increased number of applicants in the Allocation Pool will contribute to a lower average void time (HN03) and lower nomination time (HN08) due to the immediate availability of prospective tenants and was an expected outcome following the implementation of the revised Housing Allocation Scheme due to the introduction of Level One priority.</p>					
HN03 - Average Time to Re-let Local Authority Housing	20 days	35 days	G	40 days	
<p>Commentary: Having reduced this measure from 51 days (Quarter 1 in 2017/18) to 33 days (Quarter 4 in 2017/18) following void process review, further significant improvement has been delivered in the void process this year.</p>					

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
HN04 - Average cost of a void repair	£3,163	£2,540	R	New measure	N/A
<p>Commentary: The full year indicator is significantly above target with data provided by HouseMark. Work with GYNorse has been successful in reducing timescales in relation to voids but additional measures have now been taken to address costs which are high for replacement kitchens and bathrooms when undertaken through the voids process. GYBC and GYNorse meet bi-monthly to review both Strategic and Operational issues with void performance and cost continually reviewed and revised to address this issue. Cost reduction will be an area of focus for the group in 2019/20.</p>					
HN05 - Percentage of residents very or fairly satisfied with the repairs service they received	97.7%	95%	G	New measure	N/A
<p>Commentary: The target represents the HouseMark average for the country.</p>					
HN06 - Time taken for GYNorse to complete standard voids	9.2 days	10 days	G	New measure	N/A
<p>Commentary: The target represents the HouseMark average for the country. Standard voids as defined by the national indicator exclude all major component replacement i.e. new kitchen or bathroom.</p>					
HN07 - Time taken for GYNorse to complete all voids	28.1 days	24.5 days	A	New measure	N/A
<p>Commentary: This indicator represents only the time taken by GYNorse to complete voids this indicator is measured from delivery of keys through to completion of works. Performance in relation to this indicator has improved over the year however it is still recorded as amber as the year end position remains 3.62 days above target. Work continues with GYNorse through the Improvement Group.</p>					
HN08 - Time taken for Housing Options to match property	2 days	18	G	12 days	↑

Performance Measure	2018/19 Actual	2018/19 Target	Status	2017/18 Outturn	Trend
<p>Commentary: As council tenants normally have to give four weeks' notice it is possible that the Housing Options team can match a new tenant to the property before the current tenant moves out. The implementation of a revised allocation scheme in November 2018 has seen an increased number of applicants in the pool (HN02).</p>					
HN09 - Disabled Facilities Grants - number of calendar days from initial request to works complete	249 days	240 days	A	261 days	↓
<p>Commentary: Following a dip in performance in Quarter 2 (July 19 – September 19), performance has steadily improved in the second half of the year. Performance continues to be monitored closely as there continues to be issues with available Occupational Therapy resource and Technical Officer resource.</p>					
HN10 - Wherry Way Control Centre call handling: a) Alarm Calls answered within 30 seconds b) Alarm Calls answered within 60 seconds	86.61% 93.90%	80% 98%	G A	84.45% 93.38%	↑ ↑
<p>Commentary: Performance continues to exceed target for calls answered in 30 seconds and performance remains good for calls answered in 60 seconds. The 60 seconds target is for alarm response centres with a minimum of two call handlers where the Council operates with one call handler.</p>					
HN11 - Neighbourhoods That Work programme a) Number of new self-help groups formed. b) Number of residents entering sustained employment. c) Number of residents with complex needs receiving adequate support to address their needs	36 36 76	25 150 (by end of project) 85	G A	50 74 77	↓ ↓ ↓
<p>Commentary: All targets were on track against the five year outcomes, with community development objectives overperforming. Annual report to the National Lottery has been signed off, with year four funds released.</p>					

Subject: 2018/19 TREASURY MANAGEMENT OUTTURN REPORT

Report to: Policy and Resources 11 June 2019
Full Council 11 July 2019

Report by: Finance Director (Section 151 Officer)

SUBJECT MATTER/RECOMMENDATIONS

This report presents the treasury management activity for the 2018/19 financial year and includes:

1. The overall treasury position for 2018/19
2. The borrowing requirement and debt for 2018/19
3. The borrowing outturn for 2018/19

Recommendations:

Members are asked to recommend that Council approves the Treasury Management outturn report and indicators for 2018/19.

1. INTRODUCTION AND BACKGROUND

- 1.1 The Authority adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Authority to approve treasury management annual report after the end of each financial year.
- 1.2 This report fulfils the Authority's legal obligation to have regard to the CIPFA Code.
- 1.3 The Authority's treasury management strategy for 2018/19 was approved at a meeting on 20th February 2018. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Authority's treasury management strategy.

2. NATIONAL CONTEXT AND ECONOMIC COMMENTRY

- 2.1 Economic background: UK Consumer Price Inflation (CPI) for February 2019 was up 1.9% year/year, just above the consensus forecast but broadly in line with the Bank of England's February Inflation Report. The most recent labour market data for the three months to January 2019 showed the unemployment rate fell to a new low 3.9% while the employment rate of 76.1% was the highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.4% as wages continue to rise steadily and provide some upward pressure on general inflation. Once adjusted for inflation, real wages were up 1.4%.
- 2.2 After rising to 0.6% in the third calendar quarter from 0.4% in the second, the fourth quarter economic growth slowed to 0.2% as weaker expansion in production, construction and services dragged on overall activity. Annual GDP growth at 1.4% continues to remain below trend. Following the Bank of England's decision to increase Bank Rate to 0.75% in August, no changes to monetary policy have been made since.

- 2.3 Gilt yields continued to display significant volatility over the period on the back of ongoing economic and political uncertainty in the UK and Europe. After rising in October, gilts regained their safe-haven status throughout December and into the new year - the 5-year benchmark gilt yield fell as low as 0.80% and there were similar falls in the 10-year and 20-year gilts over the same period dropping from 1.73% to 1.08% and from 1.90% to 1.55%. The increase in Bank Rate pushed up money markets rates over the year and 1-month, 3-month and 12-month LIBID (London Interbank Bid) rates averaged 0.53%, 0.67% and 0.94% respectively over the period.
- 2.4 The ringfencing of the big four UK banks (Barclays, Bank of Scotland/Lloyds, HSBC and RBS/Natwest Bank plc) transferred their business lines into retail (ringfenced) and investment banking (non-ringfenced) entities.
- 2.5 In February, Fitch put the UK AA sovereign long-term rating on Rating Watch Negative as a result of Brexit uncertainty, following this move with the same treatment for UK banks and a number of government-related entities.
- 2.6 There were minimal other credit rating changes during the period. Moody's revised the outlook on Santander UK to positive from stable to reflect the bank's expected issuance plans which will provide additional protection for the its senior unsecured debt and deposits.

3. LOCAL CONTEXT

- 3.1 On 31st March 2019, the Authority had net borrowing of £102m arising from its revenue and capital income and expenditure, an increase on 2018 of £6.5m. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in Table 1 below.

Table 1: Balance Sheet Summary	31.3.18 Actual £m	2018/19 Movement £m	31.3.19 Actual £m
General Fund CFR	£50.200	£707	£50.907
HRA CFR	£80.717	£1.360	£82.077
Total CFR	£130.917	£2.067	£132.984
Less: Other debt liabilities*	(£1.010)	£112	(£0.898)
Borrowing CFR	£129.907	£2.179	£132.086
Less: Long term investments	(£2.000)	(£2.700)	(£4.700)
Less: Usable reserves	(26.139)	(£2.774)	(£28.913)
Less: Working capital	(6.605)	£9.824	£3.219
Net borrowing	£95.163	£6.529	£101.692

* finance leases, PFI liabilities and transferred debt that form part of the Authority's total debt

- 3.2 The increase in CFR reflects the use of borrowing to finance the capital expenditure in 2018/19. Also there has been an increase in usable reserves, including £1.2m in the HRA and £0.3m in the Capital Receipts reserve; and an increase in working capital due to the timing of receipts and payments.

- 3.3 The Authority's strategy was to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low. The treasury management position at 31st March 2019 and the change during the year is shown in Table 2 below.

Table 2: Treasury Management Summary	31.3.18 Balance £m	2018/19 Movement £m	31.3.19 Balance £m	31.3.19 Rate %
Long-term borrowing	£81.388	£27.459	£108.847	3.15% - 4.95%
Short-term borrowing	£28.504	(£15.500)	£13.004	0.98% - 4.44%
Total borrowing	£109.892	£11.959	£121.851	
Long-term investments	£2.000	£2.700	£4.700	6%
Cash and cash equivalents	£12.729	£2.730	£15.459	N/A
Total investments	£14.729	£5.430	£20.159	
Net borrowing	£95.163	£6.529	£101.692	

Note: the figures in the table are from the balance sheet in the Authority's statement of accounts, but adjusted to exclude operational cash, accrued interest and other accounting adjustments.

- 3.4 The increase in net borrowing in table 2 has translated into a rise in investment balances due to the Authority's internal borrowing policy. The £27m increase in long term borrowing has arisen from utilising the low cost Local Authority lending market to increase our liquidity resilience. Short term borrowing includes a £0.5m loan at 11% interest which was taken out in December 1983 and was repaid in December 2018. Long term investments increased by £2.7m from the Authority funding its trading company.

4. BORROWING ACTIVITY

- 4.1 At 31st March 2019 the Authority held £122m of loans, an increase of £12m on the previous year, as part of its strategy for improving liquidity resilience. The year-end borrowing position and the year-on-year change show in table 3 below.

Table 3: Borrowing Position	31.3.18 Balance £m	2018/19 Movement £m	31.3.19 Balance £m	31.3.19 Rate %	31.3.19 Maturity years
Public Works Loan Board	£71.388	£0	£71.388	3.15%-4.40%	10-40 years
Banks (LOBO)	£3.000	£0	£3.000	4.95%	1-2 years
Banks (fixed-term)	£7.500	(£500)	£7.000	3.35%-3.98%	<1-60 years
Local authorities (long-term)	£0.00	£27.375	£27.375	1.25%-4.44%	>1 year
Local authorities (short-term)	£28.004	(£14.916)	£13.088	0.98%-4.44%	<1 year
Total borrowing	£109.892	£11.959	£121.851		

- 4.2 The Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective.

- 4.3 In furtherance of these objectives, new loans totalling £39m were borrowed in 2018/19 to repay £30m existing short term borrowing and create liquidity. This strategy enabled the Authority to reduce net borrowing costs by exploiting the Local authority lending market.
- 4.4 New borrowing of £39m from Local Authorities in the year was for between 1 and 3 years and at interest rates of between 0.98% and 1.45%. Loans repaid to Local Authorities in the year of £28m were from between 1 and 6 months at interest rates of between 0.77% and 0.95%.
- 4.5 LOBO loans: The Authority continues to hold £3m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate as set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. No banks exercised their option to increase the rate during 2018/19.

5. INVESTMENT ACTIVITY

- 5.1 The Authority holds a level of invested funds, representing income received in advance of expenditure plus balances and reserves held and money borrowed in advance of need. During 2018/19, the Authority's investment balances ranged between £12m and £36m, averaging £22m due to timing differences between income and expenditure. The year-end position and the year-on-year change is shown in table 4 below.

Table 4: Treasury Investment Position	31.3.18 Balance £m	2018/19 Movement £	31.3.19 Balance £m	31.3.19 Rate %
Banks & building societies (unsecured)	£5.244	£0.465	£5.709	0.00% - 0.60%
Government (Inc. local authorities)	£0	£7.780	£7.780	0.50% - 1.00%
Money Market Funds	£8.945	£1.200	£9.065	0.61% - 0.86%
Total investments	£14.189	£8.365	£22.554	

- 5.2 Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
- 5.3 In furtherance of these objectives and given the increasing risk and low returns from short-term unsecured bank investments, the Authority diversified into more secure and/or higher yielding asset classes during 2018/19. £14m that is available for longer-term investment was moved from bank and building society deposits into Local Authorities and Money Market Funds. As a result, investment risk was lowered, while the average rate of return has increased to between 0.31% and 1.00%. The progression of credit risk and return metrics for the Authorities investments managed in-house are shown in the extracts from Arlingclose's quarterly investment benchmarking in table 5 below.

Table 5: Investment Benchmarking	Balance £m	Short term/Money Market Funds			
		Fitch	Moody's	S&P	Arlingclose Limit £000
Barclays Bank Plc*	£1.000	F1	P-1	A-1	N/A
Goldman Sachs Liquid Reserve	£2.000	AAA mmf	Aaa-mmf	AAAm	£060.9
DWS Deutsche Managed	£1.565	AAA mmf	Aaa-mmf	AAAm	£028.2
Aberdeen Liquidity Funds	£2.500	AAA mmf	Aaa-mmf	AAAm	£138.2
CCLA Public Sector Deposit Fund	£1.000	AAA mmf	-	-	£002.2
Insight Liquidity Fund	£2.000	AAA mmf	-	AAAm	£115.4
Total	£10.065				

*The 2018/19 TMSS set the limit per institution at £3m with which the Authority complied. The above table does not include investments with the DMO £4.780 and local authorities £3.00m the total investments as at 31st March 2019 was £17.845m.

6. FINANCIAL IMPLICATIONS

- 6.1 The outturn for debt interest paid in 2018/19 was £3.449m on an average debt portfolio of £115.871m against a budgeted interest cost of £3.277m resulting in an average interest rate of 2.98%. The outturn for treasury investment income received in 2018/19 was £0.123m on an average investment portfolio of £15m at an average interest rate of 0.66%. Interest is allocated between the General Fund (45%) and the Housing Revenue Account (55%).
- 6.2 Readiness for Brexit: With little by way of political clarity as to the exact date on whether there would be an agreed deal prior to leaving the EU and to be prepared for the outside chance of a particularly disruptive Brexit (such as last-minute no-deal) on 29th March, the Authority ensured there were enough accounts open at UK-domiciled banks and Money Market Funds to hold sufficient liquidity over the year end and that its account with the Debt Management Account Deposit Facility (DMADF) remained available for use in an emergency.
- 6.3 The Authority's borrowing decisions are not predicated on any one outcome for interest rates and a balanced portfolio of short and long-term borrowing was maintained.
- 6.4 Other Non-Treasury Holdings and Activity – Although not classed as treasury management activities the definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. This is replicated in MHCLG's Investment Guidance, in which the definition of investments is further broadened to also include all such assets held partially for financial return.
- 6.5 At the balance sheet date of 31 March 2019, the Authority also holds £53m of investments in directly owned property, loans to homeowners and local bodies and investments in a trading subsidiary. This represents an increase of £4.5m on the previous year due to new investment in its subsidiary of £2m and commercial property £1m as a result of asset reclassification.

- 6.6 These non-treasury investments generated £2.2 million of investment income for the Authority after taking account of direct costs, representing a rate of return of 4.1%. This is higher than the return earned on treasury investments but reflects the additional risks to the Authority of holding such investments.
- 6.7 **Performance Report** - The Authority measures the financial performance of its treasury management activities both in terms of its impact on the revenue budget and is developing further performance measures on this.
- 6.8 **Compliance Report** - The Finance Director is pleased to report that all treasury management activities undertaken during 2018/19 complied fully with the CIPFA Code of Practice and Treasury Management Strategy 2018/19. The Authority utilised the low-cost Local Authority lending market to increase its liquidity resilience and reduce costs by taking out low rate, short term loans.
- 6.9 Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 6 below, and compliance with the specific investment limits is demonstrated in table 7 below.

Table 6: Debt Limits	2018/19 Maximum £m	31.3.19 Actual £m	2018/19 Operational Boundary £m	2018/19 Authorised Limit £m	Complied? Yes/No
Borrowing	£125.872	£121.851	£135.000	£140.000	Yes
Long term liabilities, PFI & Finance Leases	£0.898	£0.898	£2.000	£2.000	Yes
Total debt	£126.770	£122.749	£137.000	£142.000	Yes

- 6.10 Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. Total debt did not exceed the operational boundary during 2018/19.

Table 7: Investment Limits	2018/19 Maximum	31.3.19 Actual	2018/19 Limit	Complied? Yes/No
Any single organisation, except the UK Government	£1m	£1m	£2m each	Yes
UK Central Government	Unlimited	£4.780	Unlimited	Yes
UK Central Government Local Authorities	£3m	£3m	£3m (2years)	Yes
Any group of organisations under the same ownership	£1m	£1m	£2m per group	Yes
Loans to subsidiary trading company	£4.7m	£4.7m	Not set	Yes
Money Market Funds	£15m	£9.065m	£3m per fund £10m in total	Yes

- 6.11 **Treasury Management Indicators** - The Authority measures and manages its exposures to treasury management risks using the following indicators.
- 6.12 **Liquidity** - The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, and the amount it can borrow each quarter without giving prior notice.

Table 8: Liquidity	31.3.19 Actual	2018/19 Target	Complied?
Total cash available without notice	£10.065m	£11.250m	Yes
Total sum borrowed in past 3 months without prior notice	£6m	Not set	

6.13 **Interest Rate Exposures** - This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the proportion of net principal borrowed was:

Table 9: Interest Rate Exposures	31.3.19 Actual	2018/19 Limit	Complied?
Upper limit on fixed interest rate exposure	100%	100%	Yes
Upper limit on variable interest rate exposure	0%	100%	Yes

6.14 Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

6.15 **Maturity Structure of Borrowing** -This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

Table 10: Maturity Structure of Borrowing	31.3.18 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	13%	0%	20%	Yes
12 months and within 24 months	19%	0%	40%	Yes
24 months and within 5 years	3%	0%	60%	Yes
5 years and within 10 years	2%	0%	80%	Yes
10 years and above	64%	0%	100%	Yes

6.16 Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

6.17 **Principal Sums Invested for Periods Longer than 365 days:** The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

Table 11: Principal Sums Invested for Periods Longer than 365 days	2018/19 £m	2019/20 £m	2019/21 £m
Actual principal invested beyond year end	£7.780m	Nil	Nil
Limit on principal invested beyond year end	£12m	£12m	£12m
Complied	Yes	Yes	Yes

7 RISK IMPLICATIONS

- 7.1 The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.

