



**GREAT YARMOUTH**  
BOROUGH COUNCIL

# Policy and Resources Committee

**Date:** Tuesday, 11 September 2018  
**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.

- |           |   |                 |
|-----------|---|-----------------|
| <b>3</b>  | <b><u>MINUTES 24 JULY 2018</u></b>  | <b>4 - 10</b>   |
|           | To confirm the minutes of the meeting held 24 July  |                 |
| <b>4</b>  | <b><u>MINUTES 31 JULY 2018</u></b>  | <b>11 - 14</b>  |
|           | To confirm the minutes of the meeting held 31 July 2018.  |                 |
| <b>5</b>  | <b><u>FORWARD PLAN</u></b>  | <b>15 - 16</b>  |
|           | Report attached.  |                 |
| <b>6</b>  | <b><u>2018-19 PERIOD 4 BUDGET MONITORING REPORT</u></b>   | <b>17 - 44</b>  |
|           | Report attached.  |                 |
| <b>7</b>  | <b><u>QUARTER ONE KEY PROJECT AND PERFORMANCE REPORT</u></b>  | <b>45 - 76</b>  |
|           | Report attached.  |                 |
| <b>8</b>  | <b><u>APPROVAL OF REVISED WELFARE FEES FOR ANIMAL LICENCES</u></b>  | <b>77 - 82</b>  |
|           | Report Attached   |                 |
| <b>9</b>  | <b><u>GREAT YARMOUTH BOROUGH SPORTS AND ACTIVITY SURVEY</u></b>   | <b>83 - 100</b> |
|           | Report attached.  |                 |
| <b>10</b> | <b><u>ANY OTHER BUSINESS</u></b>  |                 |
|           | To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration. |                 |
| <b>11</b> | <b><u>EXCLUSION OF PUBLIC</u></b>   |                 |
|           | 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."

**12     CONFIDENTIAL MINUTES - 24 JULY 2018**

Details

# Policy and Resources Committee

## Minutes

Tuesday, 24 July 2018 at 18:30

Present:

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

Councillor P Carpenter attended as a substitute for Councillor Plant.

Councillor Waters-Bunn attended as a substitute for Councillor B Williamson

Also in attendance at the above meeting were:

Mrs S Oxtoby (Chief Executive Officer), Mrs K Watts (Strategic Director), Mr D Glason (Development Director), Ms K Sly (Finance Director), Ms C Whatling (Monitoring Officer), Mrs M Lee (Head of Customer Services), Mr A Nicholls (Head of Planning and Growth), Mr S Ellwood (Interim Democratic Services Manager), Mr J Clements (Principal Strategic Planner), Mr S Brabben (Revenues Manager), Mrs L Snow (Accountant), Mr D Wiles (Press and Communications) and Mr C Rowland (Policy and Performance Officer).

### **1 APOLOGIES FOR ABSENCE**

Apologies were received from Councillors Plant and Williamson.

### **2 DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **3 MINUTES**

The minutes of the meeting held on 12 June 2018 were confirmed.

### **4 FORWARD PLAN**

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

### **5 FINANCIAL OUTTURN REPORT 2017-18**

The Committee considered the Finance Director's report on the following :

- the draft outturn position for the General Fund, Housing Revenue Account and Capital Programme for 2017/18 which have been used to inform the production of the statutory accounts for audit and subsequent approval by the Audit and Risk Committee
- the more significant year-end variances compared to the current budget
- 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

In discussing the report members raised a number of issues including the following :

- Councillor Wainwright questioned the overspend on Beacon Park and Officers undertook to inform Members of the reasons
- Councillor Wainwright queried how re-charges were calculated and also the costs of the Tourism Service. Officers undertook to provide this information to Members
- Councillor Walker queried how monies were used under Invest to Save. The Chief Executive undertook to submit a report to the Joint Consultative Committee on any redundancies over the last 12 months.
- Councillor Wright queried whether funding had been in place prior to commencement of the Venetian Waterways project. Officers confirmed that funding had been in place

Officers undertook that in future reports would be more user friendly and that technical language would be avoided where this is possible.

RESOLVED :

(1) That the outturn position for the general fund revenue account for 2017/18 as considered in the report and appendices be approved.

(2) That transfers to and from reserves as detailed in the report and

appendices together with the updated reserves statement in Appendix C be approved.

(3) That the surplus of £109,413 be transferred to the general reserve fund.

(4) That the financing of the 2017/18 capital programme as detailed in the report and in Appendix D be approved.

(5) That the updated programme 2018/19 to 2019/20 and the associated financing of the schemes as detailed in the report and in Appendix E be approved.

(6) That the allocation from the Marina capital project budget as outlined in Section 8.7.1 of the report and the associated appointment of MACE for RIBA stage 2 be approved.

(7) That the transfer of assets of the Great Yarmouth Development Company, under the terms of the shareholder agreement, with a view to the company being wound up as outlined in Section 6 of the report be approved.

## **6 2017/18 TREASURY MANAGEMENT OUTTURN REPORT**

The Committee considered the report by the Director of Finance on the treasury management activity for the 2017/18 which included :

- the overall treasury position for 2017/18
- the borrowing requirement and debt for 2017/18
- the borrowing outturn for 2017/18

RECOMMENDED TO COUNCIL :

That the Treasury Management outturn report and indicators for 2017/18 be approved.

## **7 BUSINESS RATES & SUNDRY DEBT WRITE OFF REPORT**

The Committee considered a report by the Revenues Manager requesting approval to write off individual Business Rates and Sundry debts. The report also gave an update in respect of the former BHS store in Regent Road, Great Yarmouth.

Following a query it was agreed that a further report would be submitted to Committee in due course regarding the business rates recovery of Cliff Hotel, Gorleston.

RESOLVED :

That approval be given to the write-off of each case as detailed in Schedule 1 and 2 of the report.

## **8 DEBT RECOVERY 2017-18**

The Committee considered a report by the Revenues Manager detailing the collection performance and debt management arrangements.