8. CONCLUSIONS

- 8.1 The report presents the outturn of the treasury management activity compared to the strategy as approved by Members in February 20th February 2018. The Authority has complied with the Treasury Management Strategy for 2018/19.

9. RECOMMENDATIONS

- 9.1 Members are asked to recommend that Council approves the Treasury Management outturn report and indicators for 2018/19.

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

Area for consideration	Comment
Monitoring Officer Consultation:	No
Section 151 Officer Consultation:	Yes
Existing Council Policies:	Yes, Treasury Management Strategy 2018/19
Financial Implications (including VAT and tax):	Yes
Legal Implications (including human rights):	No
Risk Implications:	Yes
Equality Issues/EQIA assessment:	No
Crime & Disorder:	No
Every Child Matters:	No

Subject: Financial Outturn Report 2018/19

Report to: Policy and Resources Committee 11 June 2019
Full Council 11 July 2019

Report by: Finance Director

SUBJECT MATTER AND RECOMMENDATIONS

This report presents the following:

- The draft outturn position for the General Fund, Housing Revenue Account and Capital Programme for the 2018/19 financial year which have been used to inform the production of the statutory accounts for audit and subsequent approval by the Audit and Risk Committee in July;
- Details of the more significant year-end variances compared to the current budget for 2018/19;
- Recommendations for contributions to and from earmarked reserves and the general reserve as applicable for future spending commitments;
- An update to the current capital programme after allowing for the re-profiling of schemes as applicable between financial years.

Recommendations:

Members are asked to consider the report and recommend the following:

- 1) The outturn position for the general fund revenue account for 2018/19 as included in the report and appendices;
- 2) The transfers to and from reserves (general and earmarked) as detailed within the report and Appendix along with an updated reserves statement (Appendix C);
- 3) Transfer the surplus of £307,262 to the general reserve;
- 4) The financing of the 2018/19 capital programme as detailed within the report and at Appendix D;
- 5) The updated capital programme 2019/20 to 2021/22 and the associated financing of the schemes as outlined within the report and detailed at Appendix E.

1. INTRODUCTION AND BACKGROUND

- 1.1. This report presents the final budget monitoring position for the 2018/19 financial year which is the draft outturn report for the Council's general fund revenue account, housing revenue account (HRA) and capital programme. The position as reported has been used to inform the draft statement of accounts which are subject to external audit review

ahead of approval by the Audit and Risk Committee by the statutory deadline of 31 July 2019.

- 1.2. The budget for 2018/19 was set in February 2018 and assumed a small surplus of £5,066. During the year the budget has been updated for in-year virements and known spending commitments.
- 1.3. In-year financial monitoring reports have been presented to Members during the year; these reports have provided an overall financial position compared to the budget and also identified the more significant service and non-service variances against the budget.
- 1.4. The budget monitoring position to the end of period 10 was reported to the Policy and Resources Committee in March 2019 at which time there was forecast to be an overspend of £102k for the 2018/19 financial year which was due to a combination of service and non-service underspends and additional income reduced by some overspends.
- 1.5. Commentary on the more significant outturn variances compared to the current budget is provided within the detail of the report with further information provided in the appendices.
- 1.6. The report also includes a current forecast position statement on the level of reserves along with the outturn and financing position for the 2018/19 capital programme. The capital programme for the period 2019/20 to 2020/21 has been updated to reflect the outturn position and where capital schemes have slipped between financial years. The revised capital programme is included within the appendices to the report.
- 1.7. The outturn position as included in this report has been used to produce the statutory accounts for 2018/19 which are due to be approved by the Audit and Risk Committee in July 2019. The deadline for the production of the draft statutory annual accounts was 31 May following which the accounts have been subject to external audit prior to consideration and approval by the Audit and Risk Committee ahead of the publication of the final audited accounts by 31 July 2019.

2. REVENUE ACCOUNT OUTTURN 2018/19

- 2.1. The revenue account position for the year shows a surplus of £307k as detailed at Appendix A. This is after allowing for planned movements to and from earmarked reserves.
- 2.2. Unlike capital budgets underspends on service revenue budgets in the year are not automatically rolled forward at the year-end where an annual budget provision exists. Where the underspend represents a grant received which has not yet been fully utilised or where there has been a delay in the planned use, the unspent grant has been rolled forward within an earmarked reserve to match spend in a future year. In addition where a budget has been provided as a one-off in the year and remains unspent for example due to a slippage in the timescales of delivery, then the unspent budget can be rolled forward. Although agreements to carry forward unringfenced grants and budgets are made in the context of the overall financial position for the Authority.

- 2.3. The transfers to and from reserves in the year are made in line with the Council's policy framework for earmarked reserves as approved as part of the annual budget setting process. Earmarked reserves are typically used to set aside funds for known or specific liabilities. Further detail on the reserves for the year are provided at section 4 and appendix C.
- 2.4. The outturn position as included in the report and accounts include some significant figures, which will be subject to external audit later in the year; these are mainly in relation to Benefit Subsidy and Business Rates Retention income.
- 2.5. **Benefit Subsidy** - The benefit subsidy return was completed and submitted by 30 April 2019 and will be subject to external audit review which depending on the findings of the review there could be an impact on the overall financial position, for example should additional subsidy payments be due to or from the Department for Work and Pensions (DWP), then this could change the outturn position and amounts to be transferred to reserves. The Council holds an earmarked reserve for Revenues and Benefits which can be used to mitigate financial impact of any changes following the audit.
- 2.6. **Business Rates** - Under the system of business rates retention an element of the business rates is retained locally (split between the County and GYBC). The budget for the year was informed by the baseline funding and the NNDR1 position as submitted in January 2018. The outturn position is informed by the National Non Domestic Rates 3 (NNDR3) Return which is submitted annually. As with the treatment of benefit subsidy, the business rates position is subject to external audit and therefore any adjustments identified as part of the audit process could impact on the outturn position and reserves balance.
- 2.7. In the same way that Council Tax operates a collection fund account which distributes the precepts/shares of council tax collected to the respective authorities, the business rates collection fund distributes the respective shares of business rates (to Norfolk County Council and Central Government) based on the NNDR return. Should the actual income collected from business rates in the year exceed or not meet the anticipated amounts there would be a surplus or deficit on the fund, the implications of the surplus/deficit position on the fund will inform future funding available from business rates. Further details are provided in section 3. The Council holds a collection fund earmarked reserve which is used to mitigate the impact of fluctuations in business rate income (retained by the Borough) and also the impact of appeals.

3. **GENERAL FUND REVENUE ACCOUNT – DETAILED COMMENTARY 2018/19**

- 3.1. This section of the report highlights the more significant direct cost and income variances compared to the current budget. The current budget can be updated during the year to reflect a number of decisions including, roll forward decisions from the prior year outturn, in-year virement decisions, allocations of grants received in the year. Further commentary on the variances is included within Appendix B to the report.
- 3.2. Accounting standards require a number of notional charges to be made to service accounts. Notional charges include transactions in relation to depreciation, revenue expenditure funded from capital under statute (REFCUS) and pension costs, and whilst they do not have an impact on the 'bottom line/council tax payer' i.e. the surplus or deficit

for the year, they are included for reporting purposes. The following table provides a summary of the variances against the budget for the year.

	Current Budget 2018/19 £000	Out turn 2018/19 £000	Variance £000
Net Cost of Service	11,025	12,621	1,596
Non Service Exp/(Income):			
Notional Charges (Capital and Accounting Adjustments)	(1,530)	(4,521)	(2,991)
Loan Interest Payable	809	710	(99)
Interest Receivable	(64)	(268)	(204)
Parish Precepts & Concurrent Grants	412	412	0
Revenue Contribution to Capital	0	148	148
Transfers to/(from) Reserves	(1,564)	1,246	2,810
Pension Back Funding	1,540	1,780	240
Provision for Loan Repayment (MRP)	1,433	1,170	(263)
Vacancy Management & Apprenticeship Levy	36	31	(5)
Sub Total Non Service Expenditure	1,072	708	(364)
Net Expenditure to be met from Government Grant and Local Taxpayers	12,097	13,329	1,232
Income:			
Council Tax - Parishes	(412)	(412)	0
Council tax - Borough	(4,358)	(4,363)	(5)
Business Rates	(4,146)	(5,611)	(1,466)
Revenue Support Grant	(2,545)	(2,545)	0
New Homes Bonus	(628)	(628)	0
Other Grants	(31)	(77)	(46)
Total Income from Tax Payers and Grants	(12,120)	(13,636)	(1,517)
(Surplus)/Deficit	(23)	(307)	(285)

- 3.3. Appendix A shows the overall revenue position including capital charges and internal recharges, however to assist the reporting and explaining 'real cash' variances, table 2 provides a summary of the direct cost and income variances for each of the service areas. This shows a net cost of service underspend of £713,646, an element of this will have been carried forward into 2019/20 within earmarked reserves. The non-service expenditure variance allows for the earmarking of funds to be allocated to reserves and the underspends on interest payable and minimum revenue provision (see 3.5 for further comments).

Net Direct Costs and Income	Current Budget 2018/19 £000	Out turn 2018/19 £000	Variance £000
Executive	1,108	1,171	63
Housing	864	449	(415)
Inward Investment	2,039	1,902	(137)
Organisational Development	1,103	856	(247)
Planning and Growth	319	271	(48)
Customer Services	(1,182)	(1,019)	163
Property and Asset Management	(492)	(302)	190
IT, Communications and Marketing	1,922	1,945	23
Environmental Services	4,292	4,064	(228)
Finance	878	800	(78)
Net Cost of Service	10,851	10,137	(714)
Non Service Expenditure/Income	1,246	3,192	1,946
Income and Grants	(12,119)	(13,636)	(1,517)
(Surplus)/Deficit	(22)	(307)	(283)

- 3.4. **Service Variances** – Commentary on the direct costs and income variances within the service is provided at Appendix B. Some of the service underspends have been carried forward to the 2019/20 financial year. This will often be where a budget has not been fully utilised for which there is an ongoing commitment for which there is not an annual budget or where a grant was received towards the end of the year for which there was not sufficient time to draw down the associated spend. Where the funds have been carried forward this will be shown as an underspend within the net cost of services and offset by a transfer to reserves. Several of the service variances were identified and reported as part of the in-year budget monitoring process.
- 3.5. **Non-Service Expenditure/Income** - The non-service expenditure and income predominantly relates to investment income, interest payable and minimum revenue provision (MRP).
- 3.6. **Treasury Management Activity** - The budget for 2018/19 anticipated loan interest payable totaling £809,113, the outturn position was £710,177 resulting in an underspend of £98,936, mainly due to external borrowing not being undertaken at the levels anticipated and the ability to take advantage of low short-term rates. Interest receivable in the year has exceeded the budget by £203,841 and is mainly due to the interest receivable from the investment in Equinox. The outturn report is recommending the establishment of a treasury management earmarked reserve to mitigate the impact of fluctuations between financial years of the level of investment income received, this is detailed in section 4 of the report. The Treasury Management Annual Report is included on the agenda as a separate item.
- 3.7. **Minimum Revenue Provision** – This represents the cost to the revenue account of decisions made in respect of the financing of capital expenditure, the outturn position

shows a net saving of £262,945 which is largely due to the profile of some of the capital schemes.

- 3.8. Earmarked Reserves – As mentioned above the outturn position allows for additional transfers to earmarked reserves of grants received towards the year end and from budget underspends for which there are ongoing commitments, this has resulted in an additional transfer to reserves compared to the budgeted figure and have been mitigated by underspends and additional income received within the service areas.
- 3.9. Non-Service Funding – Retained Business Rates - The draft outturn position reflects the budgeted position adjusted for known movements from the NNDR3 position including allowance for section 31 grant funding. Overall within the net position there are some significant movements compared to the budget resulting in net receivable income above the level budgeted of £1.4 million. These are largely in relation to the impact of the appeals provision that is allowed for within the NNDR position, the receipt of S31 grants above the level budgeted for and income received in respect of the enterprise zone. The appeals provision continues to allow for the outcome of the power station for the 2010 rating list which has not yet been finalized. A transfer to the collection fund earmarked reserves has been allowed for of £800,000 within the reported outturn position to smooth the impact of appeals and the fluctuations for the income from business rates between financial years. The overall position will be subject to further review and any changes will be used in the statutory statements of accounts with compensating entries allowed for within the earmarked reserve.

4. RESERVES

- 4.1. The Council holds a general reserve for which the recommended balance is currently £2.75 million. The purpose of holding a general reserve is to provide a working balance to help cushion the impact of uneven cash flows to avoid temporary borrowing and to provide a contingency to help cushion the impact of unexpected events or emergencies.
- 4.2. In addition to the general reserve the Council holds a number of earmarked reserves to meet known or predicted liabilities and also funds that are carried forward to the new financial year to fund ongoing commitments and known liabilities for which no separate revenue budget exists.
- 4.3. There are a number of earmarked reserves that have balances, where the timing of the use of the reserve is yet to be agreed and /or where contributions from the reserves will be made during 2019/20 for spending commitments.
- 4.4. The transfers to and from reserves (general and earmarked) are included within the reserves statement as detailed at Appendix C. The appendix shows the planned use of reserves over the medium term to take account of where funding has been rolled forward from 2018/19 for use in 2019/20 and future years. The general reserve balance at 1 April 2018 was just over £4.6 million. Previously an element of the general reserve was assumed to be re-allocated/used during 2018/19 to finance capital spend. These financing assumptions have been reviewed and revised transfers are proposed as part of the outturn report and an element of this reserve reallocated as referred to below.
- 4.5. As part of the outturn report the opportunity has been taken to review a number of the earmarked and general reserves and to make recommendations for further ear-marking

of funds in the short to medium term. This report is making recommendations for some re-allocations from the general reserve and also transfers to earmarked reserves as follows:

- 4.5.1. Repairs and Maintenance – Allocating £100,000 to the reserve that is used
 - 4.5.2. Treasury Management – Establishing of a new reserve to mitigate the year on year fluctuations of investment income of £200,000.
 - 4.5.3. Collection Fund – Allocation of an element of the additional business rates income (£800,000) received in the year to mitigate the timing of rates income and fluctuations between financial years for appeals.
 - 4.5.4. Invest to Save – Earmarking of a further £250,000 for invest to save projects including an element for the digital strategy work that will be presented for approval.
 - 4.5.5. Special Projects - £100,000 allocated to the special projects reserve to be used as one-off funding and matched funding.
 - 4.5.6. Asset Management Reserve – reallocation £1.9million from the general reserve to be utilised in part (£200,000) to smooth the impact of timing of income receivable from property and assets and the balance to be earmarked for investments in Council assets, including current and future asset enhancements that will mitigate and smooth the revenue impact for which business cases will be brought forward for approval. The allocation from the general reserve is being recommended due to an amendment to the financing of the capital expenditure and the use of borrowing as opposed to the use of the revenue reserves.
- 4.6. All reserves will be reviewed as part of the upcoming work on the Medium Term Financial Strategy which will be presented to Members later in the year.

5. SUMMARY – REVENUE ACCOUNT 2018/19

- 5.1. The outturn position for the year ending 31 March 2019 is a £307k surplus. This is after allowing for planned movements to and from reserves as detailed in the report. The report is recommending that the surplus for the year is transferred to the general reserve.
- 5.2. The detail within the report and appendices have highlighted a number of significant variances compared to the budgeted position. A number of these were flagged as part of the in-year budget monitoring reports to Members and where applicable revised projections have been factored into the 2019/20 budget along with future financial projections. Where other variances have been identified further work will be carried out in the coming months ahead of the work on the future financial strategy and budget processes these will be taken account of in the 2020/21 Medium term financial strategy and future budget reports.

6. HOUSING REVENUE ACCOUNT – 2018/19

- 6.1. The outturn report for the Housing Revenue Account is included as a separate item on the agenda for the Housing and Neighbourhoods committee. The main implications for the general fund are in respect of the recharging of support costs that are made to the HRA.

- 6.2. The HRA operates as a ring fenced account in that the reserves for the HRA are held separately to those of the general fund. The capital programme for the HRA is included within the overall capital programme as referred to in section 8.
- 6.3. A summary position of the HRA outturn is included at Appendix D. The HRA outturn position for 2018/19 was a surplus of £1.178m against a forecasted deficit of £1.654m, resulting in a variance of £2.832m.
- 6.4. The 2018/19 outturn underspend is largely due to a delay in both revenue and capital works, the majority of which will be undertaken in the new year. Underspends have been carried forward to 2019/20.
- 6.5. The HRA 2018/19 opening reserves balance was £10.221m. As a result of the 2018/19 surplus in year being higher than originally anticipated, the closing 2018/19 reserves balance has been revised to £11.399m.
- 6.6. The outturn report for the Housing Revenue Account is included as a separate item on the agenda for the Housing and Neighbourhoods committee. The main implications for the general fund are in respect of the recharging of support costs that are made to the HRA.

7. CAPITAL PROGRAMME – GENERAL FUND

- 7.1. This section of the report presents the financing of the capital programme for 2018/19, along with an updated programme for 2019/20 as reported in the 2019/20 Budget in February 2019 (Appendix E) allowing for slippage of capital schemes between financial years. Appendix D provides the detail of the outturn on the 2018/19 capital programme for all service areas, together with the financing for all schemes.
- 7.2. The outturn position for the 2018/19 capital programme, at Appendix D, highlights where schemes have slipped between financial years. The reasons for slippage include where schemes have not progressed as originally planned, and the funding is requested for carry forward to the new financial year.
- 7.3. The following table provides a summary of the 2018/19 capital programme for the general fund. The revised budget was reported to Members in February 2019 as part of the budget report.

7.4.