The report included

- a summary of debts written off in each debt area showing the reasons for write-off and values
- collection performance for Council Tax and Non-domestic Rates
- levels of arrears outstanding
- level of provision for bad and doubtful debts

### **RESOLVED**

That the annual report giving details of the Council's write-offs in accordance with the Council's recovery guidelines and performance in relation to revenues collection be approved.

## **9 ANNUAL PERFORMANCE REPORT 2017-18**

The Committee considered the report from the Strategic Director (Kate Watts) providing an update on the Council's annual performance for the financial year 2017/18. The report is in two sections :

- Progress of projects 2017/18
- Annual performance report of measures

In discussing the report the following issues were raised

- Whether any of the status of the objectives should be moved from green to amber. Officers explained that a green status did not mean that the project had been completed but that it was on-going and on-target
- Councillor Annison raised a query regarding the development of surface water drainage programmes throughout the Borough. Officers undertook to and provide Members with an update.
- Councillor Walker requested an update on the progress of the Winter Gardens Project - the Chief Executive advised that an open day was to be held shortly to help identify interested partners. A further lottery bid was likely to be submitted but an end-user needed to be found.

### **RESOLVED:**

(1) That the Annual Performance Report attached to the report be approved.

(2) That all key projects continue to be monitored over the next quarter with

the aim of maintaining a green status (on target) and where possible attaining a green status for those key projects which are currently amber.

## **10 ANNUAL ACTION PLAN 2018-19**

The Committee considered the report from the Strategic Director (Kate Watts) detailing the Annual action plan for 2018/19 which outlines all of the projects and activities which will be taken forward during 2018/19 which will support delivery of 'The Plan'.

The action plan also includes the suite of performance indicators that relate to the plan and business strategy, on going service delivery and the business strategy. This data will be presented to Members quarterly through the various Service committees.

It was noted that the Corporate Plan project on GYB Services should come under the Environment Committee and not Housing and Neighbourhoods. It was also accepted that the Housing Deal (challenges facing the housing market in the Borough) should be added to the Housing and Neighbourhoods Committee.

Following a query from Councillor Wright the Development Director (David Glason) agreed to investigate and advise Members of the latest position on the third river crossing.

RESOLVED;

That the Annual Action Plan 2018/19 be approved.

## **11 DRAFT LOCAL PLAN PART 2 - REVISIONS PRIOR TO CONSULTATION**

The Committee considered the report from the Principal Strategic Planner outlining proposed amendments to the previously agreed draft Local Plan Part 2 in advance of publication for consultation.

In March 2018 the Committee had agreed the plan for consultation but a number of issues had arisen regarding the interpretation and application of emerging new national planning policies which require amendments to the draft plan.

RESOLVED :

(1) That it be noted (a) the continuing changes in national planning policy causing significant changes to planning housing targets (b) the resulting disruption and delay to the preparation of the Local Plan Part 2.

(2) That the following changes be made to the Consultation Draft Local Plan Part 2

1. the minimum housing target for the Local Plan period 2013-2030 is reduced from 7140 to 5139 and is reviewed again following consultation
2. a related reduction in draft housing allocations from 25 sites providing around



3000 dwellings, to five sites providing around 500 dwellings (in Gorleston, Belton, Hemsby, Ormesby St. Margaret and Runham)

3. revised, added and updated policies and supporting text as outlined in the report.

(3) That delegated authority be granted to the Principal Strategic Planner to make any further changes required in advance of publication to refine the document and ensure its compatibility with the new National Planning Policy Framework.

(4) That the revised Habitats Monitoring and Mitigation Strategy be adopted with immediate effect, and reviewed again following consultation.

## **12 ADOPTION OF GREAT YARMOUTH BOROUGH COUNCIL PLANNING CHARTER**

The Committee considered the report from the Head of Planning and Growth and the Monitoring Officer requesting approval to adopt a Planning Charter, which sets out in detail how planning decisions should be made openly, impartially, with sound judgement and for justifiable reasons.

A copy of the Planning Charter was attached to the report. During consideration of the report several minor suggested changes were made. The members decided not to adopt the charter but refer it to the Constitution Working Party for consideration.

RESOLVED:

That the proposed Planning Charter appended to the report be referred to the Constitution Working Party for consideration and that a report be submitted to Policy and Resources Committee in due course.

## **13 ANY OTHER BUSINESS**

There were no items of other business.

## **14 EXCLUSION OF PUBLIC**

RESOLVED :

That under Section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items 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.

## **15 STRATEGIC SITE ALLOCATION, NORTH QUAY, GREAT YARMOUTH**

(Confidential Minute on this Item)

**16    CONFIDENTIAL MINUTES**  
(Confidential Minute on this Item)

The meeting ended at: 20:30

# Policy and Resources Committee

## Minutes

Tuesday, 31 July 2018 at 18:30

Present:

Councillor Smith (in the Chair), Councillors Annison, G Carpenter, B Coleman, Flaxman-Taylor, Grant, Jeal, K Grey, Smith, Wainwright, B Walker and A Wright.

Councillor P Carpenter attended as a substitute for Councillor Plant.

Councillor Waters-Bunn attended as a substitute for Councilor Williamson.

Mrs S Oxtoby (Chief Executive), Mr S Ellwood (Interim Democratic Services Manager), Mr D Minns (Development Control Manager), Mr A Nicholls (Head of Planning and Growth), Mrs J Beck (Head of Property and Asset Management), Mrs M Burdett (Head of Inward Investment), Mr N Shaw (Strategic Director) & Ms C Whatling (Monitoring Officer).

### **1 APOLOGIES FOR ABSENCE**

Apologies were received from Councillors Plant and Williamson.

### **2 DECLARATIONS OF INTEREST**

Councillor B Coleman declared a personal interest in the item relating to the St George's Trust by virtue of being the Chairman of the Trustees of that body. He left the meeting prior to the consideration of that item.

Councillors K Grey & Smith declared a personal interest in the item relating to GYBS by virtue of being a member of the GYB Services Liaison Board. Councillor Smith also declared a personal interest in this item relating by virtue of being a member of the GYB Services Company Board.

Councillor G Carpenter declared a personal interest in the item relating to GYBS by virtue of being an ex-employee.

Councillor P Carpenter declared a personal interest in the item relating to GYBS by virtue of being a member of the GY Norse Liaison board.

Councillor Grant declared a personal interest in the item relating to GYBS by virtue of being a member of the GY Norse Company board.

Councillor Wainwright declared a personal interest in the item relating to the St George's Trust by virtue of being a representative on that body.

### **3 ITEMS OF URGENT BUSINESS**

There were no items of urgent business.

### **4 PRE APPLICATION CHARGING - DEVELOPMENT CONTROL**

The Committee considered the report by the Planning Manager and Head of Planning and Growth on charging for pre-application planning advice. The Council had previously agreed to introduce such a service and the report outlined the suggested scheme, including the fee schedule and service commitment.

Officers then answered a number of Councillors questions.

RECOMMENDED TO COUNCIL :

(1) That, with effect from 1 October 2018, the Council introduce a system of charging for pre-application advice for Great Yarmouth as detailed in Section 6 of the report.

(2) That the Development Director be given delegated approval to produce, finalise and refine the supporting guidance, detailed fees schedule and application forms.

(3) That a formal review be undertaken of the first 12 months operation with a further report being submitted to Policy and Resources Committee considering any more significant changes.

## **5 GORLESTON BEACH HUTS**

The Committee considered the report by the Head of Property and Asset Management on the Beach Hut Development at Gorleston and the marketing and sale process.

During consideration of this item, Officers agreed to look at incorporating into the leases relevant clauses to protect encroachment.

RESOLVED :

That the Committee approve :

1. Provision of a permanent on-site amenity block solely for the use of Beach Hut owners.
2. Allocation of additional capital budget of £130k to cover the provision of the amenity block and additional costs associated with the provision of the Beach Hut structures.
3. The 70 Beach huts being marketed for sale together with the grant of a 25 year lease for a plot subject to payment of a ground rent, to be released in phases with plots identified for sale through an independent Estate Agent with an annual ground rent of £750 plus VAT, subject to inflationary increases.
4. Delegated authority to the Director of Finance and Head of Property and Asset Management to approve plot sales.

## **6 IN-SOURCING THE GYBS BUILDING SERVICE**

The Committee considered the report by the Head of Property and Asset Management to consider the delivery of the GYBS Building services function and identify opportunities to improve capacity and resilience of the service whilst rationalising delivery to reduce costs.

The Chief Executive advised that, for transparency, the minutes of the GYB Liaison Board would be submitted to the Environment Committee and the minutes of the GYN Liaison Board submitted to the Housing & Neighbourhoods Committee.

RESOLVED :

(1) That the transfer of the managerial staff and 4 employees from GYBS to GYBC Property and Asset Management be approved.

(2) That the operational element of the GYBS Building services team be transferred to GYNorse.

Note : Councillor B Coleman left the meeting at this point.

## **7 ST GEORGES TRUST**

The Committee considered the report by the Head of Inward Investment advising that at the meeting on 12th June the Committee had agreed to release a short term grant to St George's Trust of £25,000 to enable it to continue its operations over the summer and to appoint a member working group to consider the contents of the DCA Consultants report, review the final recommendations and report back to this meeting.

A copy of the notes of the meeting of the working group together with the consultants report were available in the the confidential item on the agenda. The Chairman advised that as the Committee would not be making a decision until the next meeting, the confidential report would not be discussed at this meeting.

RESOLVED :

- (1) That the findings of the DCA Consultants report as appended to the confidential report be noted.
- (2) That the sharing of the Consultants report with the St George's Trust be approved.
- (3) That a response from the Trust in actioning the suggested recommendations be sought by 21 September 2018.
- (4) That in considering future subsidy to the Trust, a formal agreement should be prepared and agreed between the two parties.
- (5) That officers assist the Trust in seeking external funding (including revenue) to make improvements to the internal and external works such as the cafe and visitor arrival. Further that an improvement programme, which should include a change management role, be established.

The meeting ended at: 19:30

### Forward Plan for Policy & Resources Committee

1	Government changes to fees and charges for animal licensing	Head of Environmental Services	03/09/18	11/09/18				13/09/18
2	Period 4 Budget Monitoring Reports	Finance Director	03/09/18	11/09/18			06/09/18	
3	Quarter 1 Performance Report	Head of Organisational Development	03/09/18	11/09/18				
4	Asset Management Strategy 2018-2022	Head of Property and Asset Management	08/10/18	16/10/18				
5	Foundation Living Wage Accreditation	Head of Organisational Development	08/10/18	16/10/18				
6	Market Redevelopment - Options	Head of Property and Asset Management	08/10/18	16/10/18				
7	Preservation Trust SLA	Strategic Director (KW)	08/10/18	16/10/18				
8	Revenues Update on Cliff Hotel	Head of Customer Services	08/10/18	16/10/18				
9	Review of Unbuilt Housing Permissions/Allocations	Head of Planning & Growth	08/10/18	16/10/18				
10	Sentinel Partnership Board Review	Strategic Director (KW)	08/10/18	16/10/18				01/11/18
11	St George's Trust - DCA Consultants Report	Head of Inward Investment	08/10/18	16/10/18				
12	Town Hall Events	Strategic Director (NS)	08/10/18	16/10/18				
13	Venetian Waterways Project Update	Strategic Director (KW)	08/10/18	16/10/18				
14	Waste Exception Payment Report	Head of Environmental Services	08/10/18	16/10/18		10/10/18		
15	Council Tax Reduction Scheme	Head of Customer Services	19/11/18	27/11/18				13/12/18
16	Financial Strategy	Finance Director	19/11/18	27/11/18				
17	Marina Centre Project	Strategic Director (KW)	19/11/18	27/11/18				13/12/18
18	Sponsorship of Corporate Assets (To consider opportunities to generate income from commercial sponsorship)	Head of Property and Asset Management	19/11/18	27/11/18				
19	Taxbase	Head of Customer Services	19/11/18	27/11/18				