	Expenditure £000				2019/20
	Original Budget 1819	Revised Budget 1819	Outturn 2018/19	Variances	Roll forward
Neighbourhood Management	147	171	10	(161)	162
Customer Services	232	279	11	(268)	208
Inward Investment	7,626	8,501	2,448	(6,053)	6,044
Housing (GF)	1,967	2,437	1,322	(1,115)	1,169
IT, Communications and Marketing	291	322	68	(254)	254
Property and Asset Management	8,896	13,722	3,736	(9,986)	9,004
	19,159	25,433	7,596	(17,837)	16,843

7.5. **Customer Services**

7.5.1. Replacement Pay and Display Machines - This project is due to be completed early in 2019/20.

7.6. **Inward Investment**

7.6.1. Marina Centre Refurbishment - Costs incurred in the current year reflect those that have been approved in relation to the design and re-provision of the leisure facility. Approval of the next stage of the project will be presented to Members in June/July and therefore the remaining budget has been carried forward to 2019/20.

7.6.2. Waterways – Works on the site are set to be completed in the summer of 2019 and therefore only £0.5m of the total £2.5m capital budget remains to be spent in 2019/20.

7.7. **Housing**

7.7.1. Empty Homes & Homes for Health – The underspend for the financial year is as expected as project plans for spend of the identified monies have been in development, Housing and Neighbourhoods Committee approved the spend in relation to empty homes in December 2018.

7.8. **IT, Communications and Marketing**

7.8.1. ICT Investment - A review of the ICT service provision in 2018/19 revised the timing and spend of ICT projects resulting in £65k of the £320k budget being spent in 2018/19. The remainder will be carried forward into the new financial year.

7.9. **Property and Asset Management**

7.9.1. Public Toilet Refurbishment Programme – The transfer of GYB Services staff into the Council, to manage the capital works and maintenance of the Council's assets, postponed the completion of the planned works in 2018/19. The remaining £110k balance is to be carried forward into 2019/20.

7.9.2. Esplande Resurfacing – There has been some delay to the works being completed partly due to the delay with the transfer of the property function from GYBS which

limited the amount of capital works that could complete be completed following the transfer in November but also it is more cost effective to undertake a larger area of refurbishment in relation to surfacing works so the budget will be carried forward to address a more significant area during the winter 2019/20 period.

- 7.9.3. Beach Huts – Of the £270k budget approved £91k has been spent in 2018/19 building the amenity block for the beach huts. The remaining balance is to be carried forward to be spent on the beach huts in line with sales.
- 7.9.4. Beacon Park Local Authority Trading Company: To date the Council has invested £4.7m in Equinox Enterprise Limited. The remaining balance is to be carried forward for future investments.
- 7.9.5. Beacon Park - Projects: Currently no significant works have been agreed but the roll forward reflects the current expected commitments in 2019/20 for infrastructure works.
- 7.9.6. Market Place Redevelopment – Members approved the allocation of the £1.2m in December 2018, this has been carried forward to 2019/20.
- 7.9.7. Energy Park - South Denes: £412k was spent on the project in 2018/19, further spend on this project is reliant on sites becoming available to enable works to be completed. The unspent budget will be rolled forward into the following financial year.

8. FUTURE FINANCIAL POSITION 2019/20 ONWARDS

- 8.1. The budget for 2019/20 was approved in February 2019. At the same time financial projections for the following two years to 2021/22 were also reported. The budget for 2019/20 approved a number of ongoing and new savings and these continue to be monitored with services as part of the overall budget monitoring processes.
- 8.2. Where service variances have occurred for 2018/19 these have been reviewed to identify future year implications. In addition, all underspends from 2018/19 will be reviewed to ensure future budgets are reflective of service requirements.
- 8.3. The forward financial projections from 2019/20 onwards make assumptions around the future funding from government support and known commitments and changes to service expenditure. Table 6 below provides a summary of the current reported funding gaps for the next three years.

Table 6 – Current Reported Funding Forecast			
	2019/20	2020/21	2021/22
	£000	£000	£000
Current Funding Gap ¹	87	1,508	2,365

- 8.4. The forward projections of expenditure and income will be updated to take account of the outturn position and also other spending/income pressures that have been identified

¹ As reported in the 2019/20 Budget Report, February 2019

outside of the budget process. These will be reported to Members as part of the Financial Strategy update to enable early preparation for the 2020/21 budget process which will be informed by the outcomes of a number of key pieces of national review work, namely Spending Review, Fair Funding Review and Business Rates Retention.

- 8.5. In addition, as part of the work on the financial strategy a review of all reserve balances will be carried out.

9. FINANCIAL IMPLICATIONS

- 9.1. The financial implications of the outturn report are detailed within the main body of the report and risk implications section.

10. RISK IMPLICATIONS

- 10.1. There are a number of financial risks that continue to face all Local Authorities in terms of funding both in the short and medium term, most significantly the future of the Local Retention of Business Rates and responding to spending pressures and changes in service demand. The more significant risks in relation to the outturn position for 2018/19 and the ongoing financial position are summarised below.
- 10.2. **Budget Pressures** - The outturn report has identified a number of year-end variances compared to the approved budget at the service level, some of which are significant for example lower income levels achieved, in addition turnover and vacancies savings have been highlighted, some of which have been offset by the use of interim and agency appointments and overtime pending recruitment. Some of the underspends for 2018/19 are in relation to ongoing savings which have already been factored into the 2019/20 base budget. The overall position and year end variances will be reviewed over the coming months as part of the early preparation work for future budget setting processes. The budget for 2019/20 made assumptions around achievement of income targets from fees and charges and future inflationary costs. The budget assumed a 2% pay award for 2019/20 and future years.
- 10.3. **Housing Benefit Subsidy** – as mentioned earlier in the report the outturn position includes the unaudited benefits subsidy position. Expenditure in the region of £30million has been incurred in the year to be recovered from subsidy payable by the Department for Work and Pensions (DWP). The final position will not be confirmed until the claim has been audited by the Councils external auditors and signed off by the DWP later in the year. There is a risk around changes to the claim and subsidy recoverable which is mitigated by the earmarked or general reserve to help mitigate the impact of any claw back from the DWP following the final audited subsidy claim.
- 10.4. **Business Rates Retention Scheme** – Local Authority funding from business rates continues to face risks around funding fluctuations due to increases and decreases in the rateable values (RV) of non-domestic properties and the outcome of appeals against RV. At the time of writing the report a draft outturn position was assumed for the level of retained income from business rates. The NNDR 3 return has been submitted and has been used to inform the outturn position along with the data included in the NNDR1 return. The NNDR returns do include assumptions around provisions for appeals and backdating, however these elements could be subject to fluctuations and therefore the

Collection Fund (Business Rates) earmarked reserve is held to mitigate some of the risks around fluctuations in business rates income.

- 10.5. **Future Funding** - The impact of a greater share of business rates retention from 2020/21 is yet to be fully quantified and understood, there have been a number of technical consultations to date, although there are no definitive timescales for the outcomes of the spending review, fair funding review and retention of business rates that will inform the funding allocations for Local Government from 2020/21 onwards. Assumptions on future funding will need to be made to inform the medium term financial strategy and future budget process. The Council continues to hold a general and number of earmarked reserves that can be used in the short term to mitigate any adverse impact on the overall financial position.

11. CONCLUSIONS

- 11.1. The outturn position on the general fund revenue account as at 31 March 2019 shows an underspend of £307k which has been allocated to the general reserves. The position as reported has been used to inform the production of the statutory accounts which are subject to audit by the Council's external auditors EY. The accounts will be presented to the Audit and Risk Committee on 29 July 2019.

12. **BACKGROUND PAPERS** – Budget monitoring reports, NNDR returns and Subsidy claims.

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

Area for consideration	Comment
Monitoring Officer Consultation:	
Section 151 Officer Consultation:	Author
Existing Council Policies:	
Financial Implications:	Within the report
Legal Implications (including human rights):	
Risk Implications:	
Equality Issues/EQIA assessment:	
Crime and Disorder:	
Every Child Matters:	

General Fund Summary Out Turn 2018/2019

	Original Budget 2018/19 £	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £
Net Cost of Services				
Executive	114,115	292,724	217,166	(75,558)
Housing	1,511,719	1,504,121	1,162,466	(341,655)
Inward Investment	3,026,364	2,744,844	3,295,173	550,329
Organisational Development	436,597	582,413	314,289	(268,124)
Planning and Growth	723,979	721,233	807,942	86,709
Customer Services	(372,186)	(543,396)	77,216	620,612
Property and Asset Management	370,090	240,297	1,184,354	944,057
IT, Communications and Marketing	618,358	592,667	769,171	176,504
Environmental Services	4,158,517	5,053,347	4,793,178	(260,169)
Finance	7	37,143	6	(37,137)
Savings to be allocated to a service	(200,000)	(200,000)	0	200,000
	10,387,560	11,025,393	12,620,962	1,595,569
Non Service Expenditure/Income				
Loan Interest Payable	809,113	809,113	710,177	(98,936)
Interest Receivable	(64,315)	(64,315)	(268,256)	(203,941)
Capital Charges Reversal	(1,230,134)	(1,530,134)	(2,812,992)	(1,282,858)
Revenue Contribution to Capital	0	0	148,162	148,162
Transfers To/From Earmarked Reserves	(921,258)	(1,563,729)	3,145,905	4,709,634
Transfers To/From General Reserve	0	0	(1,900,000)	(1,900,000)
Pension Back Funding	1,403,000	1,540,250	1,779,703	239,453
Parish Precepts & Concurrent Grants	411,663	411,663	411,673	10
Provision for Loan Repayment (MRP)	1,432,906	1,432,906	1,169,961	(262,945)
Accounting Adjustments - soft loans, acc absences	0	0	(1,707,557)	(1,707,557)
Vacancy Management & Apprenticeship Levy	(114,550)	35,500	31,002	(4,498)
	1,726,425	1,071,254	707,777	(363,477)
Income				
Council Tax - Parishes	(411,663)	(411,663)	(411,663)	0
Council Tax - Borough	(4,357,745)	(4,357,745)	(4,362,997)	(5,252)
Business Rates	(4,145,833)	(4,145,833)	(5,611,441)	(1,465,608)
Revenue Support Grant	(2,544,905)	(2,544,905)	(2,544,905)	0
New Homes Bonus	(627,700)	(627,700)	(627,700)	0
Other Grants	(31,199)	(31,199)	(77,295)	(46,096)
	(12,119,045)	(12,119,045)	(13,636,001)	(1,516,956)
(Surplus)/Deficit	(5,060)	(22,398)	(307,262)	(284,864)

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Note 1 Support Services Recharges:

Support Services Recharge variances are driven by the variances in direct costs and income identified under those services recharged across the Council.

Note 2 IAS19 Accounting Adjustment:

IAS19 requires services to recognise pension costs for employees as provided by the Council's Actuary, Hymans. These IAS19 addition pension charges do not impact on the yearend position as they are reversed under Appendix A as part of the Pension Back Funding line.

Executive

Executive Team	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	633,792	651,400	17,608	The budget did not include all of the incremental pay increases for 18-19 which resulted in an overspend at year-end of £16.8k while increased staff hours added an additional overspend of £5.4k.
Non-pay	17,186	28,342	11,156	This relates to combined overspends for conference fees, travel & subsistence where actual costs are above base budgets.
Gross Direct Income	(50,000)	(51,712)	(1,712)	No significant variances
Net Direct Expenditure/(Income) Total:	600,978	628,030	27,052	
Support Services Recharges	(604,790)	(752,410)	(147,620)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	124,405	124,405	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	(3,812)	24	3,836	

Legal	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	
Non-pay	240,000	298,572	58,572	This overspend relates to a stakeholder fee of £42k for additional activity above the contracted levels and an invoice relating to the previous financial year which was not accrued in the previous financial year.
Gross Direct Income	(30,000)	(67,663)	(37,663)	This over recovery of income is due to higher than anticipated 17-18 profit sharing of £22k and monies received from the recovery of court costs which were higher than expected budgeted level.
Net Direct Expenditure/(Income) Total:	210,000	230,909	20,909	
Support Services Recharges	(210,010)	(230,910)	(20,900)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	(10)			

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Equinox	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	
Non-pay	0	2,790,974	2,790,974	These reflect the intercompany transactions and the balance reflects costs in relation to the prior year that had not been accrued.
Gross Direct Income	0	(2,711,323)	(2,711,323)	
Net Direct Expenditure/(Income) Total:	0	79,652	79,652	
Support Services Recharges	0	0	0	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	0	79,652	79,652	

Town Centre Initiative	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	21,417	21,418	1	No significant variances
Non-pay	209,299	202,416	(6,883)	No significant variances
Gross Direct Income	(49,246)	(86,328)	(37,082)	Costs previously incurred for the Market Place Redevelopment Project are now to be recovered from the Business Rate Pool Funding allowing (£46.2k) to be transferred to reserves.
Net Direct Expenditure/(Income) Total:	181,470	137,505	(43,965)	
Support Services Recharges	0	0	0	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	181,470	137,505	(43,965)	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Corporate Costs	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	No significant variances
Non-pay	115,076	95,376	(19,700)	This underspend principally relates to External Audit where costs have not been as high as previously expected.
Gross Direct Income	0	(60)	(60)	No significant variances
Net Direct Expenditure/(Income) Total:	115,076	95,316	(19,760)	
Support Services Recharges	0	(95,330)	(95,330)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	115,076	(14)	(115,090)	
Total Executive:	292,724	217,166	(75,558)	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Housing

Housing Needs	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	479,779	615,467	135,688	Increased costs following a housing restructure which is offset by underspends within other housing services and recharging and allocation of costs to the HRA, increased housing teams to increase the output of homelessness prevention and new burdens works funded by additional grant in the year received in year of £116k.
Non-pay	301,192	510,015	208,823	B&B and rent payable costs overspent by a cumulative £139k. These are demand led services which have received increased requests within 2018/19. Income recovery figures have also increased to partly offset the overspend as per below. Overspend of £41k due to the purchase of the Locata system to better assist with the rising demand of housing enquiries. Homelessness and new burdens expenditure offset by funding received in year of £116k.
Gross Direct Income	(227,669)	(885,306)	(657,637)	Increased income recovery of £77k in line with increased service demand as per above. Homelessness and new burdens funding of £116k received in year to support increase in new burdens & homelessness projects. Grant funding of £426k moved to earmarked reserves to support new burdens & homelessness in future years.
Net Direct Expenditure/(Income) Total:	553,302	240,176	(313,126)	
Support Services Recharges	311,430	282,861	(28,569)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	111,996	111,996	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	18,515	11,806	(6,709)	No significant variances
Total:	883,247	646,838	(236,409)	

Housing Strategy	Revised Budget 2018/19 £	Actuals 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	73,869	77,462	3,593	No significant variances
Non-pay	49,273	63,876	14,603	Community Housing fund expenditure offset by earmarked reverses of £39k.
Gross Direct Income	0	(15,680)	(15,680)	No significant variances
Net Direct Expenditure/(Income) Total:	123,142	125,658	2,516	
Support Services Recharges	73,400	62,840	(10,560)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	14,769	14,769	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	24,437	23,792	(645)	No significant variances
Total:	220,979	227,059	6,080	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Traveller's Site/ Gapton Hall (NEW)	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	
Non-pay	0	63,159	63,159	This is a new service area. Unbudgeted sewage works were required at the site at a total cost of £15k. The overspend also reflects increased utility fees, site maintenance and clearance charges. Costs have been partial recovered from site income below.
Gross Direct Income	0	(34,575)	(34,575)	Rental and services income received from site to cover the increased costs highlighted above.
Net Direct Expenditure/(Income) Total:	0	28,584	28,584	
Support Services Recharges	0	19,570	19,570	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	0	48,154	48,154	

Private Sector Housing	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	80,590	54,215	(26,375)	Housing management restructure which mitigates increased costs included within other housing departments.
Non-pay	67,627	41,301	(26,326)	Handy person contractor withdrawal and minimal admin support resulted in reduced applications and costs received in year.
Gross Direct Income	(37,400)	(19,477)	17,923	No significant variances
Net Direct Expenditure/(Income) Total:	110,817	76,039	(34,778)	
Support Services Recharges	94,320	38,880	(55,440)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	10,769	10,769	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	205,137	125,688	(79,449)	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Safe at Home	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	307,952	308,712	760	No significant variances
Non-pay	45,283	36,844	(8,439)	No significant variances
Gross Direct Income	(276,727)	(366,766)	(90,039)	Increased income received from Safe at home fees of £33k.
Net Direct Expenditure/(Income) Total:	76,508	(21,209)	(97,717)	
Support Services Recharges	118,250	83,310	(34,940)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	52,627	52,627	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	194,758	114,727	(80,031)	
Total Housing:	1,504,121	1,162,466	(341,655)	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Inward Investment

Projects and Programmes	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	144,698	148,968	4,270	No significant variances
Non-pay	4,600	8,426	3,826	No significant variances
Gross Direct Income	0	0	0	
Net Direct Expenditure/(Income) Total:	149,298	157,394	8,096	
Support Services Recharges	36,760	209,890	173,130	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	41,486	41,486	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	186,058	408,770	222,712	

Parks and Outdoor spaces	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	
Non-pay	181,717	171,825	(9,892)	No significant variances
Gross Direct Income	0	(987)	(987)	
Net Direct Expenditure/(Income) Total:	181,717	170,838	(10,879)	
Support Services Recharges	27,720	11,740	(15,980)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	3,367	3,522	155	
Total:	212,804	186,100	(26,704)	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Outdoor Sports	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	
Non-pay	342,638	329,163	(13,475)	There is an £11k underspend to date on the Wellesley Recreation Ground project that is being carried forward to 2019/20 in line with the completion date. Below budget Outdoor Sports income has resulted in both lower costs, partially offset by a £6k bad debt provision, and lower income than budgeted. Steps have been taken to improve both the income and utilisation of outdoor sports.
Gross Direct Income	(112,726)	(96,218)	16,508	
Net Direct Expenditure/(Income) Total:	229,912	232,946	3,034	
Support Services Recharges	38,490	22,510	(15,980)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	33,434	290,989	257,555	Updated capital charges, notional charges and these do not impact on the bottom line.
Total:	301,836	546,445	244,609	