20	Development of Empty & HMO Properties through Investment Opportunities	Housing Growth Manager	28/01/19	05/02/19			24/01/19	
21	Sentinel Partnership Board - Six Monthly Report from Board	Strategic Director (KW)	11/03/19	19/03/19				
22	<b>Matter for Decision</b>	<b>Report by</b>	<b>Pre Agenda Meeting (PAM)</b>	<b>Policy &amp; Resources</b>	<b>Economic Developme nt</b>	<b>Environme nt</b>	<b>Housing &amp; Neighbour hoods</b>	<b>Council</b>
23	Customer Services - Customer Care Standards	Head of Customer Services	TBC	TBC				
24	GYBC Planning Charter	Head of Planning & Growth/Monitoring Officer	TBC	TBC				TBC
25	Investment Policy (To agree a policy to develop the Council's inward investment opportunities)	Head of Property and Asset Management/ Finance Director	TBC	TBC				
26	Pops Meadow Business Case	Head of Property and Asset Management	TBC	TBC			TBC	
27	RIPA Annual Usage Report 2019	Head of Organisational Development	TBC	TBC				



**Subject: 2018/19 Period 4 Budget Monitoring Report**

**to: Policy and Resources Committee**

**Report by: Director of Finance**

<b>SUBJECT MATTER/RECOMMENDATIONS</b>
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To consider the 2018/19 budget monitoring position.
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**1. Introduction**

- 1.1 This report compares the actual expenditure and income position at the end of July 2018 to the updated budget for 2018/19. The Original Base Budget as agreed by Full Council in February 2018 has been updated for in-year virements and for 2017/18 year end budget carry forwards for planned expenditure in the now current financial year.
- 1.2 The Base Budget for 2018/19 as approved a surplus budget with a transfer to the general reserve of £5,066 for the year. This 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.

**2. Budget Monitoring Position – Revenue Services**

- 2.1 The General Fund Summary at Appendix A shows the high level budget monitoring position at 31 July 2018 which shows an overspend to date of £407,224 compared to the profiled budget to date. The full year forecast shows a deficit against the budget of £123,298. Of this forecast overspend £355,299 is an overspend in relation to service variances which is mitigated by an underspend of (£232,001) in relation to the Non Service which allows for transfers from earmarked reserves.
- 2.2 Appendix A and Appendix B provide commentary on the more significant variances (£+/-£20,000 Year to date and +/- £10,000 full year) from the budget monitoring process carried out between finance and services for the position at the end of period 4 and where there is anticipated to be a full year under/overspend.

### 3. Budget Monitoring Position – Summary

- 3.1 The following table provides a summary of the full year projections for the service areas along with an updated use of reserves figure where applicable

Table – Summary of Full Year Effects 2018/19	Estimated Full Year Effect
Service Area	355,299
Non Service Areas	(232,001)
Use of/transfer to reserves	0
Total Deficit/ (Surplus)	123,298

- 3.2 Within the overall position there are some substantial variances including a significant shortfall of budgeted income from car parking and planning fee income which is flagged as a risk within the budget report in terms of the limited ability that the Council can influence demand for these services. Further analysis on the risk areas will be carried out and a report brought forward on mitigating the overall impact to the Council's budget.
- 3.3 The overall position will continue to be monitored in the current financial year and will be reported to Management Team and Members accordingly. Further review of variances will be carried out over the coming weeks as detailed work on the 2019/20 budget process starts.

### 4. Budget Monitoring Position – Capital

- 4.1 Actual spend until the end of July 2018 totals £0.7m as summarised under Appendix C. This is in line with expectations as capital spending tends to occur in the final quarters of the financial year.
- 4.2 The 2018/19 budget set the General Fund capital programme at £19.2m.
- 4.3 Details of the revised 2018/19 budget are provided under Appendix C and explanations for the changes are summarized below:
- The finalising of the 2018/19 capital spend resulted in an additional £3.4m approved spend being carried into the 2018/19 financial year.

- The Better Care Fund allocation was confirmed in April 2018 as £0.3m higher than estimated when the budget was set.
- The revised spend also includes an increase of £0.4m for the Gorleston splashpad which was approved after the 2018/19 capital programme was set.

#### 4.4 In summary:

- A number of projects are held as part of the review of the services provided by GYB Services, they are:
  - Children's playground refurbishment
  - Public toilet refurbishment (except for works on the Ravine toilets)
  - Gorleston Hight Street car park resurfacing
  - Cobholm Rugby Club roadway
  - Yacht Station Improvements - welfare facilities
  - Footway lighting
  - Esplande Resurfacing

Some spend on these projects is currently still forecast by the yearend.

- The Marina Centre project is on hold as the review of the service provision continues.
- The main contractors for the project, Blakedown, are now on site at the Waterway's.
- The Beach Hut project is at the tender stage.
- The Gorleston splashpad is now operational.
- The Beach Hut project is at the tender stage.

#### 4.5 The forecast spend for 2018/19 on capital projects is estimated at £10m at the end of period 4.

## 5. Conclusion

### 5.1 The revenue budget is showing a forecast full year overspend of £123,298. The overall financial position will continue to be closely monitored and, where appropriate, the timing of the use of reserves in the year will be considered as part of consideration of the overall outturn position to be reported to members later in the year.

- 5.2 The capital budget has a revised forecast spend of £10m for the full year based on the expectation of capital expenditure increasing in the final quarters of the financial year. The position will continue to be monitored as projects progress.

## **6. Financial Implications and Risks**

- 6.1 The detail within Appendix A and Appendix B of the report highlights the significant variances including those that are estimated to result in a full year impact.
- 6.2 The Council is dependent upon a number of income streams including business rates, car parking, crematorium and planning income which are subject to factors outside of the Council's control. The monitoring report has flagged a significant shortfall in car park income, and adverse variances on planning income and ICT service expenditure for the current year. The position on these areas are being reviewed and will be closely monitored. If required additional reports will be brought forward for consideration which will consider options to mitigate and reduce the shortfall in the current and future years.
- 6.3 Members will recall that the Norfolk authorities submitted an application for the business rates retention pilot for 2018/19 which was unsuccessful. Opportunities for 2019/20 are being explored with a deadline for applications of the 25<sup>th</sup> September. Officers from each of the Norfolk authorities are considering the process and potential benefit for 2019/20 with decisions on pool membership in advance of the September deadline.
- 6.4 The overall position for 2018/19 will continue to be monitored during the year and where applicable transfers to and from reserves will be made. In addition further review of the service budgets and savings targets will be considered as part of early work on the future financial strategy and budget work for 2019/20 to ensure that the implications of variances as flagged in this report are taken into consideration.

### **FINANCIAL IMPLICATIONS:**

Included within the detail of the report

**LEGAL IMPLICATIONS:**

N/A

**EXECUTIVE BOARD OR DIRECTOR CONSULTATION:**

Management Team

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	N/A
	Financial	Included within the detail of the report
	Risk	Included within the detail of the report
	Sustainability	N/A
	Equality	N/A
	Crime and Disorder	N/A
	Human Rights	N/A
	Every Child Matters	N/A

## Appendix A - General Fund Summary Period 4 2018/2019

	Original Budget 2018/19 £	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
<b>Net Cost of Services</b>								
Executive	435,712	552,482	573,287	590,389	17,102	535,982	(16,500)	See Appendix B for details of significant variances.
Housing	1,511,719	1,504,121	254,403	235,433	(18,970)	1,506,912	2,791	
Community Development and Regeneration	3,008,743	2,660,272	1,190,057	1,193,255	3,198	2,633,465	(26,807)	
Organisational Development	436,597	577,486	350,581	317,496	(33,085)	564,834	(12,652)	
Planning and Growth	1,038,355	1,100,268	173,398	217,610	44,212	1,192,235	91,967	
Customer Services	(372,186)	(508,775)	(438,212)	(211,827)	226,385	(314,986)	193,789	
Property and Asset Management	370,090	158,996	196,509	269,484	28,473	187,466	28,470	
IT, Communications and Marketing	6	(50,864)	315,978	394,769	78,791	29,664	80,528	
Environmental Services	4,158,517	4,977,333	3,692,369	3,651,436	(40,933)	4,991,046	13,713	
Finance	7	27,143	405,616	422,695	17,079	27,143	0	
Savings to be allocated to a service	(200,000)	(200,000)	0	0	0	(200,000)	0	
	<b>10,387,560</b>	<b>10,798,462</b>	<b>6,713,986</b>	<b>7,080,742</b>	<b>322,253</b>	<b>11,153,761</b>	<b>355,299</b>	
<b>Non Service Expenditure/Income</b>								
Loan Interest Payable	809,113	809,113	198,440	222,878	24,438	839,112	29,999	Interest payable costs are higher than budgeted for as borrowing has been greater than anticipated when the 2018/19 budget was set due to cashflow demands. The overspend also reflects the increase in brokerage fees incurred in setting up the new loans.
Interest Receivable	(64,315)	(64,315)	(5,960)	(5,963)	(3)	(64,315)	0	
Capital Charges Reversal	(1,230,134)	(1,230,134)	0	1,682	1,682	(1,230,134)	0	
Revenue Contribution to Capita	0	0	0	38	38	0	0	
Transfers To/From Earmarked Reserves	(921,258)	(1,482,210)	0	0	0	(1,482,210)	0	
Pension Back Funding	1,403,000	1,403,000	584,332	664,838	80,506	1,403,000	0	This overspend to date is mainly due to the pension element of exit packages being £34k higher than budget for. Monthly pension costs for added years have resulted in a further overspend of £44k. The forecast position will be reviewed as part of the quarter 2 budget monitoring to consider whether there will be any mitigating factors to offset the current overspend.
Contingency	0	0	0	0	0	0	0	
Parish Precepts & Concurrent Grants	411,663	411,663	411,663	411,664	1	411,663	0	
Provision for Load Repayment (MRP)	1,432,906	1,432,906	0	0	0	1,170,906	(262,000)	MRP forecast revised in line with the forecast capital expenditure as reported in Appendix C of this report, funded by borrowing, for the year being lower than expected when the 2018/19 budget was set.
Collection Fund Adjustments	0	0	0	0	0	0	0	
Accounting Adjustments - soft loans, acc absences	0	0	0	0	0	0	0	
Vacancy Management	(114,550)	35,500	11,834	5,657	(6,177)	35,500	0	
	<b>1,726,425</b>	<b>1,315,523</b>	<b>1,200,309</b>	<b>1,300,794</b>	<b>100,485</b>	<b>1,083,522</b>	<b>(232,001)</b>	
<b>Income</b>								
Council Tax - Parishes	(377,953)	(377,953)	(377,953)	(377,953)	0	(377,953)	0	
Council tax - Borough	(4,391,455)	(4,391,455)	(4,391,455)	(4,391,455)	0	(4,391,455)	0	
Business Rates	(4,145,833)	(4,145,833)	(1,381,944)	(1,381,944)	(0)	(4,145,833)	0	
Revenue Support Grant	(2,544,905)	(2,544,905)	(916,166)	(916,166)	0	(2,544,905)	0	
New Homes Bonus	(627,700)	(627,700)	(313,850)	(313,850)	0	(627,700)	0	
Other Grants	(31,199)	(31,199)	(10,400)	(25,914)	(15,514)	(31,199)	0	
	<b>(12,119,045)</b>	<b>(12,119,045)</b>	<b>(7,391,768)</b>	<b>(7,407,282)</b>	<b>(15,514)</b>	<b>(12,119,045)</b>	<b>0</b>	
<b>(Surplus)/Deficit</b>	<b>(5,060)</b>	<b>(5,060)</b>	<b>522,527</b>	<b>974,254</b>	<b>407,224</b>	<b>118,238</b>	<b>123,298</b>	

## Appendix B - Directorate and Services - Budget monitoring and commentary Period 4 2018/2019

### Note 1 Significant variances requiring commentary:

Significant variances of +/- £20,000 year-to-date or +/- £10,000 full year forecast variances only require commentary. This is based on the total variance for the service line level for the services as Heads of Service are able to vary budgets within their areas as required.

### Note 2 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 at year end and therefore there will be variances reported during the year.