CCTV	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	
Non-pay	147,153	138,320	(8,833)	No significant variances
Gross Direct Income	(4,000)	(4,000)	0	
Net Direct Expenditure/(Income) Total:	143,153	134,320	(8,833)	
Support Services Recharges	22,410	17,880	(4,530)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	1,500	0	(1,500)	
Total:	167,063	152,200	(14,863)	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Culture and Leisure	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	21,001	40,889	19,888	The role of Cultural Lead was extended to the end of February 2019 this was originally budgeted for to the end of September 2018.
Non-pay	183,744	252,338	68,594	The variance refers specifically to additional funding for St George's Theatre Trust as previously approved by Committee.
Gross Direct Income	0	9,559	9,559	No significant variances
Net Direct Expenditure/(Income) Total:	204,745	302,787	98,042	
Support Services Recharges	42,290	55,800	13,510	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	8,018	8,018	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	247,035	366,605	119,570	

Voluntary Sector Grants	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	
Non-pay	93,500	96,767	3,267	No significant variances
Gross Direct Income	(53,000)	(53,000)	0	
Net Direct Expenditure/(Income) Total:	40,500	43,767	3,267	
Support Services Recharges	22,760	22,120	(640)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	63,260	65,887	2,627	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Indoor Leisure - Phoenix Pool & Marina Centre	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	
Non-pay	172,809	314,589	141,780	£74k of the variance reflects costs incurred in respect of the living wage. The remaining overspend of £63k refers to costs in relation to the new Marina Centre Project, these costs cannot be capitalised.
Gross Direct Income	0	0	0	
Net Direct Expenditure/(Income) Total:	172,809	314,589	141,780	
Support Services Recharges	26,460	38,520	12,060	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	392,415	386,500	(5,915)	
Total:	591,684	739,609	147,925	

Neighbourhood Management	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	360,942	335,570	(25,372)	This variance is a result of maternity leave partially offset by agency cover costs and a vacant post due to early retirement.
Non-pay	905,926	1,013,346	107,420	£113k expenditure on "Social Prescribing" offset by matching grant income from Norfolk County Council. Agency costs of £29.9k were incurred to cover maternity leave
Gross Direct Income	(868,583)	(991,235)	(122,652)	Additional income of (£119k) from Social Prescribing and £20k contribution to the Help Hub Co-ordinator role.
Net Direct Expenditure/(Income) Total:	398,285	357,681	(40,604)	
Support Services Recharges	(122,360)	(96,770)	25,590	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	55,662	55,662	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	275,925	316,573	40,648	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Waterways	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	155,979	102,981	(52,998)	Staff employed on the project started later than programmed.
Non-pay	161,862	23,178	(138,684)	Costs have not been incurred as originally programmed but are expected to be spent.
Gross Direct Income	(235,109)	(111,415)	123,694	Funding is claimed based on spending therefore the fall in costs noted above results in a fall in the income claimed.
Net Direct Expenditure/(Income) Total:	82,732	14,744	(67,988)	
Support Services Recharges	0	61,380	61,380	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	20,214	20,214	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	82,732	96,338	13,606	

Conservation	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	109,930	100,818	(9,112)	
Non-pay	106,095	152,805	46,710	Additional £30k costs which are being match funded by Historic England for Town Wall repairs, reflected in income variance below. Agency staff costs have been incurred to cover a vacant permanent post which has now been filled.
Gross Direct Income	0	(35,633)	(35,633)	As above.
Net Direct Expenditure/(Income) Total:	216,025	217,989	1,964	
Support Services Recharges	63,580	40,770	(22,810)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	18,917	18,917	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	26,129	90,049	63,920	Updated capital charges
Total:	305,734	367,726	61,992	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Economic Development	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	143,988	22,892	(121,096)	This underspend is as a result of the restructure of Economic Development. The underspent budget is being rolled forward to 2019/20
Non-pay	38,799	(10,490)	(49,289)	
Gross Direct Income	(1,500)	0	1,500	
Net Direct Expenditure/(Income) Total:	181,287	12,402	(168,885)	
Support Services Recharges	90,920	88,240	(2,680)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	3,160	3,160	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	272,207	103,802	(168,405)	

Enterprise GY	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	18,634	16,008	(2,626)	No significant variances
Non-pay	21,705	40,040	18,335	Both expenditure and income refers to the "Spirit of Enterprise"
Gross Direct Income	(1,833)	(15,320)	(13,487)	
Net Direct Expenditure/(Income) Total:	38,506	40,727	2,221	
Support Services Recharges	0	0	0	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	2,771	2,771	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	38,506	43,498	4,992	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Inclusion Project	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	28,291	28,291	
Non-pay	0	31,727	31,727	This is an unbudgeted project funded by the European Social Fund
Gross Direct Income	0	(60,019)	(60,019)	
Net Direct Expenditure/(Income) Total:	0	0	0	
Support Services Recharges	0	0	0	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	0	0	0	

Enterprise Zone	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	
Non-pay	0	917,417	917,417	Recognition of costs in relation to the Enterprise Zones (Beacon Park & South Denes) within the borough that are able to be recovered in agreement with the Local Enterprise Partnership and Enterprise Zone arrangement. These costs were not separately identified when the 2018/19 budget was set as a reliable methodology for estimating them had not been developed. These are offset by the income below.
Gross Direct Income	0	(1,015,797)	(1,015,797)	This represents income from business rates generated from the operation of the Enterprise Zones (Beacon Park and South Denes Energy Park) within the borough.
Net Direct Expenditure/(Income) Total:	0	(98,380)	(98,380)	
Support Services Recharges	0	0	0	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	0	(98,380)	(98,380)	

Total Inward Investment:	2,744,844	3,295,173	550,329	
---------------------------------	------------------	------------------	----------------	--

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Organisational Development

Corporate Strategy	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	80,039	70,532	(9,507)	Vacancy for part year.
Non-pay	1,250	3,858	2,608	No significant variances
Gross Direct Income	0	0	0	No significant variances
Net Direct Expenditure/(Income) Total:	81,289	74,390	(6,899)	
Support Services Recharges	(82,260)	(88,540)	(6,280)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	14,137	14,137	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	(971)	(13)	958	

Elections	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	148,344	120,064	(28,280)	An internal virement of pay costs to reflects the actual allocation of staff time. Further savings have been achieved due to reduced expenditure of (£10k) for casual staff compared to budget. These have enabled £17k of this combined underspend to be transferred to reserves to support anticipated election costs in 2019-20.
Non-pay	105,401	115,893	10,492	This full year figure results from an estimate of monies owed to HMRC in relation to an outstanding VAT claim for elections held in previous years, less savings in casual staff costs, postage and printing & stationery.
Gross Direct Income	(19,700)	(34,030)	(14,330)	Increased funding in relation to the Individual Electoral Register has been received which has not been reflected by increased costs.
Net Direct Expenditure/(Income) Total:	234,045	201,927	(32,118)	
Support Services Recharges	220,690	191,980	(28,710)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	14,202	14,202	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	454,735	408,108	(46,627)	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Licensing	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	67,953	90,320	22,367	This relates to pay costs transferred from Elections to acknowledge the dual role of two staff budgeted under this department.
Non-pay	27,496	28,104	608	No significant variances
Gross Direct Income	(276,013)	(317,334)	(41,321)	This underspend is a combination of various small balances for licensing income where out of a total of twenty four different types of licence, 63% are above budgeted levels.
Net Direct Expenditure/(Income) Total:	(180,564)	(198,910)	(18,346)	
Support Services Recharges	69,710	86,650	16,940	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	18,448	18,448	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	(110,854)	(93,812)	17,042	

Member Services	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	124,817	66,148	(58,669)	A pay vacancy has been held all year equating to (£41.8k) but this has partly been used to fund the costs of consultancy interim cover below. Further savings have been achieved of (£7.7k) for overtime and (£9.3k) for training. However £26.3k of this underspend has been transferred to reserves to cover the 'over-lap' costs of the new Corporate Services Manager and the current interim arrangement until August and expected increased costs due to new member training requirements in 2019-20.
Non-pay	300,272	312,285	12,013	An underspend has occurred as the budget anticipated 21 member allowances being paid for the year however as four members have dual Committee responsibilities they only receive one allowance, so only 17 allowances have been paid. This has resulted in full year underspends of (£16.8k) but this has been offset by an overspend for consultancy costs which is stated above.
Gross Direct Income	0	0	0	No significant variances
Net Direct Expenditure/(Income) Total:	425,089	378,433	(46,656)	
Support Services Recharges	(328,610)	(385,760)	(57,150)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	7,323	7,323	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	96,479	(5)	(96,484)	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Human Resources	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	437,529	347,703	(89,826)	The HR team were restructured during the year and although vacancies and savings were made for established posts these were reduced by increased costs for agency staff. The majority of this underspend is due to savings in training and (£70.5k) has been carried forward to reserves.
Non-pay	105,815	53,674	(52,141)	This consists of (£15k) saving on computers as the Nimbus software was not renewed this year, (£10.7k) for DBS checks which although additional monies were allocated were not required and £8.5k for recruitment costs to support the restructure. A further underspend of (£35.3k) has occurred due to the slippage of the HR & Payroll systems review and this has been carried forward to reserves.
Gross Direct Income	0	(1,138)	(1,138)	No significant variances
Net Direct Expenditure/(Income) Total:	543,344	400,239	(143,105)	
Support Services Recharges	(400,320)	(449,080)	(48,760)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	48,852	48,852	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	143,024	10	(143,014)	
Total Organisational Development:	582,413	314,289	(268,124)	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Planning and Growth:

Building Control	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	233,286	237,644	4,358	No significant variances
Non-pay	35,280	29,312	(5,968)	No significant variances
Gross Direct Income	(249,700)	(271,168)	(21,468)	More building inspection fee income received than budgeted.
Net Direct Expenditure/(Income) Total:	18,866	(4,212)	(23,078)	
Support Services Recharges	100,920	94,230	(6,690)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	46,607	46,607	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	119,786	136,625	16,839	

Development Control	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	522,767	466,218	(56,549)	Two staff vacancies during the year has resulted in an estimated underspend. This is partial offset by interim agency costs.
Non-pay	37,948	48,158	10,210	No significant variances
Gross Direct Income	(527,000)	(477,582)	49,418	Income for planning fees are lower than expected when the budget was set. Pre-application charging was implemented later in 2018 (October) than originally expected at budget setting time.
Net Direct Expenditure/(Income) Total:	33,715	36,795	3,080	
Support Services Recharges	127,370	90,730	(36,640)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	85,856	85,856	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	161,085	213,381	52,296	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Land Charges	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	42,558	45,819	3,261	No significant variances
Non-pay	41,178	33,416	(7,762)	No significant variances
Gross Direct Income	(188,100)	(113,818)	74,283	No significant variances
Net Direct Expenditure/(Income) Total:	(104,364)	(34,583)	69,781	
Support Services Recharges	62,930	44,520	(18,410)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	9,334	9,334	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	1,746	0	(1,746)	No significant variances
Total:	(39,688)	19,272	58,960	

Strategic Planning	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	345,984	310,210	(35,774)	A strategic planner post was vacant for much of the year.
Non-pay	64,361	50,175	(14,186)	No significant variances
Gross Direct Income	(39,345)	(87,633)	(48,288)	New burdens grant funding carried forward to 2019/20 when expenditure will be incurred.
Net Direct Expenditure/(Income) Total:	371,000	272,752	(98,248)	
Support Services Recharges	109,050	106,310	(2,740)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	59,602	59,602	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	480,050	438,664	(41,386)	

Total Planning and Growth:	721,233	807,942	86,709	
-----------------------------------	----------------	----------------	---------------	--

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Customer Services

Benefits	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	618,015	578,444	(39,571)	The forecast underspend is offset by under/over spends on Customer Services, Support Services and Revenues.
Non-pay	27,591,894	24,380,642	(3,211,252)	Additional New Burdens payment of (£13.7k) and additional Admin grant of (£41.1k) received.
Gross Direct Income	(28,454,106)	(25,446,610)	3,007,496	Funding for Universal Credit full transition service costs for (£186k) to be transferred to reserves
Net Direct Expenditure/(Income) Total:	(244,197)	(487,524)	(243,327)	
Support Services Recharges	380,258	435,313	55,055	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	110,844	110,844	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	136,061	58,633	(77,428)	

Crematorium and Cemeteries	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	181,502	181,945	443	No significant variances
Non-pay	583,558	555,621	(27,937)	The underspend is made up of a number of small variances however a (£13.1k) underspend on repairs and maintenance is being carried forward 2019/20
Gross Direct Income	(1,423,607)	(1,416,920)	6,687	No significant variances
Net Direct Expenditure/(Income) Total:	(658,547)	(679,354)	(20,807)	
Support Services Recharges	137,130	133,260	(3,870)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	35,722	35,722	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	59,248	454,385	395,137	Updated capital charges, notional charges and these do not impact on the bottom line.
Total:	(462,169)	(55,987)	406,182	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Customer Services	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	521,237	568,626	47,389	The forecast overspend is offset by under/over spends on Benefits, Support Services and Revenues.
Non-pay	3,311	1,891	(1,420)	No significant variances
Gross Direct Income	0	0	0	
Net Direct Expenditure/(Income) Total:	524,548	570,516	45,968	
Support Services Recharges	(632,740)	(681,320)	(48,580)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	110,797	110,797	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	(108,192)	(7)	108,185	

Support Services	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	159,538	172,826	13,288	The forecast overspend is offset by under/over spends on Customer Services, Benefits and Revenues.
Non-pay	5,659	4,531	(1,128)	No significant variances
Gross Direct Income	0	67	67	No significant variances
Net Direct Expenditure/(Income) Total:	165,197	177,424	12,227	
Support Services Recharges	(168,690)	(208,480)	(39,790)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	29,178	29,178	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	1,876	1,876	
Total:	(3,493)	(2)	3,491	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Car Parks	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	458,929	415,563	(43,366)	Staff costs are lower than budgeted due to the transfer of parking fines function to Kings Lynn
Non-pay	1,181,487	978,794	(202,693)	The large reduction in the net income payable to NCC of (£238k) against is as a result of the transfer of PCN processing and collection of income to Kings Lynn
Gross Direct Income	(3,041,725)	(2,525,218)	516,507	Car park income is lower than expected at £517k below budget, £270k relates to NCC (see above) the remainder relates to GYBC car parks which is £247k below budget at year end . This position will be closely monitored next year and action has been taken to improve the position where possible including a review of all car park costs and revenues.
Net Direct Expenditure/(Income) Total:	(1,401,309)	(1,130,861)	270,448	
Support Services Recharges	396,090	262,320	(133,770)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	64,162	64,162	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	25,036	35,562	10,526	
Total:	(980,183)	(768,817)	211,366	

Revenues	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	661,518	663,814	2,296	The forecast underspend is offset by under/over spends on Customer Services, Benefits and Support Services.
Non-pay	270,892	279,956	9,064	There is a reduction in legal and recovery costs of (£15k) due to the write off mentioned below
Gross Direct Income	(500,200)	(413,216)	86,984	A review of bad debts and subsequent write off has resulted in an under recovery of summons income of £150k. There is an increase in NNDR Admin income of (£53k)
Net Direct Expenditure/(Income) Total:	432,210	530,554	98,344	
Support Services Recharges	442,370	192,730	(249,640)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	120,112	120,112	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	874,580	843,396	(31,184)	
Total Customer Services:	(543,396)	77,216	620,612	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Property and Asset Management

Public Toilets	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	No significant variances
Non-pay	323,544	326,333	2,789	No significant variances
Gross Direct Income	(4,000)	(2,181)	1,819	No significant variances
Net Direct Expenditure/(Income) Total:	319,544	324,152	4,608	
Support Services Recharges	29,620	60,530	30,910	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	89,287	423,729	334,442	Updated capital charges, notional charges and these do not impact on the bottom line.
Total:	438,451	808,411	369,960	

Repairs and Maintenance	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	No significant variances
Non-pay	428,707	479,032	50,325	This variance relates to the GYBS Partnership transfer and the resulting changes in the allocation of costs/savings over other cost centres budgets to reflect this. For example footway lighting below.
Gross Direct Income	(249,000)	(225,175)	23,825	The 2018-19 Profit Sharing Income was lower than budgeted for both partners.
Net Direct Expenditure/(Income) Total:	179,707	253,857	74,150	
Support Services Recharges	18,980	54,520	35,540	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	214,735	252,225	37,490	Updated capital charges, notional charges and these do not impact on the bottom line.
Total:	413,422	560,602	147,180	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Footway Lighting	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	No significant variances
Non-pay	354,910	294,236	(60,674)	This underspend relates to the GYBS Partnership transfer and the resulting changes in the allocation of costs/savings over other cost centres budgets to reflect this. For example repairs and maintenance above.
Gross Direct Income	0	0	0	No significant variances
Net Direct Expenditure/(Income) Total:	354,910	294,236	(60,674)	
Support Services Recharges	18,000	54,860	36,860	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	61,230	64,194	2,964	
Total:	434,140	413,290	(20,850)	

Coast Protection	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	55,645	51,923	(3,722)	No significant variances
Non-pay	60,295	528,774	468,479	Unbudgeted costs incurred for repair work at Scratby and for a Hemsby option appraisal which should be recoverable below.
Gross Direct Income	(550)	(464,275)	(463,725)	Recovery of above costs from the Environment Agency.
Net Direct Expenditure/(Income) Total:	115,390	116,421	1,031	
Support Services Recharges	23,550	53,210	29,660	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	10,331	10,331	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	332,393	362,692	30,299	Updated capital charges, notional charges and these do not impact on the bottom line.
Total:	471,333	542,654	71,321	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Community Centres	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
--------------------------	---	-----------------------------------	-----------------------	-----------------

Gross Direct Expenditure:

Pay	0	0	0	No significant variances
Non-pay	11,683	11,424	(259)	No significant variances
Gross Direct Income	(3,152)	(3,639)	(487)	No significant variances
Net Direct Expenditure/(Income) Total:	8,531	7,784	(747)	
Support Services Recharges	10,700	6,310	(4,390)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	18,932	27,142	8,210	
Total:	38,163	41,236	3,073	

Construction Services	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
------------------------------	---	-----------------------------------	-----------------------	-----------------

Gross Direct Expenditure:

Pay	445	(4,563)	(5,008)	No significant variances
Non-pay	53,766	45,851	(7,915)	No significant variances
Gross Direct Income	(850)	0	850	No significant variances
Net Direct Expenditure/(Income) Total:	53,361	41,289	(12,072)	
Support Services Recharges	(568,400)	0	568,400	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	71,555	0	(71,555)	
Total:	(443,484)	41,289	484,773	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Council Offices - Town Hall	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	No significant variances
Non-pay	166,856	144,652	(22,204)	Although the expenditure for the cleaning contract reflects an underspend of (£13.7k) the costs have been received but included under the Partnership Contract charges and not separately identified. The balance of the underspend (£9.3k) is due to repairs & maintenance costs which are lower than budget.
Gross Direct Income	0	0	0	No significant variances
Net Direct Expenditure/(Income) Total:	166,856	144,652	(22,204)	
Support Services Recharges	0	(190,990)	(190,990)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	46,342	46,342	
Total:	166,856	4	(166,852)	

Council Offices - Greyfriars	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	No significant variances
Non-pay	96,394	76,554	(19,840)	Although the expenditure for the cleaning contract reflects an underspend of (£13.8k) the costs have been received but included under the Partnership Contract charges and not separately identified.
Gross Direct Income	0	(1,012)	(1,012)	No significant variances
Net Direct Expenditure/(Income) Total:	96,394	75,542	(20,852)	
Support Services Recharges	0	(83,250)	(83,250)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	7,710	7,710	
Total:	96,394	2	(96,392)	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Council Offices - Maritime House	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	No significant variances
Non-pay	45,706	34,467	(11,239)	Although the expenditure for the cleaning contract reflects an underspend of (£6.9k) the costs have been received but included under the Partnership Contract charges and not separately identified.
Gross Direct Income	0	0	0	No significant variances
Net Direct Expenditure/(Income) Total:	45,706	34,467	(11,239)	
Support Services Recharges	0	(39,020)	(39,020)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	4,560	4,560	
Total:	45,706	7	(45,699)	

Council Offices - Catalyst Centre	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	No significant variances
Non-pay	14,500	11,672	(2,828)	No significant variances
Gross Direct Income	0	0	0	No significant variances
Net Direct Expenditure/(Income) Total:	14,500	11,672	(2,828)	
Support Services Recharges	0	(16,450)	(16,450)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	4,783	4,783	
Total:	14,500	5	(14,495)	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Beach Huts	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
-------------------	---	-----------------------------------	-----------------------	-----------------

Gross Direct Expenditure:

Pay	16,000	0	(16,000)	No activity during year so no expenditure incurred
Non-pay	7,000	16	(6,984)	No activity during year so no expenditure incurred
Gross Direct Income	(24,500)	0	24,500	No activity during year so no income generated.
Net Direct Expenditure/(Income) Total:	(1,500)	16	1,516	
Support Services Recharges	2,370	14,350	11,980	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	870	14,366	13,496	

Easter Fayre	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
---------------------	---	-----------------------------------	-----------------------	-----------------

Gross Direct Expenditure:

Pay	2,000	2,695	695	No significant variances
Non-pay	20,000	22,469	2,469	No significant variances
Gross Direct Income	(15,265)	(15,775)	(510)	No significant variances
Net Direct Expenditure/(Income) Total:	6,735	9,389	2,654	
Support Services Recharges	9,680	5,200	(4,480)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	16,415	14,589	(1,826)	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Markets	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	60,578	62,936	2,358	No significant variances
Non-pay	197,734	194,755	(2,979)	No significant variances
Gross Direct Income	(261,869)	(250,497)	11,372	Income from two day market fees reflected an under recovery of £10k with a further £4k fall in income due to the food and craft fayres which did not take place during the year.
Net Direct Expenditure/(Income) Total:	(3,557)	7,195	10,752	
Support Services Recharges	86,430	85,730	(700)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	12,831	12,831	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	4,495	4,820	325	
Total:	87,368	110,576	23,208	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Go Trade	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
-----------------	---	-----------------------------------	-----------------------	-----------------

Gross Direct Expenditure:

Pay	32,413	30,984	(1,429)	Expenditure incurred was higher than budget but recovered below.
Non-pay	25,606	41,669	16,063	Expenditure incurred was higher than budget but recovered below.
Gross Direct Income	(37,995)	(56,591)	(18,596)	Income was higher than budgeted.
Net Direct Expenditure/(Income) Total:	20,024	16,062	(3,962)	
Support Services Recharges	0	0	0	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	20,024	16,062	(3,962)	

Bretts	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
---------------	---	-----------------------------------	-----------------------	-----------------

Gross Direct Expenditure:

Pay	0	0	0	No significant variances
Non-pay	28,782	29,945	1,163	No significant variances
Gross Direct Income	(43,401)	(45,173)	(1,772)	No significant variances
Net Direct Expenditure/(Income) Total:	(14,619)	(15,228)	(609)	
Support Services Recharges	9,250	8,220	(1,030)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	(5,369)	(7,008)	(1,639)	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Courts	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
--------	--------------------------------	--------------------------	---------------	----------

Gross Direct Expenditure:

Pay	0	0	0	No significant variances
Non-pay	11,555	1,749	(9,806)	No significant variances
Gross Direct Income	(24,019)	(14,795)	9,224	No significant variances
Net Direct Expenditure/(Income) Total:	(12,464)	(13,047)	(583)	
Support Services Recharges	12,420	10,040	(2,380)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	(44)	(3,007)	(2,963)	

South Denes Energy Park	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
-------------------------	--------------------------------	--------------------------	---------------	----------

Gross Direct Expenditure:

Pay	0	0	0	No significant variances
Non-pay	2,600	(420)	(3,020)	No significant variances
Gross Direct Income	(2,600)	31,181	33,781	This under recovery of income relates to the Norfolk Infrastructure funding previously anticipated in previous years which will not now be received.
Net Direct Expenditure/(Income) Total:	0	30,761	30,761	
Support Services Recharges	9,260	53,170	43,910	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	9,260	83,931	74,671	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Factory Units	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	No significant variances
Non-pay	59,382	108,894	49,512	Additional costs partly due to an increase to the bad debt provision of £52.6k
Gross Direct Income	(114,033)	(155,748)	(41,715)	This over recovery of income is due to rentals for the prior year being invoiced in the current financial year which were not included in the 2017-18 accounts.
Net Direct Expenditure/(Income) Total:	(54,651)	(46,854)	7,797	
Support Services Recharges	19,920	26,680	6,760	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	(34,731)	(20,174)	14,557	

Corporate Estates	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	19	20	1	No significant variances
Non-pay	420,834	525,735	104,901	Increased business rates costs of £37.5k have been incurred due to properties being empty. This is offset by a (£12.7k) reduction in insurance costs than anticipated when the budget was set. There has also been an overspend on both electricity £49.5k and water £26.5k which relates to one particular property, however this is recoverable from the occupier (and this is reflected in the income variance below). The balance is principally due to bad debts provision £55k and repairs & maintenance (£55k) where expenditure is less than budget although £16.1k has been carried forward to 2019-20.
Gross Direct Income	(2,426,499)	(2,579,562)	(153,063)	Recharges for electricity and water costs mentioned above equate to (£157k) which is partly due the recovery of 17-18 costs being higher than previously anticipated.
Net Direct Expenditure/(Income) Total:	(2,005,646)	(2,053,807)	(48,161)	
Support Services Recharges	472,590	593,790	121,200	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	7,124	17,082	9,958	
Total:	(1,525,932)	(1,442,935)	82,997	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Minerva House	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
---------------	--------------------------------	--------------------------	---------------	----------

Gross Direct Expenditure:

Pay	0	0	0	No significant variances
Non-pay	76,863	71,112	(5,751)	No significant variances
Gross Direct Income	(36,600)	(46,394)	(9,794)	No significant variances
Net Direct Expenditure/(Income) Total:	40,263	24,719	(15,544)	
Support Services Recharges	22,670	13,990	(8,680)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	62,933	38,709	(24,224)	

Onians	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
--------	--------------------------------	--------------------------	---------------	----------

Gross Direct Expenditure:

Pay	0	0	0	No significant variances
Non-pay	2,825	2,352	(473)	No significant variances
Gross Direct Income	(13,310)	(13,999)	(689)	No significant variances
Net Direct Expenditure/(Income) Total:	(10,485)	(11,647)	(1,162)	
Support Services Recharges	10,670	8,480	(2,190)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	185	(3,167)	(3,352)	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Property Services	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	565,531	664,023	98,492	This overspend does not reflect recharges to Capital & HRA which are included below in income equating to (£42.7k) and additional budget of (£15k) which is included under the GYBS Partnership Contract savings but has not been reallocated to this statement upon transfer. The remainder of the overspend is due to the combination of vacancy savings target, flex & holiday accrual and the under recovery of pay charges against budgeted levels.
Non-pay	18,190	21,767	3,577	No significant variances
Gross Direct Income	(22,060)	(11,256)	10,804	This under recovery of income relates to the Norfolk Infrastructure funding previously anticipated in this and previous years of £53k less the recharge income stated above.
Net Direct Expenditure/(Income) Total:	561,661	674,534	112,873	
Support Services Recharges	(409,720)	(804,190)	(394,470)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	129,652	129,652	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	151,941	(4)	(151,945)	

Beacon Park	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	No significant variances
Non-pay	328,227	333,567	5,340	No significant variances
Gross Direct Income	(919,844)	(716,145)	203,699	This under recovery of income is covered by an allocation from reserves in relation to the LEP contract.
Net Direct Expenditure/(Income) Total:	(591,617)	(382,578)	209,039	
Support Services Recharges	28,900	73,540	44,640	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	126,064	129,220	3,156	
Total:	(436,653)	(179,818)	256,835	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Property Building Services	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	0	0	No significant variances
Non-pay	218,549	154,735	(63,814)	This is a new cost centre created to reflect the orders raised by the transferees which were previously included under the GYBS Partnership. The underspend consists of (£20k) for the staff who transferred to Norse and (£43k) for repairs and maintenance although this later amount has been transferred to reserves to meet potential 2019-20 pressures.
Gross Direct Income	0	0	0	
Net Direct Expenditure/(Income) Total:	218,549	154,735	(63,814)	
Support Services Recharges	0	0	0	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	218,549	154,735	(63,814)	
Total Property and Asset Management:	240,297	1,184,354	944,057	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

IT, Communications & Marketing

ICT	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	291,653	277,487	(14,166)	Vacancy saving partially offset by agency costs.
Non-pay	879,198	967,861	88,663	Computer software costs across the business are overspend by £60k as previously reported, this position is under review. Management of the shared service SLA in year will result in efficiency savings since these figures have been reported.
Gross Direct Income	0	(1,347)	(1,347)	
Net Direct Expenditure/(Income) Total:	1,170,851	1,244,001	73,150	
Support Services Recharges	(1,275,040)	(1,353,250)	(78,210)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	52,672	52,672	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	86,670	56,585	(30,085)	
Total:	(17,519)	8	17,527	

Communications	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	177,423	116,391	(61,032)	Staff vacancies & a secondment have resulted in a (£61k) saving partially offset by agency staff mentioned below of £30k .
Non-pay	21,986	50,185	28,199	Agency staff costs of £30k covering staff vacancies
Gross Direct Income	0	(1,898)	(1,898)	No significant variances
Net Direct Expenditure/(Income) Total:	199,409	164,679	(34,730)	
Support Services Recharges	(202,000)	(158,550)	43,450	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	22,734	22,734	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	(2,591)	28,862	31,453	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Print and Design	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
------------------	--------------------------------	--------------------------	---------------	----------

Gross Direct Expenditure:

Pay	41,459	42,095	636	No significant variances
Non-pay	62,447	37,870	(24,577)	There is a (£16k) underspend from planned savings from running new printer equipment
Gross Direct Income	(12,500)	(5,874)	6,626	No significant variances
Net Direct Expenditure/(Income) Total:	91,406	74,091	(17,315)	
Support Services Recharges	(92,160)	(82,550)	9,610	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	8,466	8,466	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	(754)	6	760	

Tourism	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
---------	--------------------------------	--------------------------	---------------	----------

Gross Direct Expenditure:

Pay	175,458	152,098	(23,360)	Vacancy saving
Non-pay	377,764	308,553	(69,211)	An underspend of (£38k) on advertising, (£19k) on tickets for resale and (£19k) on What's On are partially offset by a £25k overspend on events.
Gross Direct Income	(282,963)	(192,171)	90,792	The reimbursement of costs from GYTA is down by £28k at the year end due to a post becoming vacant. Advertising income and sponsorship is £32k below budget with ticket sales and commission £20k below budget.
Net Direct Expenditure/(Income) Total:	270,259	268,479	(1,780)	
Support Services Recharges	241,190	315,810	74,620	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	17,721	17,721	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	511,449	602,010	90,561	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Civic and Portering	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
---------------------	--------------------------------	--------------------------	---------------	----------

Gross Direct Expenditure:

Pay	147,052	129,426	(17,626)	Vacancy savings partially offset by agency costs below
Non-pay	48,741	58,491	9,750	Agency costs of £4k incurred against vacancy saving above.
Gross Direct Income	(8,500)	(2,112)	6,388	No significant variances
Net Direct Expenditure/(Income) Total:	187,293	185,805	(1,488)	
Support Services Recharges	(189,600)	(205,320)	(15,720)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	19,519	19,519	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	(2,307)	5	2,312	

Mayor	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
-------	--------------------------------	--------------------------	---------------	----------

Gross Direct Expenditure:

Pay	0	0	0	
Non-pay	7,051	7,025	(26)	No significant variances
Gross Direct Income	0	0	0	
Net Direct Expenditure/(Income) Total:	7,051	7,025	(26)	
Support Services Recharges	0	13,370	13,370	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	7,051	20,395	13,344	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Events	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	0	1,457	1,457	No significant variances
Non-pay	7,798	14,069	6,271	No significant variances
Gross Direct Income	(12,000)	(14,743)	(2,743)	No significant variances
Net Direct Expenditure/(Income) Total:	(4,202)	784	4,986	
Support Services Recharges	101,540	117,100	15,560	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	97,338	117,884	20,546	
Total IT, Communications and Marketing:	592,667	769,171	176,504	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Environmental Services

Environmental Health	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	1,121,620	969,719	(151,901)	4 vacant posts throughout the year and a restructure within the department has resulted in a saving partly due to not yet recruiting to some of the posts.
Non-pay	736,878	839,531	102,653	The overspend is mainly due to demolition costs at Hemsby of £82k, although the majority of this has been funded from the Environment Agency grant funding as highlighted below. Net statutory funeral costs are (£19k) underspent compared to the level budgeted.
Gross Direct Income	(112,624)	(173,543)	(60,919)	Environment Agency grant balance of (£71k) to contribute to the demolition costs at Hemsby as highlighted above.
Net Direct Expenditure/(Income) Total:	1,745,874	1,635,707	(110,167)	
Support Services Recharges	289,120	234,520	(54,600)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	147,838	147,838	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	7,831	9,340	1,509	No significant variances
Total:	2,042,825	2,027,405	(15,420)	

Selective Licensing	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	76,746	77,339	593	No significant variances
Non-pay	13,803	16,456	2,653	No significant variances
Gross Direct Income	(141,460)	(93,464)	47,996	Support service recharges are not included in the funding of this scheme.
Net Direct Expenditure/(Income) Total:	(50,911)	331	51,242	
Support Services Recharges	50,911	44,040	(6,871)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	14,862	14,862	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	0	0	0	
Total:	0	59,233	59,233	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Grounds Maintenance	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
---------------------	--------------------------------	--------------------------	---------------	----------

Gross Direct Expenditure:

Pay	0	(2,387)	(2,387)	No significant variances
Non-pay	560,700	599,335	38,635	Additional tree works £14k have been recharged to NCC as highlighted below.
Gross Direct Income	(38,950)	(64,705)	(25,755)	(£22k) for additional tree works and an extra grass cut have been charged to NCC.
Net Direct Expenditure/(Income) Total:	521,750	532,243	10,493	
Support Services Recharges	57,650	45,550	(12,100)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	
Capital Charges	86,092	88,142	2,050	No significant variances
Total:	665,492	665,935	443	

Street Cleansing	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
------------------	--------------------------------	--------------------------	---------------	----------

Gross Direct Expenditure:

Pay	0	0	0	
Non-pay	875,546	881,280	5,734	No significant variances
Gross Direct Income	0	(17,428)	(17,428)	National community clean up DCLG funding. Grant has been carried forward to 2019/20 as only received in March 2019.
Net Direct Expenditure/(Income) Total:	875,546	863,852	(11,694)	
Support Services Recharges	50,490	19,000	(31,490)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	0	0	
Capital Charges	0	0	0	
Total:	926,036	882,852	(43,184)	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Waste Management	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	37,589	26,216	(11,373)	No significant variances
Non-pay	2,520,085	2,248,374	(271,711)	Waste disposal costs have a favourable variance of (£41k) as there is a decrease in tonnage being collected due to the national trend of product packaging reducing and the hot summer reducing the amount of garden waste collected. This is offset by a reduction in income as highlighted below. (£183k) saving as accrual from 2017/18 for special works was not required.
Gross Direct Income	(1,357,890)	(1,242,567)	115,323	The forecast variance reflects an increase in bulk waste collection income of (£25) as the scheme is still very popular with residents. The garden waste scheme has not increased as expected from the recycling officer initiative, resulting in an adverse variance of £100k for brown bin income. Recycling credits are also £38k less than budget due to the reduction in tonnage collected.
Net Direct Expenditure/(Income) Total:	1,199,784	1,032,023	(167,761)	
Support Services Recharges	83,310	102,720	19,410	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	5,369	5,369	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	135,900	17,641	(118,259)	Updated capital charges, notional charges and these do not impact on the bottom line.
Total:	1,418,994	1,157,753	(261,241)	
Total Environmental Services:	5,053,347	4,793,178	(260,169)	

Appendix B - General Fund Services - Budget monitoring and commentary Outturn 2018/2019