### Note 3 IAS19 Accounting Adjustment:

IAS19 requires services to recognise pension costs for employees as provided by the Council's Actuary. 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 at year end

## Executive

Executive Team	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	650,978	219,025	226,053	7,028	650,978	0	
Gross Direct Income	(50,000)	(16,667)	(18,251)	(1,584)	(50,000)	0	
Support Services Recharges	(604,790)	0	0	0	(604,790)	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	(3,812)	202,358	207,802	5,444	(3,812)	0	No significant variances.

Legal	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	240,000	80,000	78,653	(1,347)	240,000	0	No significant variances.
Gross Direct Income	(30,000)	(13,333)	(31,677)	(18,344)	(46,500)	(16,500)	Income from recovery of court costs has been higher to date than was budgeted for. This increase in income is forecast to remain at yearend but no further increase has been assumed at this time.
Support Services Recharges	(210,010)	0	0	0	(210,010)	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	(10)	66,667	46,976	(19,692)	(16,510)	(16,500)	

Civic and Portering	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	195,793	68,600	74,909	6,309	195,793	0	
Gross Direct Income	(8,500)	(2,833)	(938)	1,895	(8,500)	0	
Support Services Recharges	(189,600)	0	0	0	(189,600)	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	(2,307)	65,767	73,971	8,204	(2,307)	0	No significant variances.

Mayor	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	7,051	2,349	3,379	1,030	7,051	0	
Gross Direct Income	0	0	0	0	0	0	
Support Services Recharges	0	0	0	0	0	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	7,051	2,349	3,379	1,030	7,051	0	No significant variances.

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Events	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	7,798	1,716	10,478	8,762	7,798	0	
Gross Direct Income	(12,000)	(5,667)	(6,853)	(1,186)	(12,000)	0	
Support Services Recharges	101,540	0	0	0	101,540	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	97,338	(3,951)	3,624	7,575	97,338	0	No significant variances.

Equinox	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	0	0	(0)	(0)	0	0	
Gross Direct Income	0	0	(0)	(0)	0	0	
Support Services Recharges	0	0	0	0	0	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	0	0	(0)	(0)	0	0	No significant variances.

Town Centre Initiative	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	139,757	139,757	139,747	(10)	139,757	0	
Gross Direct Income	7,281	7,281	7,281	0	7,281	0	
Support Services Recharges	0	0	0	0	0	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	147,038	147,038	147,028	(10)	147,038	0	No significant variances.

Corporate Costs	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	121,126	55,915	62,187	6,272	121,126	0	
Gross Direct Income	0	0	(20)	(20)	0	0	
Support Services Recharges	0	0	0	0	0	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	121,126	55,915	62,167	6,252	121,126	0	No significant variances.

Projects and Programmes	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	149,298	37,144	45,443	8,299	149,298	0	
Gross Direct Income	0	0	0	0	0	0	
Support Services Recharges	36,760	0	0	0	36,760	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	186,058	37,144	45,443	8,299	186,058	0	No significant variances.

<b>Total Executive:</b>	<b>552,482</b>	<b>573,287</b>	<b>590,389</b>	<b>17,102</b>	<b>535,982</b>	<b>(16,500)</b>	
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## Appendix B - Directorate and Services - Budget monitoring and commentary Period 4 2018/2019

### Housing

Housing Needs	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	780,971	259,285	335,539	76,255	780,971	0	
Gross Direct Income	(232,399)	(75,889)	(154,856)	(78,967)	(232,399)	0	
Support Services Recharges	316,160	0	0	0	316,160	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	18,515	0	0	0	18,515	0	
Total:	883,247	183,396	180,683	(2,713)	883,247	0	No significant variances.

Housing Strategy	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	123,142	41,158	53,777	12,618	123,142	0	
Gross Direct Income	0	0	(14,063)	(14,063)	0	0	
Support Services Recharges	73,400	0	0	0	73,400	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	24,437	0	0	0	24,437	0	
Total:	220,979	41,158	39,714	(1,444)	220,979	0	No significant variances.

Private Sector Housing	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	148,217	51,998	54,151	2,153	148,251	34	
Gross Direct Income	(37,400)	(12,467)	(23,005)	(10,538)	(37,400)	0	
Support Services Recharges	94,320	0	0	0	94,320	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	205,137	39,532	31,146	(8,385)	205,171	34	No significant variances.

Safe at Home	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	353,235	101,561	109,318	7,758	355,992	2,757	
Gross Direct Income	(276,727)	(111,243)	(125,429)	(14,186)	(276,727)	0	
Support Services Recharges	118,250	0	0	0	118,250	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	194,758	(9,682)	(16,111)	(6,428)	197,515	2,757	No significant variances.

<b>Total Housing:</b>	<b>1,504,121</b>	<b>254,403</b>	<b>235,433</b>	<b>(18,970)</b>	<b>1,506,912</b>	<b>2,791</b>	
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### Community Development and Regeneration

Parks and Outdoor spaces	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	181,717	177,096	179,173	2,077	181,717	0	
Gross Direct Income	0	0	0	0	0	0	
Support Services Recharges	27,720	0	0	0	27,720	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	3,367	0	0	0	3,367	0	
Total:	212,804	177,096	179,173	2,077	212,804	0	No significant variances.

Outdoor Sports	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	341,638	286,376	289,015	2,640	341,638	0	
Gross Direct Income	(112,726)	(53,781)	(50,633)	3,148	(112,726)	0	
Support Services Recharges	38,490	0	0	0	38,490	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	33,434	0	0	0	33,434	0	
Total:	300,836	232,595	238,382	5,788	300,836	0	No significant variances.

Tourism	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	553,222	207,367	214,915	7,548	540,417	(12,805)	Computer software costs have been forecast to be underspent by the yearend although this position is to be reconsidered as part of the wider review of the ICT service.
Gross Direct Income	(282,963)	(50,904)	(47,556)	3,348	(282,963)	0	No significant variances.
Support Services Recharges	241,190	0	0	0	241,190	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	511,449	156,463	167,359	10,896	498,644	(12,805)	

CCTV	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	147,153	145,728	145,516	(212)	147,153	0	
Gross Direct Income	(4,000)	(4,000)	(4,000)	0	(4,000)	0	
Support Services Recharges	22,410	0	0	0	22,410	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	1,500	0	0	0	1,500	0	
Total:	167,063	141,728	141,516	(212)	167,063	0	No significant variances.