Finance

Finance	Current Budget 2018/19 £	Out turn 2018/19 £	Variance £	Comments
Gross Direct Expenditure:				
Pay	515,419	509,201	(6,218)	No significant variances
Non-pay	382,894	294,307	(88,587)	Insurance fund transactions transferred to earmarked reserve.
Gross Direct Income	(20,000)	(3,946)	16,054	Reduction in the number of insurance policies recharged.
Net Direct Expenditure/(Income) Total:	878,313	799,561	(78,752)	
Support Services Recharges	(843,170)	(888,990)	(45,820)	See note 1 at the top of this appendix which covers explanation for change in recharges.
IAS19 Accounting Adjustment	0	89,435	89,435	See note 2 at the top of this appendix which covers explanation for IAS19 charges.
Capital Charges	2,000	0	(2,000)	No significant variances
Total:	37,143	6	(37,137)	
Total Finance:	37,143	6	(37,137)	
Grand Totals:	11,225,393	12,620,962	1,395,569	

General Fund Reserves Schedule - 2018/19 OUTTURN		Closing Balance 31/03/18	Budgeted Movement 2018/19	Actual Movement (inc forecast) 2018/19	Updated Closing Balance 31/03/19	Budgeted Movement 2019/20	Closing Balance 31/03/20	Budgeted Movement 2020/21	Closing Balance 31/03/21	Budgeted Movement 2021/22	Closing Balance 31/03/22
Summary and Purpose of Reserve		£	£	£	£	£	£	£	£	£	£
Planning Delivery Grant	The reserve is planned to be used to provide service improvements in Planning, and deliver the Local Development Framework.	62,360	0	0	62,360	0	62,360	0	62,360	0	62,360
Insurance Fund	The Council budgets for a level of excess being charged to the Service Accounts annually. Any under provision is met from the Insurance Fund, and any surplus is transferred to the fund.	169,679	0	45,975	215,655	0	215,655	0	215,655	0	215,655
Town Centre Initiative	Earmarked for spend in relation to the town centre project.	253,147	(25,175)	(219,836)	33,310	(33,310)	0	0	0	0	0
SHARP Funding	The Council will utilise this funding for capital expenditure incurred in the Wellesley Rd, Sandown Rd, Euston Rd & Paget Rd areas.	493,039	0	(142,769)	350,270	0	350,270	0	350,270	0	350,270
Restricted use grant	This reserves holds unspent grants received for specific purposes for which the spend has not yet been incurred.	978,319	(24,000)	(37,709)	940,610	(169,195)	771,415	(37,802)	733,613	(20,815)	712,798
Invest to Save	To be used to fund one-off costs associated with projects that will deliver future efficiencies and savings including costs associated with restructures.	1,706,147	(175,341)	(116,897)	1,589,249	(134,076)	1,455,173	0	1,455,173	0	1,455,173
Specific budget	This reserve is utilised as expenditure is incurred.	102,327	0	0	102,327	67,520	169,847	(1,370)	168,477	(1,770)	166,707
LEGI	As costs are incurred, these are offset by the reserve.	523,671	0	0	523,671	(400,000)	123,671	0	123,671	0	123,671
Repairs and Maintenance	This reserve is utilised as expenditure is incurred.	298,846	0	53,407	352,253	0	352,253	0	352,253	0	352,253
Second Homes Council Tax	This reserve is utilised as expenditure is incurred.	155,962	0	0	155,962	(155,962)	(0)	0	(0)	0	(0)
Waste Management	This reserve is utilised as expenditure is incurred in relation to the service.	25,170	0	0	25,170	0	25,170	0	25,170	0	25,170
Collection Fund (Business Rates)	Earmarked to mitigate the fluctuations in business rate income between years.	2,545,615	0	740,362	3,285,976	(180,000)	3,105,976	80,201	3,186,177	0	3,186,177

General Fund Reserves Schedule - 2018/19 OUTTURN		Closing Balance 31/03/18	Budgeted Movement 2018/19	Actual Movement (inc forecast) 2018/19	Updated Closing Balance 31/03/19	Budgeted Movement 2019/20	Closing Balance 31/03/20	Budgeted Movement 2020/21	Closing Balance 31/03/21	Budgeted Movement 2021/22	Closing Balance 31/03/22
Summary and Purpose of Reserve		£	£	£	£	£	£	£	£	£	£
Community Housing Fund	This represents grants previously received to assist with the delivery of Community Housing.	618,603	0	(45,000)	573,603	0	573,603	0	573,603	0	573,603
Enforcement	Earmarked for enforcement related works to address issues and bring properties back into use.	47,590	0	(1,568)	46,022	0	46,022	0	46,022	0	46,022
Special Project Reserve	Earmarked as per the 2017/18 budget report for project spend and also for matched funding as appropriate.	812,362	(696,742)	(68,681)	743,681	(323,529)	420,152	(6,455)	413,697	0	413,697
Benefits/Revenues Reserve	Earmarking of grants and underspends to be used for the service and mitigation of subsidy impacts.	155,000	0	(10,379)	144,621	(72,311)	72,311	(72,311)	0	0	0
Homelessness	These Reserves are utilised as expenditure is incurred.	0	0	426,366	426,366	32,269	458,635	(147,263)	311,372	0	311,372
Coast Protection	Established as part of the 2019/20 budget process for match funding and mitigate one-off costs in relation to coast protection.	0	0	0	0	150,000	150,000	0	150,000	0	150,000
Empty Business Property Incentive Fund	Earmarking of funds to be used for incentivising bringing properties back into use. Policy to be developed.	0	0	0	0	100,000	100,000	0	100,000	0	100,000
Treasury Management	This reserve is held to mitigate year on year fluctuations of investment income received.	0	0	200,000	200,000	0	200,000	0	200,000	0	200,000
Asset Management	This reserve is held to mitigate the impact of fluctuations between financial years from income received from Council assets and properties, in addition it includes re-allocation from other reserves to be used for investments in Council assets including current and future asset enhancements.	0	0	1,900,000	1,900,000	0	1,900,000	0	1,900,000	0	1,900,000
Other Reserves	These Reserves are budget carry forwards to be used in future years	307,350	0	422,635	729,984	(729,984)	0	0	0	0	0
Total GF Earmarked Reserves		9,255,185	(921,258)	3,145,905	12,401,090	(1,848,577)	10,552,512	(185,000)	10,367,513	(22,585)	10,344,928
General Fund Reserve	Current recommended balance of £2.75 million (as at Feb 2019)	4,642,356	0	(1,592,739)	3,049,617	0	3,049,617	0	3,049,617	0	3,049,617
Total GF Reserves		13,897,541	(921,258)	1,553,166	15,450,707	(1,848,577)	13,602,129	(185,000)	13,417,130	(22,585)	13,394,545

Appendix D - General Fund Capital Programme - Detail - 2018/19 Outturn

Services & Projects	Expenditure £000				Outturn 1819 Financing - £000				2019/20
	Original Budget 1819	Revised Budget 1819	Outturn 2018/19	Variances	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts	Roll forward
Childrens Playground Refurbishment	£47	£56	£9	(£47)	£9				£47
Cobholm Skate Park	£100	£100	£1	(£99)	£1				£100
Wellesley CCTV	£0	£15	£0	(£15)					£15
Total: Neighbourhood Management	£147	£171	£10	(£161)	£10	£0	£0	£0	£162
Rebuilding sections of Factory Rd/Belvedere Rd/Nth Denes Rd Gt									
Yarmouth Cemetery Wall	£35	£15	£9	(£6)	£9				£6
St Nicholas Minster West Boundary Wall	£90	£96	£1	(£95)	£1				£95
New cremators	£0	£40	£1	(£39)	£1				£0
Replacement P&D Machines	£107	£107	£0	(£107)					£107
Parking Services - handheld devices (Rialto Civil enforcement)	£0	£21	£0	(£21)					£0
Total: Customer Services	£232	£279	£11	(£268)	£11	£0	£0	£0	£208
Marina Centre Refurbishment	£5,739	£5,730	£86	(£5,645)	£86				£5,645
33 King Street - THI & Preservation Trust project (REFCUS)	£0	£400	£392	(£8)		£250	£141		£0
The Waterways	£1,888	£2,371	£1,971	(£400)	£507	£1,464			£400
Total: Inward Investment	£7,626	£8,501	£2,448	(£6,053)	£592	£1,715	£141	£0	£6,044
Disabled Facilities Grant	£800	£1,232	£1,246	£14		£1,242		£4	£0
Empty Homes	£719	£719	£2	(£718)			£2		£719
Homes for Health	£400	£400	£0	(£400)					£400
Norfolk & Waveney Equity Loan Scheme	£8	£50	£0	(£50)					£50
Home Improvement Loans	£40	£36	£75	£39		£15		£59	£0
Total: Housing	£1,967	£2,437	£1,322	(£1,115)	£0	£1,258	£2	£63	£1,169
ICT Investment to deliver GYBC ICT Strategy	£291	£321	£65	(£255)	£65				£255
Postroom Scanners	£0	£2	£3	£1	£3				£0
Total: IT, Communications & Marketing	£291	£322	£68	(£254)	£68	£0	£0	£0	£255
Public Toilet Refurbishment Programme	£160	£165	£55	(£110)	£55				£110
Gorleston High Street car park resurfacing	£19	£19	£0	(£19)					£19
Cobholm Rugby Club roadway	£20	£20	£0	(£20)					£20
Yacht Station Improvements - welfare facilities	£12	£12	£10	(£2)	£10				£0
Footway Lighting	£100	£103	£47	(£56)	£47				£56
Esplanade Resurfacing	£336	£331	£0	(£331)					£331
Pops Meadow, Fiskes opening Gorleston CPO	£0	£5	£0	(£5)					£0
Beach Huts	£140	£270	£92	(£178)	£92				£178
Cycle Shed	£0	£42	£5	(£37)			£5		£37
Gorleston Paddling Pool /Splash Pad	£0	£400	£325	(£75)	£81	£244			£10
Beacon Park LATC - Phase 1/ Equinox	£4,335	£7,335	£2,700	(£4,635)	£2,700				£4,635
Beacon Park Projects	£1,500	£1,500	£91	(£1,409)		£91			£500
Market Place Redevelopment	£0	£1,200	£0	(£1,200)					£1,200
Energy Park - South Denes	£2,274	£2,320	£412	(£1,908)	£412				£1,908
Total: Property & Asset Management	£8,896	£13,722	£3,736	(£9,986)	£3,396	£335	£5	£0	£9,004
Overall Total	£19,159	£25,433	£7,596	(£17,837)	£4,078	£3,307	£148	£63	£16,843

Appendix E - General Fund Capital Programme - Detail - Updated 2019/20 Budget

Services & Projects	Expenditure £000		Revised Budget 1920 Financing - £000			
	Original Budget 1920	Revised Budget 1920	Borrowing	Grants & Contributions	Reveue/ Earmarked Reserves	Capital Receipts
Equinox Enterprises Limited Share Capital	£0	£1,058	£1,058	£0	£0	£0
Total: Executive	£0	£1,058	£1,058	£0	£0	£0
Childrens Playground Refurbishment	£40	£87	£87	£0	£0	£0
Cobholm Skate Park	£0	£99	£74	£25	£0	£0
Wellesley CCTV	£0	£15	£15	£0	£0	£0
Total: Neighbourhood Management	£40	£201	£176	£25	£0	£0
Rebuilding sections of Factory Rd/Belvedere Rd/Nth Denes Rd Gt						
Yarmouth Cemetery Wall	£0	£6	£6	£0	£0	£0
St Nicholas Minster West Boundary Wall	£0	£95	£95	£0	£0	£0
St Nicholas car park north Boundary Wall	£25	£25	£25	£0	£0	£0
Rebuilding sections of Great yarmouth Cemetry Wall - East Road	£25	£25	£25	£0	£0	£0
Replacement P&D Machines	£0	£107	£107	£0	£0	£0
King Street car parking spaces/ sub-station works	£19	£19	£19	£0	£0	£0
Total: Customer Services	£69	£277	£277	£0	£0	£0
Marina Centre Refurbishment	£0	£5,645	£5,645	£0	£0	£0
The Waterways	£0	£400	£94	£306	£0	£1
Total: Inward Investment	£0	£6,044	£5,739	£306	£0	£1
Disabled Facilities Grant	£1,000	£1,188	£0	£1,188	£0	£0
Empty Homes	£0	£718	£718	£0	£0	£0
Homes for Health	£0	£400	£0	£0	£400	£0
Norfolk & Waveney Equity Loan Scheme	£0	£55	£0	£0	£0	£55
Equity Home Improvement Loans	£0	£479	£0	£0	£0	£479
Total: Housing	£1,000	£2,840	£718	£1,188	£400	£534
ICT Investment to deliver GYBC ICT Strategy	£365	£620	£590	£0	£30	£0
Total: IT, Communications & Marketing	£365	£620	£590	£0	£30	£0
Public Toilet Refurbishment Programme	£155	£265	£265	£0	£0	£0
Footway Lighting	£100	£156	£156	£0	£0	£0
Gorleston High Street car park resurfacing	£0	£19	£19	£0	£0	£0
Cobholm Rugby Club roadway	£0	£20	£20	£0	£0	£0
Yacht Station Improvements - welfare facilities	£0	£2	£2	£0	£0	£0
Esplande Resurfacing	£0	£331	£331	£0	£0	£0
GY Flood Defence Scheme Epoch 2	£50	£50	£50	£0	£0	£0
Beach Huts	£145	£178	£178	£0	£0	£0
Cycle Sheds	£0	£37	£0	£0	£37	£0
Gorleston Paddling Pool /Splash Pad	£0	£10	£10	£0	£0	£0
Beacon Park Projects	£0	£500	£500	£0	£0	£0
Market Place Redevelopment	£0	£1,200	£1,200	£0	£0	£0
HMOs /Guesthouse Purchase & Repair Scheme	£0	£2,000	£2,000	£0	£0	£0
Energy Park - South Denes	£0	£1,908	£1,908	£0	£0	£0
Total: Property & Asset Management	£450	£6,677	£6,640	£0	£37	£0
Overall Total	£1,924	£16,659	£14,139	£1,519	£467	£535

Subject: Future Provision of the Council's Procurement Function

Report to: ELT – 3 June 2019
Policy and Resources Committee – 11 June 2019

Report by: Finance Director and Strategic Director

SUMMARY:

This report considers and presents for approval the future provision of the procurement service for the Council to be provided by South Norfolk District Council, initially until May 2020, with the option to extend for a further two years. The proposal will provide greater resilience for the procurement function and will include access to a team of procurement professionals and a wider range of skills.

RECOMMENDATIONS

- 1. That Policy and Resource approve under section 113 Local Government Act 1972 the proposal for South Norfolk Council to undertake the Council's procurement function up to May 2022 subject to a formal agreement being put in place between the parties;**
- 2. That a agreement be developed between Great Yarmouth Borough Council and South Norfolk Council to support the proposal with authority being delegated to the Finance Director and the Monitoring Officer (acting jointly) to determine and sign the terms of the agreement.**

1. BACKGROUND

- 1.1. The Council's procurement function is currently provided by an external specialist via a contract that is charged via a daily rate. This is currently via one individual and the council is now seeking a longer-term more sustainable solution to provide resilience.
- 1.2. The level of procurement activity varies across the council. The number of days utilized over the past two years has been between 45 and 60 days per annum. The nature of the advice and support ranges from day to day procurement enquiries to more strategic advice in relation to significant procurement projects. Based on past usage the anticipated annual future demand is likely to be in the region of 40-60 days.
- 1.3. ELT have considered proposals from two Local Authorities to provide procurement support to the Council and this report is now recommending a more formal arrangement to provide the procurement support moving forward.

2. OPERATING MODEL

- 2.1. A council can undertake its procurement function in a number of different ways. The council could establish its own procurement function and employ an office direct. This would likely mean employing a part time officer, with the associated challenges of recruiting someone suitably qualified and lacking resilience in the role when they are not at work.
- 2.2. Using a different operating model for the function can provide opportunity for greater resilience in the function, access to a wider range of specialist skills, provide greater flexibility and create opportunities for obtaining greater value for money.

- 2.3. The following outlines the objectives from the changes to the provision of procurement services:
- greater resilience in the function – ensuring the reliance on one single individual is reduced
 - access to a wider range of specialist skills – creating opportunities to be able to access skills through a wider range of procurement staff e.g. experience on complex capital projects, market analysis and market engagement
 - greater flexibility – creating opportunities for greater access to procurement staff and the provision of additional services such as training
 - opportunities for greater value for money – seeking to drive better value for money by reducing the overall cost of the service and/or identifying clearer opportunities to generate savings through procurement projects
- 2.4. With a view to achieving these benefits the council informally sought interest from other local councils to examine the benefits they could provide in undertaking this function and meeting the councils' needs.

3. CORE PROCUREMENT PRINCIPLES

- 3.1. To deliver an effective procurement function the council developed a brief stating it would be seeking any future provider to work in line with the following principles:
- Ensuring all procurement activity is legally compliant and following OJEU regulations
 - Enabling procurement activity to be undertaken in a timely manner to meet business requirements
 - Taking a commercial approach by seeking improved efficiency or better value for money through all future procurement activity
 - Adding value to procurement activity through contract terms, additional service features and robust negotiation
 - Ensuring all procurement is underpinned by sound governance, effective process, administration and record keeping
- 3.2. To enable potential suppliers to understand the council's specific needs the following requirements were articulated in the brief:
- Specifications and market engagement – the council may require procurement input, including legal advice, on the development or shaping of specifications to enable it to clearly outline its requirements.
 - Sourcing options – on more challenging procurement activities the council will require advice on the viability of sourcing options, for example, to transfer providers, set up a joint venture company, outsource or share services with another organisation.
 - Going to market – the council requires support on managing the overall process of going to the market for services, goods and projects including managing the procurement process, developing the tender, managing any pre-qualification process, evaluating suppliers, supporting any negotiation process and maintaining procurement documentation.
 - Liaison with Legal and Contract Managers – the council requires support to liaise with our legal function in the preparation, development and award of the contract and support the hand over to a Contract Manager.