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Culture and Leisure	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	152,745	105,495	111,372	5,877	152,745	0	
Gross Direct Income	0	0	0	0	0	0	
Support Services Recharges	42,290	0	0	0	42,290	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	195,035	105,495	111,372	5,877	195,035	0	No significant variances.

Voluntary Sector Grants	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	93,500	93,500	92,956	(544)	93,500	0	
Gross Direct Income	(53,000)	(53,000)	(53,000)	0	(53,000)	0	
Support Services Recharges	22,760	0	0	0	22,760	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	63,260	40,500	39,956	(544)	63,260	0	No significant variances.

Indoor Leisure - Phoenix Pool & Marina Centre	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	172,809	64,741	64,384	(357)	172,809	0	
Gross Direct Income	0	0	0	0	0	0	
Support Services Recharges	26,460	0	0	0	26,460	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	392,415	0	0	0	392,415	0	
Total:	591,684	64,741	64,384	(357)	591,684	0	No significant variances.

Neighbourhood Management	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	1,266,868	466,665	444,587	(22,077)	1,252,866	(14,002)	Staff costs are underspent by (£28k) to date and forecast to be underspent by (£46k) at the year-end as a result of staff changes and maternity leave. The underspend is offset increased costs for agency staff cover of 31k year-to-date and £32k forecast for the year.
Gross Direct Income	(868,583)	(289,528)	(290,315)	(787)	(868,583)	0	No significant variances.
Support Services Recharges	(122,360)	0	0	0	(122,360)	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	275,925	177,137	154,273	(22,864)	261,923	(14,002)	

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Waterways	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	280,841	61,622	35,078	(26,544)	280,841	0	
Gross Direct Income	(235,109)	(58,777)	(35,058)	23,719	(235,109)	0	
Support Services Recharges	0	0	0	0	0	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	45,732	2,845	20	(2,825)	45,732	0	No significant variances.

Conservation	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	206,775	91,458	96,821	5,363	206,775	0	
Gross Direct Income	0	0	0	0	0	0	
Support Services Recharges	63,580	0	0	0	63,580	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	26,129	0	0	0	26,129	0	
Total:	296,484	91,458	96,821	5,363	296,484	0	No significant variances.

<b>Total Community Development and Regeneration:</b>	<b>2,660,272</b>	<b>1,190,057</b>	<b>1,193,255</b>	<b>3,198</b>	<b>2,633,465</b>	<b>(26,807)</b>	
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### Organisational Development

Corporate Strategy	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	81,289	27,096	27,490	394	81,289	0	
Gross Direct Income	0	0	0	0	0	0	
Support Services Recharges	(82,260)	0	0	0	(82,260)	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	(971)	27,096	27,490	394	(971)	0	No significant variances.

Elections	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	253,745	117,769	122,941	5,172	253,830	85	
Gross Direct Income	(19,700)	(233)	(1,558)	(1,325)	(19,700)	0	
Support Services Recharges	220,690	0	0	0	220,690	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	454,735	117,536	121,383	3,847	454,820	85	No significant variances.

Licensing	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	95,449	40,161	39,070	(1,091)	103,722	8,273	
Gross Direct Income	(276,013)	(132,996)	(136,903)	(3,907)	(276,013)	0	
Support Services Recharges	69,710	0	0	0	69,710	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	(110,854)	(92,835)	(97,833)	(4,998)	(102,581)	8,273	No significant variances.

Member Services	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	423,639	146,808	128,559	(18,249)	413,278	(10,361)	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, resulting in only 17 allowances are being paid.
Gross Direct Income	0	0	0	0	0	0	No significant variances.
Support Services Recharges	(328,610)	0	0	0	(328,610)	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	95,029	146,808	128,559	(18,249)	84,668	(10,361)	

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Human Resources	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	539,867	151,976	139,132	(12,844)	529,218	(10,649)	Two vacancies have resulted in an underspend of (£16k) to the end of period 4, however this has been offset by an increase in agency staff costs of £4k. This underspend has not been included in the forecast as the department is undertaking a restructure and any savings have been withheld until the financial effects of these changes are known. The full year underspend relates to an anticipated reduction in computer costs to be charged to the service.
Gross Direct Income	0	0	(1,236)	(1,236)	0	0	No significant variances.
Support Services Recharges	(400,320)	0	0	0	(400,320)	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	139,547	151,976	137,896	(14,080)	128,898	(10,649)	
<b>Total Organisational Development:</b>	<b>577,486</b>	<b>350,581</b>	<b>317,496</b>	<b>(33,085)</b>	<b>564,834</b>	<b>(12,652)</b>	

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### Planning and Growth:

Building Control	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	268,566	77,488	85,001	7,513	263,719	(4,847)	
Gross Direct Income	(249,700)	(76,233)	(87,470)	(11,237)	(249,700)	0	
Support Services Recharges	100,920	0	0	0	100,920	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	119,786	1,255	(2,469)	(3,724)	114,939	(4,847)	No significant variances.
Development Control	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	540,902	177,495	176,310	(1,185)	552,140	11,238	No significant variances.
Gross Direct Income	(527,000)	(165,666)	(76,160)	89,506	(449,500)	77,500	Income for planning fees to date are £81k lower than expected when the budget was set. This position is forecast to improve due to some anticipated large applications but overall income is expected to remain £40k lower than budgeted for the year. Pre-application fees were expected to be implemented from April 2018 when the budget was set in February 2018, however implementation has been postponed until October 2018. This results in a £15k lower than budget year-to-date, and is forecast to be a £38k variance at the yearend.
Support Services Recharges	127,370	0	0	0	127,370	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	141,272	11,829	100,150	88,321	230,010	88,738	
Land Charges	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	83,736	25,816	22,965	(2,851)	83,736	0	No significant variances.
Gross Direct Income	(188,100)	(62,700)	(34,071)	28,629	(150,000)	38,100	Income for land charge fee searches is lower than expected due to the housing market being generally slow up to the end of period 4. The forecast reflects that the market is anticipated to improve over the year.
Support Services Recharges	62,930	0	0	0	62,930	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	1,746	0	0	0	1,746	0	
Total:	(39,688)	(36,884)	(11,106)	25,778	(1,588)	38,100	
Economic Development	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	222,725	33,342	25,246	(8,096)	222,725	0	
Gross Direct Income	(1,500)	(500)	0	500	(1,500)	0	
Support Services Recharges	90,920	0	0	0	90,920	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	312,145	32,842	25,246	(7,596)	312,145	0	No significant variances.