4. PROPOSAL

- 4.1. South Norfolk produced a proposal to undertake the council's procurement function and through discussion and negotiation the council sought further added value and some

clarification on a number of specific points, including; the establishment of a clear procurement plan for 2019/20, review of the e-procurement system and the level of resilience within the South Norfolk service.

- 4.2. If the proposal is agreed, the council will review the current e-procurement system ahead of the current system provision end date in June 2020. There has been notable feedback on the existing system from both potential suppliers and staff.
- 4.3. In summary, South Norfolk is proposing to undertake the council's procurement function. This approach will provide the following benefits:
- Access to a small team of procurement professionals – including an experienced Procurement Manager being allocated to focus on the council's procurement work and providing resilience in the event of staff absence through the wider team
 - Access to a wider range of skills - access to other members of the team for specialist advice and support
 - A more effective e-procurement portal.
- 4.4. South Norfolk will provide a dedicated officer to undertake procurement activity and providing support and an online presence. The arrangement will mirror the council's current arrangement for internal audit. The South Norfolk team has experience of a wide range of procurement activities including large-scale capital projects as well as more traditional service contracts.
- 4.4. South Norfolk will provide up to 45 days support annually. Any unallocated days will be carried forward to the next year. If additional support is required beyond the 45 days the council can purchase these either as one-off days or in 'blocks' to achieve better value for money. A small number of additional days will be used in 2019 to enable capacity to be dedicated to the development of the first annual procurement plan and training on the new Delta procurement system.
- 4.5. If the proposal is agreed, the council will establish a series of operational performance indicators. These will monitor value for money and savings achieved through procurement activity as well as operational delivery of the contract.

5. RISKS AND FINANCIAL IMPLICATIONS

- 5.1. The key risk will be in ensuring sufficient resource is dedicated to the council's procurement needs. This issue has been addressed within the proposal and will be a core part of the partnership agreement to manage expectations around the capacity available to the council. South Norfolk will also ensure there is an on-site presence throughout the year. There will be a need for active tracking of the take up of support to ensure this is managed effectively and the number of additional support days is not excessive. This will be monitored within the Finance function.
- 5.2. The council runs the risk, as it does with its current arrangements, of having to draw on considerably more resource than the 45 allotted days. For example, to deal with a number of large capital projects, where applicable the time can be allocated to projects and funded as part of the overall project costs. The agreement will allow the flexibility to acquire additional days but these would be limited and, where possible, planned sufficiently in advance. This issue will be partly addressed by developing a clear annual procurement

plan to plan the use of resources.

- 5.3. The council has a procurement service budget of £25,000 for 2019/20. The transfer of the function to South Norfolk should create opportunities to achieve better value for money through its procurement function.
- 5.4. There is an opportunity for savings through effective procurement and a more active approach to procurement will identify these savings through the development of an annual procurement plan.

6. LEGAL

- 6.1. Under Section 113 of the Local Government Act (1972) the council can arrange for the discharge of any of its functions by another other local authority. The council currently has arrangements of a similar nature to undertake other functions, for example, internal audit.
- 6.2. The council will need to draft a partnership agreement with South Norfolk Council to formalise the arrangements outlined in their proposal.
- 6.3. The council is keen to ensure any local authority discharging the council's procurement function follows the appropriate procurement legislation and regulations. This will be embedded within the partnership agreement.
- 6.4. It is proposed that the partnership agreement is framed over the next three years, up to May 2022, with the contract being awarded on a 1+1+1 basis (with annual reviews). This will enable opportunities to refine working arrangements and provide flexibility in the arrangement.

Area for consideration	Comment
Monitoring Officer Consultation:	TBC
Section 151 Officer Consultation:	Yes
Existing Council Policies:	No
Financial Implications:	Yes
Legal Implications (including human rights):	Yes
Risk Implications:	Yes
Equality Issues/EQIA assessment:	No
Crime & Disorder:	No
Every Child Matters:	No

Subject: Review of the Data Protection Act (previously GDPR Policy) and Freedom of Information Act Policies

Report to: ELT – 3 June 2019
Policy and Resources Committee – 11 June 2019

Report by: Corporate Services Manager

SUBJECT MATTER/RECOMMENDATIONS

Following a review of the Council's Data Protection and Freedom of Information Act Policies several changes have been made to improve and bring the policies in line with current regulations if the policies are approved they will be published on the Council's website.

Members are asked to:-

- Approve the revised Data Protection Act (previously GDPR Policy).
- Approve the revised Freedom of Information Act Policy

1. INTRODUCTION

The following policies have been reviewed and updated in line with current legislation:

- Data Protection Act (formerly General Data Protection Regulations GDPR)
- Freedom of Information Act

The Interim Data Protection Officer having reviewed the current General Data Protection Regulations and Freedom of Information Policies has made a number of changes to the Policies to update and bring the policies in line with legislation

Data Protection (formerly General Data Protection Regulations GDPR)

The original policy contained a large amount of detail with regard to the background

to the General Data Protection Regulations and the Data Protection Principles. The review has allowed for the policy to be reduced significantly to provide a more up to date and robust version and has been retitled to the Data Protection Policy.

Since the policy was introduced the Council have nominated Information Champions across all services of the Council who have all received training this addition has been added in to the responsibilities section within the revised policy.

The revised policy also contains amended details of the following: -

- The Council's complaints and internal review process
- Contact information for the Information Commissioners Office.

The policy will be reviewed every two years, the next review will be in 2021.

Freedom of Information

Following a review of the Freedom of information policy a small number of amendments have been made:-

- Page numbers have been added
- Wording within the policy has been amended to bring the information up to date with regard to the Data Protection Act 2018.
- Reference to facsimiles has been removed
- Contact details for the Information Commissioners website has been added

2. FINANCIAL IMPLICATIONS

None

3. RISK IMPLICATIONS

None

4. RECOMMENDATIONS

Members are asked to:-

- Approve the revised Data Protection Act (previously GDPR Policy)

- Approve the revised Freedom of Information Act Policy

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

Area for consideration	Comment
Monitoring Officer Consultation:	Yes
Section 151 Officer Consultation:	No
Existing Council Policies:	Yes
Financial Implications (including VAT and tax):	No
Legal Implications (including human rights):	No
Risk Implications:	No
Equality Issues/EQIA assessment:	No
Crime & Disorder:	No
Every Child Matters:	No



Data Protection Policy Summary

This policy forms part of the Council's data and information handling policies and should be read in conjunction with the Freedom of Information and Environmental Information Policies.

This policy has been written to ensure that the council complies with its obligations and statutory requirements under the General Data Protection Regulations (EU) 2016/679 and the Data Protection Act 2018.

This policy seeks to establish a standard set of conditions, and a framework for data protection within the Council. The Policy is designed to ensure that there are clear internal arrangements for the effective management of data protection.

Date of Policy:	May 2019
Policy Owner:	Data Protection Officer
Ratified by:	ELT
Next Review Date:	May 2021



Great Yarmouth Borough Council
Data Protection Policy

Author	Emma Pheby
Date	May 2019
Last Review Date	May 2019
Review Changes	
Version	1.0 (Replaces previous GDPR Policy)
Document Status	Draft

1. Policy Statement

- 1.1 Great Yarmouth Borough Council lawfully processes information about its residents, Members, employees, customers and other individuals in order to carry out its everyday business and to fulfil its public functions.
- 1.2 Great Yarmouth Borough Council is committed to protecting the rights of privacy and processing will be conducted fairly, lawfully and transparently in accordance with the General Data Protection Regulation (EU 2016/679), the Data Protection Act 2018, Guidance issued by the Information Commissioner's Officer (the ICO) and all other applicable data protection law ('**Data Protection Legislation**').
- 1.3 Data subjects have legal rights including the right to request: access to their data; rectification of an error; erasure of their details; restriction of processing; portability of their data; and to object to processing. To find out more about these rights please see paragraph 7.
- 1.4 This Policy must be read and complied with by all permanent staff, temporary staff, Councillors, Partner Organisations, other authorised third parties (suppliers and contractors) and all other authorised users. It must be adhered to when processing any of Great Yarmouth Borough Council's personal data.
- 1.5 This policy is open to all internal and external stakeholders and is available on the Council's website.

2. Responsibilities

- 2.1 Data Protection Legislation requires all public authorities to designate a Data Protection Officer. The Data Protection Officer for Great Yarmouth Borough Council is involved in matters which relate to the protection of personal data and is required to monitor compliance, provide advice and to cooperate/communicate with the Regulator as required. In the absence of the Data Protection Officer there will be a duly designated person or persons who will deputise.
- 2.2 The Senior Information Risk Owner (SIRO) is responsible for ensuring information assurance controls are in place.
- 2.3 The Strategic Leadership Team is responsible for developing and encouraging robust information handling practices within the Council.
- 2.4 Data champions have been nominated from across the Council who have received additional training and help to ensure that all the Council services maintain our high standards.
- 2.5 Beyond this, compliance with Data Protection Legislation is the responsibility of everyone that processes personal data on behalf of the Council. The Council, through its staff, Members and authorised third parties, is responsible for ensuring that any personal data is processed in accordance with Data Protection Legislation.

3. Data Protection Legislation Principles

3.1 All processing of personal data must be done in accordance with the data protection principles as prescribed in Data Protection Legislation:

- a. Personal data shall be processed lawfully, fairly & transparently (**'lawfulness, fairness and transparency'**);
- b. Personal data shall be collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes (**'purpose limitation'**);
- c. Personal data shall be adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed (**'data minimisation'**);
- d. Personal data shall be accurate and, where necessary, kept up to date; every reasonable step must be taken to ensure that personal data that are inaccurate, having regard to the purposes for which they are processed, are erased or rectified without delay (**'accuracy'**);
- e. Personal data shall be kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed (**'storage limitation'**);
- f. Personal data shall be processed in a manner that ensures appropriate security of the personal data, including against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures (**'integrity and confidentiality'**).

3.2 Furthermore, as a Data Controller Great Yarmouth Borough Council are responsible for, and required to demonstrate compliance with the principles (**'accountability'**). The Council's accountability is demonstrated in numerous ways, including:

- The provision of mandatory data protection training, refresher training and advanced training for Data Champions;
- The assignment of responsible individuals across the organisation (as set out at Section 2) including the assignment of the Data Protection Officer and Data Champions from across service areas who help to maintain high standards of data privacy and attend regular meetings;
- Through the application of Council policies which are all regularly reviewed, promoted and accessible and read by all new employees.
- Through a robust internal audit system.

4. Lawful Processing

4.1 Personal data will be lawfully processed by the Council at all times. There are six ways in which lawful processing can occur, however only five of these are

available to the Council as a public authority in the performance of their public tasks.

- 4.2 The ways of lawful processing under Article 6(1) GDPR are:
- a. The data subject **consents** to the processing for one or more specific purpose.
 - b In the performance of a **contract** to which the data subject is a party
 - c. In compliance with a **legal obligation**.
 - d. It is necessary to protect the **vital interests** of the data subject
 - e Processing is necessary for the performance of a task carried out in the public interest or in **the exercise of the official authority** vested in the controller.
 - f. Processing is necessary for the purposes of the **legitimate interests** pursued by the controller or by a third party except where such interests are overridden by the interests or fundamental rights and freedoms of the data subject which require protection of personal data, in particular where the data subject is a child.
- 4.3 When Great Yarmouth Borough Council exercises its official obligation to provide services, the lawful ground generally used will be Article 6(1)(e).
- 4.4 Consent - The Council hereby acknowledges the Regulator's Guidance on Consent which identifies that public authorities will rarely be able to use consent as their lawful processing ground. However, where consent is the lawful processing ground used this will be:
- a) Clearly identified and sought in a transparent, plain and clear manner ensuring compliance with the ICO's guidance.
 - b) Able to put individuals in control of their data, build trust and engagement and maintain the Council's high-standards.
 - c) Important in providing genuine choice and control. It will be an affirmative action and will not be deemed or gathered by pre-ticked or opt-out boxes.
 - d) As easy to withdraw as it was to provide consent. We will clearly explain how consent can be withdrawn and continue to do so in future interactions.
 - e) Reviewed and refreshed regularly.
 - f) Acted upon, ensuring that appropriate action is taken to prevent further processing where consent is withdrawn.

Any questions in regards to these matters should be directed to the Data Protection Officer.

5. Privacy Notices

- 5.1 When we collect personal information from data subjects we will be clear and transparent about this in what is termed, a Privacy Notice. Data Protection Legislation stipulates the information which must be provided.

You can see further details of our privacy notices both on the specific forms and on our website here: <https://www.great-yarmouth.gov.uk/privacy>

5.2 A privacy notice includes the details as set out under the GDPR at Article 13. We set this out in a clear and accessible manner explaining details such as:

- Who we/the joint data controller is;
- The contact details of the Council's Data Protection Officer;
- The purpose we are collecting the data for and our legal basis for doing so;
- The recipients of this data;
- How long we store this data for or otherwise our retention criteria;
- Your rights
- And dependent upon the issue, we may also include additional information in compliance with the legislation.

Please note sometimes this information will be layered.

5.3 The Council values feedback to ensure we follow best practice and provide clear and transparent information to all our customers. Therefore if you have any feedback in this regard please contact us at gdpr@great-yarmouth.gov.uk

6. Security of Data

6.1 The Council implements appropriate technical and organisational measures to ensure a level of security appropriate to the risks.

6.2 All staff are responsible for ensuring that any personal data which they hold is kept securely and that they are not disclosed to any unauthorised third parties.

6.3 All personal data should be accessible only to those who need to use it. To ensure an appropriate level of security, we will consider the following:

- Storing the data in a secure access controlled room;
- Storing the data in a locked drawer or filing cabinet;
- If computerised, we will limit accessibility and ensure it is kept on a secure system;
- If it is required to be taken off site, storage will be considered on an encrypted disk or where it is in paper form, in a locked case.
- Care will be taken to ensure that PCs and screens are only visible to authorised individuals.
- Computer passwords will be kept confidential.

6.5 We ensure that care is taken with the safe disposal or deletion of data ensuring systematic and secure destruction in line with the Council's Records Management Policy and the Retention Schedule.

6.6 Where data is transferred to a third-party individual or organisation, we take steps to ensure that the data remains secure both in transit and upon receipt. We cannot however be held responsible for data once it reaches the third party unless they are an authorised data processor for the Council, in which

case we take due diligence to ensure they meet Council standards of security.

6.7 The Council has in place measures which ensure compliance with security requirements.

6.8 The Council is committed to ensuring that any data breaches are promptly reported internally and robustly investigated by the Data Protection Officer and that mitigating steps are taken at the earliest opportunity. Where legally required the Data Protection Officer will notify the Information Commissioner's Office of any relevant breaches in line with the Council's Breach Notification Procedure.

7. Rights of Data Subjects

7.1 Data Protection Legislation provides individuals with the right to:

- i) access their data;
- ii) port their data;
- iii) erase their data;
- iv) object to the processing;
- v) rectify their data;
- vi) restrict the processing

7.1.1 The rights set out at 7.1 are not absolute rights and may be dependent upon the lawful processing ground used. Furthermore, they may be subject to an exception or an exemption as set out under Data Protection Legislation.

7.1.2 We will take reasonable authentication steps to verify your identity. We will ordinarily request to see two original forms of identification as detailed on our Subject Access Request Form.

7.1.3 Where one of the rights detailed at 7.1 are exercised, these will be actioned by the Council without undue delay and ordinarily within one calendar month. This time may, on occasion, be extended by up to two months, in compliance with Data Protection Legislation. Where it is necessary to extend this time we will the data subject of the reasons for this delay.

7.2 The Data Protection Officer

7.2.1 The Data Protection Officer and team can be contacted by e-mail at gdpr@great-yarmouth.gov.uk

7.3 Subject Access Request

A subject access request made in electronic form will ordinarily be responded to in the same format, unless otherwise requested.

A charge will not usually be made for a subject access request. Data Protection Legislation prescribes that a charge could only be made whereby further copies of personal data are requested by a data subject. However in those circumstances, the Council will make an assessment as to whether we have the resources to deal with the request in line with Article 12 (5) of the GDPR or whether this will be refused under Article 12(5)(b).

8. The Regulator – The Information Commissioner’s Office

You also have a right to lodge a complaint with the Information Commissioner’s Office:

Information Commissioner’s Office,
Wycliffe House,
Water Lane, Wilmslow,
Cheshire, SK9 5AF
<https://ico.org.uk/>

(t) 0303 123 1113

9 Disclosure of Data

9.1 Personal data may be lawfully disclosed where one of the following conditions apply:

- The individual has given their consent (eg. a member of staff or a customer has consented for the Council to correspond with a named third party).
- There is a Power of Attorney in place which authorises a third party to act on behalf of the data subject in relation to that issue.
- This is allowed by legislation. The Data Protection Act 2018 sets out exemptions from GDPR at Schedules 2 and 3.

10 Freedom of Information Act 2000

10.1 The Freedom of Information Act 2000 allows the public access, subject to certain exemptions, to all types of non-personal information held by public authorities, including this Council. However, requests for personal information will be dealt with under Data Protection Legislation. See Great Yarmouth Borough Council’s Freedom of Information Policy for further information.

11 Complaints and Internal review

11.1 Great Yarmouth Borough Council’s ‘Comments and Complaints Procedure’ (available on the Council’s website) will be applied in the event of any complaints received.

You can also request an internal review of our decision regarding the exercise of your rights or in regards to how we process personal data.

14.2 If you wish to request an internal review of our decision regarding the exercise of your rights please contact the Council's Data Protection Officer. We will undertake a review both of the information collected and the decision made and ordinarily respond to you within one calendar month. Where this is complex and additional time is required we will let you know at the earliest opportunity that an extension is required.

12 IMPLEMENTATION

This policy will initially be implemented through the Chief Executive and Strategic Directors of the Council.

A email will be sent to all employees to make them aware of the policy.

It is the responsibility of managers to ensure that new staff receive information about this Policy, and should be part of any local induction where appropriate. Human Resources will add the Policy to its list of policy issues provided to any new starters. Managers must also ensure that any changes to this policy are effectively communicated within their areas of responsibility.

All staff under data protection training and will undertake a yearly refresher course covering the basic principles of the Data Protection Act or must pass a test to show their understanding. Furthermore, the Council has data champions across the Council who have received additional training who will assist the Council with cascading information regarding data protection.

13. COMPLIANCE

Managers are responsible for ensuring that staff are aware of the location of this policy. In addition, Managers are responsible for keeping staff up to date about any changes within the policy.

All staff are obliged to adhere to this Policy.

14. EQUALITY IMPACT ASSESSMENT

There are no Equality Impact issues with this policy; however specific procedures

used to enact the policy must be evaluated separately.

15. HEALTH AND SAFETY

There are no Health and Safety implications with this policy.

16 REFERENCE DOCUMENTS

This Policy should be read in conjunction with the following legislation, regulations and Council policies:

- Freedom of information Act Policy
- Environmental Information Regulations Policy
- Data Protection Impact Assessment Policy

17 DISTRIBUTION

This Policy will be available for all the Council's designated locations. Copies will also be available from the 'I' drive and on the Council's Internet and Intranet web sites.

18 REVIEW

This Policy will be reviewed every two years with the next review date being May 2021. Reviews will be subject to scrutiny and, from time to time, updates and re-issues will be circulated. However, the policy will be reviewed sooner if a weakness in the policy is highlighted, in the case of new risks, and/or changes in legislation.



Freedom of Information Act Policy Summary

This policy forms part of the council's data and information handling policies and should be read in conjunction with the Data Protection Act and Environmental Information Policies.

This policy has been written to ensure that the council complies with its obligations and requirements under the Freedom of Information act.

This policy seeks to establish a standard set of conditions, and a framework for transparency of information within the Council. The Policy is designed to ensure that there are clear internal arrangements for the effective management of information transparency.

Date of Policy:	May 2019
Policy Owner:	Data Protection Officer
Ratified by:	EMT
Next Review Date:	May 2021



Great Yarmouth Borough Council

Freedom of Information Policy

Author	Data Protection Officer
Date	May 2019
Last Review Date	May 2019
Review Changes	May 2021
Version	3.0
Document Status	Final

1.0 INTRODUCTION	4
1.1 Policy Rationale	4
1.2 Scope	4
1.3 Principles.....	4
2.0 FREEDOM OF INFORMATION ACT POLICY.	5
2.1 Introduction.....	5
2.2 Aim.....	5
2.3 Scope.....	5
2.4 Objectives.....	6
2.5 Policy Statement.....	6
2.6 Publication Scheme.....	6
2.7 Codes of Practice	6
2.8 Information Held	7
2.9 Provision of Advice and Assistance	7
2.10 Requests for Information	7
2.11 Provision of Information	7
2.12 Transfer of Requests	8
2.13 Fees and Charges	8
2.14 Exemptions	9
2.15 Refusals.....	9
2.16 Vexatious and Repeat Requests.....	10
2.17 Training.....	10
2.18 Responsibilities	10
2.19 Complaints	12
2.20 Policy Review	12
3.0 IMPLEMENTATION AND COMPLIANCE	13
3.1 Implementation	13
3.2 Compliance	13
4.0 EQUALITY IMPACT ASSESSMENT.....	13
5.0 HEALTH AND SAFETY	13
6.0 REFERENCE DOCUMENTS.....	13
7.0 DISTRIBUTION	14
8.0 REVIEW.....	14

1.0 INTRODUCTION

This policy forms part of the council's data and information handling policies and should be read in conjunction with the Data Protection and Environmental Information Policies.

1.1 POLICY RATIONALE

This policy has been written to ensure that the council complies with its obligations and requirements under the Freedom of Information Act.

The Council is of the view that there is a need to ensure that an agreed standardised approach is being taken to information transparency, in order to ensure compliance with legal and audit requirements.

This policy seeks to establish a standard set of conditions, and a framework for transparent information within the Council.

1.2 SCOPE

This Policy will apply to all Council employees.

1.3 PRINCIPLES

The Policy is designed to ensure that there are clear internal arrangements for the effective management and release of information.

2.0 FREEDOM OF INFORMATION ACT POLICY.

2.1 Introduction

The Freedom of Information Act 2000 (FOIA) “provides an over-arching right of access to all information held by a local authority, over and above existing statutes relating to specific service areas where authorities hold a large range of information”.

Individuals have a separate right of access to their personal information under the General Data Protection Regulation 2016/679 and Data Protection Act 2018. Great Yarmouth Borough Council's Data Protection Policy provides further information.

The FOIA allows public access to recorded information held by local authorities. The FOIA allows access to information regardless of when that information was created or how long it has been held, and also sets out exemptions, as well as places a number of obligations on public authorities. The FOIA came into force on 1 January 2005.

The FOIA requires Great Yarmouth Borough Council to produce and maintain a Publication Scheme and to comply with requests for information (unless exempt from disclosure).

This policy should be read in conjunction with the Council's ICT Strategy, Data Protection Policy and Records Management and Data Retention Policy.

2.2 Aim

The aim of this policy is to:

- provide a framework that ensures that the Council complies with the FOIA;
- promote transparency of decision making by the Council;
- improve and enhance the democratic process; and
- build public trust and confidence.

This policy will be available to all internal and external stakeholders and will be on the Council's website www.great-yarmouth.gov.uk.

2.3 Scope

Records can be defined as “information that is written on paper or stored on computer so that it can be used in the future”. Records covered by this policy

include all Great Yarmouth Borough Council records (irrespective of the medium) which belong to or are in the custody of the Council or any of its officers and members. This policy will apply to all Great Yarmouth Borough Council officers, members, contractors, partners, consultants and service providers who have access to the Council's records. Failure of a contractor/partner/consultant/service provider to comply could lead to legal action and the cancellation of a contract.

2.4 Objectives

Great Yarmouth Borough Council will ensure that:

- responsibility for Freedom of Information (FOI) within the organisation is assigned to a suitably trained team;
- everyone managing and handling FOI requests are appropriately trained and supervised;
- anyone wanting to make enquiries about FOI requests, whether a member of staff or a member of the public, knows what to do;
- queries about handling FOI requests are promptly and courteously dealt with in compliance with the legislation, and
- methods of handling FOI requests are regularly assessed and evaluated.

2.5 Policy Statement

Great Yarmouth Borough Council will increase the access given to individuals to information to promote openness and transparency of decision making by the Council.

2.6 Publication Scheme

As required by the FOIA, Great Yarmouth Borough Council has adopted and maintains a Publication Scheme as a guide to the information that it holds which is publicly available. Any individual or organisation who requests it will be informed whether the Council holds the information and, subject to exceptions or exemptions, be supplied with it. The Publication Scheme, which is available on the Council's website at www.great-yarmouth.gov.uk, will be reviewed on a regular basis.

2.7 Codes of Practice

The Act has created two codes of practice:

- *Access Code (Section 45)* – This deals with how to handle requests for information including the level of advice and assistance expected; transferring requests from one public authority to another; and consulting with third parties who may be affected by the release of information.

- *Records Management (Section 46)* – Public authorities must have good records management procedures in place to comply with its obligations under the FOIA.

2.8 Information Held

Great Yarmouth Borough Council holds information as long as necessary to enable it to perform its functions. Every effort is made to ensure that the information is accurate and up-to-date and that inaccuracies are corrected quickly.

2.9 Provision of Advice and Assistance

All Great Yarmouth Borough Council officers and members, will provide advice and assistance in response to FOI requests in compliance with the FOIA. Advice and assistance includes publishing procedures for applicants to understand how the Council deals with requests for information and advice about their rights of access under the FOIA.

2.10 Requests for Information

Any request for recorded information held by Great Yarmouth Borough Council in any format will be treated as a request under the FOIA, unless another statutory access right applies (eg Data Protection Act 2018). Requests will be accepted from any individual or organisation. Applicants will not be required to cite the Act when requesting information.

All requests must be submitted in writing and must state the name and address of the person applying for the information. Correspondence, including e-mails that provide all the necessary details to process an application will be accepted as valid requests, although the Council will provide an electronic (on-line) application form. Applicants do not have to explain the purpose of their request, although it may be necessary to obtain further information from them during the course of responding to their request.

All officers will follow the agreed procedures published and monitored by the FOI team.

2.11 Provision of Information

Where information is not subject to exemptions, Great Yarmouth Borough Council will:

- provide information to any individual who requests it in the format specified by the applicant*, eg paper copy, electronic copy, viewing in situ and/or summary information.

- comply with requests for access to information as quickly as possible, and **within 20 working days of receipt of the request (or payment of fee, if applicable).**

**Should the Council deem it unreasonable to supply information in the format requested by the applicant as a result of practical or cost implications, then the applicant will be informed of the reasons for this decision. The Council will, however, still supply the information by any other reasonable means.*

Due to the Public Interest Test (section 2.14 refers), it may not be possible to deal with requests within 20 working days. In these circumstances, the Council will give a realistic estimate of when a decision will be made as to whether the information will be provided. If it becomes apparent that the decision will not be made within the estimated time given, the Council will inform the applicant of any delay as soon as possible. The reasons for the delay will also be given. The FOI Officers will monitor all instances where estimates are exceeded.

2.12 Transfer of Requests

Where a request for information is received and Great Yarmouth Borough Council does not hold all or any of the information requested, the Council will deal with the areas it is responsible for and advise the applicant that the other information is held by another authority and will provide the relevant contact details.

2.13 Fees and Charges

Wherever possible, Great Yarmouth Borough Council will provide information free of charge. Charges may be levied for certain information or publications listed in its Publication Scheme. Where this is the case, the applicable charge will be listed against the relevant item and will be payable prior to the information being supplied.

Fees may be incurred in line with Regulation 6(3) of The Freedom of Information and Data Protection (Appropriate Limit and Fees) Regulations SI No 3244 ('Fees Regulations'), to cover the costs of locating, retrieving and communicating the information to the applicant (e.g. photocopy and postage).

A fees notice will be sent to the applicant, which must be paid within three months. If the fee is not paid within this time limit, it will be assumed that the applicant no longer wants the information.

The Council will advise the applicant as soon as possible if their request for information exceeds the maximum defined in the FOIA Fees Regulations. In these circumstances, the applicant will be offered the opportunity to either amend their request so that as much of the information that they had originally requested can be provided within the fee limit, or pay the full cost over the maximum

stipulated where this is practical and manageable.

2.14 Exemptions

In certain circumstances Great Yarmouth Borough Council is not obliged to release information, these are called exemptions. The Council will endeavour to apply exemptions fairly, objectively and consistently and will not use exemptions as a means of obstructing access. A list of the exemptions to the FOIA can be found on the Information Commissioner's website at www.ico.org.uk.

Where exemptions apply to only some of the information requested by an applicant, Great Yarmouth Borough Council will release as much information as it can by redacting the information deemed to be exempt. The Council may not be obliged to confirm or deny the existence of information, or to advise in respect of exemptions applied, where to do so would in itself disclose exempt information.

Some exemptions are absolute which means that they are applicable whenever the exemption is valid however other exemptions are qualified and therefore only apply when the Public Interest Test is met.

When considering the Public Interest Test we assess whether the public interest in withholding the information outweighs the public interest in disclosure of the information.

2.15 Refusals

Requests for information will not be processed where the information:

- does not exist in a recorded format;
- is intended for future publication;
- is already contained within Great Yarmouth Borough Council's Publication Scheme;
- is already available via an existing charged service, eg public register;
- is subject to existing legislation where statutory access rights apply either to the Council or any other public authority.

Great Yarmouth Borough Council will provide written notice to applicants of refusals and/or part refusals of requests for information. The notice will include details of any exemptions that have been applied. In cases where the public interest test has been applied resulting in non-disclosure, the reasons for refusal will be given.

The notice will also include details of the procedure if the applicant wishes to appeal against the decision.

2.16 Vexatious and Repeat Requests

Great Yarmouth Borough Council will not comply with vexatious requests where there is a strong likelihood that such requests are being made to intentionally cause harassment, divert resources and/or disrupt the proper workings of the Council.

The Council will not comply with a request where it has received an identical or similar request from the same individual unless a reasonable interval has elapsed between compliance with the original request and the current request. A written notice stating when a request is deemed vexatious or a repeat will be sent to the applicant.

2.17 Training

Staff and Members will receive appropriate training to ensure they are fully informed of their obligations under the FOIA and are aware of their personal liabilities. Further specific training will be given to staff with extra responsibilities for administering and/or monitoring the FOIA.

2.18 Responsibilities

Overall responsibility for the efficient administration of the Act lies with the 'Data Protection Officer', who will:

- assess the understanding of the obligations of Great Yarmouth Borough Council under the FOIA;
- be aware of the authority's current compliance status;
- identify and monitor problem areas and risks and recommend solutions;
- promote clear and effective procedures and offer guidance to staff on FOI issues;

- be responsible for the provision of cascade FOI training for staff and members;
- develop best practice guidelines;
- carry out compliance checks to ensure adherence with the FOIA throughout the authority.

Day to day responsibility for administration and compliance with this policy is delegated to Data Protection Officer who will:

- monitor compliance with this policy, the FOIA and associated procedures;
- implement security requirements and access rights to documents and records;
- coordinate and monitor FOI requests, in liaison with the FOI Officer;
- coordinate the proactive development of the Publication Scheme, in liaison with the FOI Officer, the Communications Officer and the web authors.

The Data Protection Officer will provide advice and guidance in respect of compliance with the FOIA. This will include:

- overseeing and coordinating responses to FOIA requests;
- monitoring and tracking requests to ensure that deadlines for responses are met;
- providing advice and guidance about third party duty of confidentiality, exemptions and public interest test issues (in consultation with the Data Protection Officer);
- coordinate training for officers and members in respect of compliance with this policy and the FOIA; and
- develop and implement policy, procedures and guidance.
- assume responsibility for managing the content/entries in the Publication Scheme.

'Access to Information Representatives' will be identified in all departments and will, together with the *'Data Protection Officer'*, be responsible for ensuring that this policy is implemented.

All staff and members must comply with this policy and are responsible for ensuring that:

- all information they hold, whether electronically or manually, is kept secure; and
- personal information is not disclosed deliberately or accidentally either orally or in writing to any unauthorised third party.

2.19 Internal Reviews

If you are unhappy with the outcome of your FOI decision notice, we can undertake an internal review of our decision under section 45 FOI Code of Practice. Ordinarily an internal review will be finalised within 20 working days of your request. However, in exceptional cases longer may be required, in line with the Code of Practice, we will let you know and the review will be finalised within 40 working days. Please inform us by email or by completing the online FOI request form should you require an internal review.

2.20 Policy Review

This policy will be managed and reviewed biannually. Reviews will be subject to scrutiny and, from time to time, updates and re-issues will be circulated. However, the policy will be reviewed sooner if a weakness in the policy is highlighted, in the case of new risks, and/or changes in legislation.

3.0 IMPLEMENTATION AND COMPLIANCE

3.1 IMPLEMENTATION

This policy will initially be implemented through the Chief Executive and Corporate Directors of the Council.

A memo will be sent to all employees to make them aware of the policy.

It is the responsibility of managers to ensure that new staff receive information about this Policy, and should be part of any local induction where appropriate. Human Resources will add the Policy to its list of policy issues provided to any new starters. Managers must also ensure that any changes to this policy are effectively communicated within their areas of responsibility.

All staff will undertake a yearly refresher course covering the basic principles of the Freedom of Information Act and must pass a test to show their understanding.

3.2 COMPLIANCE

Managers are responsible for ensuring that staff are aware of the location of this policy. In addition, Managers are responsible for keeping staff up to date about any changes within the policy.

All staff are obliged to adhere to this Policy.

4.0 EQUALITY IMPACT ASSESSMENT

There are no Equality Impact issues with this policy; however specific procedures used to enact the policy must be evaluated separately.

5.0 HEALTH AND SAFETY

There are no Health and Safety implications with this policy.

6.0 REFERENCE DOCUMENTS

This Policy should be read in conjunction with the following legislation, regulations and Council policies:

- Data Protection Act Policy
- Environmental Information Regulations Policy

7.0 DISTRIBUTION

This Policy will be available for all the Council's designated locations. Copies will also be available from the 'I' drive and on the Council's Internet and Intranet web sites.

8.0 REVIEW

This Policy will be reviewed every two years with the next review date being 2021.

Not Protectively marked (Impact Level 0)

Subject: Regulation of Investigatory Powers Act 2000 (RIPA) Member Notification

Report to: Policy & Resources Committee – 11 June 2019

Report by: Corporate Services Manager

SUBJECT MATTER

To advise Members that no requests have been made for surveillance to be undertaken under the Regulatory Investigatory Powers Act 2000 for the financial year 2018-19

1. BACKGROUND

Following an inspection by The Office of Surveillance Commissioners (OSC) in July 2017 we were required to amend our policy and include a requirement that reports of usage including non-usage be submitted to the Policy and Resources Committee so that the Councillors are kept informed.

The Members are to be advised annually at the first meeting of the Policy and Resources Committee in each financial year's cycle.

2. NOTIFICATION TO MEMBERS

Members are advised that we have not received any requests from any Service Sections of the Council to request from the Magistrates permission to undertake covert surveillance as defined under the Regulatory Investigatory Powers Act 2000 for the financial year 2018-19.

3. REVIEW

A review of the policy is due in November 2019 and this will be undertaken by the Senior Democratic Services Officer.

4. RECOMMENDATIONS

Members are asked to note this report.

FINANCIAL IMPLICATIONS:

No Budget

LEGAL IMPLICATIONS:

Policy must comply with the RIPA Act 2000 and the Human Rights Act 1998

EXECUTIVE BOARD OR DIRECTOR CONSULTATION:

Report to be considered by ELT

RECOMMENDATIONS

Does this report raise any legal, financial, sustainability, equality, crime and disorder or human rights issues and, if so, have they been considered?	Issues	
	Legal	Yes
	Financial	No
	Risk	No
	Sustainability	No
	Equality	No
	Crime and Disorder	No
	Human Rights	No
	Every Child Matters	No