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Enterprise GY	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	68,541	32,067	27,210	(4,857)	68,541	0	
Gross Direct Income	(13,400)	(2,520)	(1,233)	1,287	(13,400)	0	
Support Services Recharges	0	0	0	0	0	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	55,141	29,547	25,976	(3,571)	55,141	0	No significant variances.

Strategic Planning	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	411,907	135,875	110,220	(25,655)	411,883	(24)	(£18k) of the year to date underspend is due to a current vacancy. However, any underspend is currently expected to be utilised by the end of the year, any changes will be reflected in future budget monitoring reports. Further, costs relating to new burdens and the local plan have been (£9k) lower than budgeted for to date but are currently forecast to increase later in the year.
Gross Direct Income	(9,345)	(1,067)	(30,407)	(29,340)	(39,345)	(30,000)	The increase in income is due to the receipt of self and custom build new burdens grant of (£30k) which was not expected when the budget was set
Support Services Recharges	109,050	0	0	0	109,050	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	511,612	134,808	79,812	(54,995)	481,588	(30,024)	
<b>Total Planning and Growth:</b>	<b>1,100,268</b>	<b>173,398</b>	<b>217,610</b>	<b>44,212</b>	<b>1,192,235</b>	<b>91,967</b>	



## Appendix B - Directorate and Services - Budget monitoring and commentary Period 4 2018/2019

### Customer Services

Benefits	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	28,244,530	9,340,917	8,472,469	(868,448)	28,244,285	(245)	A change in expenditure is largely matched by the subsidy funding received from DWP as confirmed by the corresponding variance below on income.
Gross Direct Income	(28,454,106)	(9,712,702)	(8,839,404)	873,298	(28,454,106)	0	
Support Services Recharges	380,258	0	0	0	380,258	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	170,682	(371,785)	(366,935)	4,850	170,437	(245)	No significant variances.

Crematorium and Cemeteries	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	765,060	523,934	522,351	(1,583)	763,733	(1,327)	
Gross Direct Income	(1,423,607)	(457,856)	(472,630)	(14,774)	(1,423,607)	0	
Support Services Recharges	137,130	0	0	0	137,130	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	59,248	0	0	0	59,248	0	
Total:	(462,169)	66,078	49,721	(16,358)	(463,496)	(1,327)	No significant variances.

Customer Services	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	524,548	180,017	181,212	1,195	527,023	2,475	
Gross Direct Income	0	0	0	0	0	0	
Support Services Recharges	(632,740)	0	0	0	(632,740)	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	(108,192)	180,017	181,212	1,195	(105,717)	2,475	No significant variances.

Support Services	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	165,197	55,354	63,466	8,112	165,197	0	
Gross Direct Income	0	0	(1,275)	(1,275)	0	0	
Support Services Recharges	(168,690)	0	0	0	(168,690)	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	(3,493)	55,354	62,191	6,837	(3,493)	0	No significant variances.

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Car Parks	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	1,640,416	696,922	711,262	14,340	1,640,416	0	No significant variances.
Gross Direct Income	(3,041,725)	(1,210,236)	(988,529)	221,707	(2,891,725)	150,000	Car park income is lower than expected (£222K) however the early indications are that August income will be particularly high due to the good weather and we expect to recover some of the shortfall on the year to date. Additionally the introduction of cashless payments has been a success and is expected to improve income collection, as previously income could not be collected when car park meters were full or faulty. The year-end forecast for car park income is a shortfall of £150k based upon our current projections. This position will be closely monitored going forward and action taken to improve the position where possible.
Support Services Recharges	396,090	0	0	0	396,090	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	25,036	0	0	0	25,036	0	
Total:	(980,183)	(513,314)	(277,267)	236,047	(830,183)	150,000	

Revenues	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	932,410	314,870	313,340	(1,530)	975,296	42,886	Computer software costs have been forecast to be overspent by the yearend although this position is to be reconsidered as part of the wider review of the ICT service.
Gross Direct Income	(500,200)	(169,433)	(174,088)	(4,655)	(500,200)	0	No significant variances.
Support Services Recharges	442,370	0	0	0	442,370	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	874,580	145,437	139,252	(6,185)	917,466	42,886	

<b>Total Customer Services:</b>	<b>(508,775)</b>	<b>(438,212)</b>	<b>(211,827)</b>	<b>226,385</b>	<b>(314,986)</b>	<b>193,789</b>	
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### Property and Asset Management

Public Toilets	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	323,544	266,126	269,722	3,596	323,544	0	
Gross Direct Income	(4,000)	(1,333)	0	1,333	(4,000)	0	
Support Services Recharges	29,620	0	0	0	29,620	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	89,287	0	0	0	89,287	0	
Total:	438,451	264,793	269,722	4,929	438,451	0	No significant variances.

Repairs and Maintenance	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	723,472	708,125	722,480	14,355	723,472	0	
Gross Direct Income	(249,000)	0	0	0	(249,000)	0	
Support Services Recharges	18,980	0	0	0	18,980	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	214,735	0	0	0	214,735	0	
Total:	708,187	708,125	722,480	14,355	708,187	0	No significant variances.

Footway Lighting	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	354,910	254,424	255,915	1,491	350,030	(4,880)	
Gross Direct Income	0	0	0	0	0	0	
Support Services Recharges	18,000	0	0	0	18,000	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	61,230	0	0	0	61,230	0	
Total:	434,140	254,424	255,915	1,491	429,260	(4,880)	No significant variances.

Coast Protection	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	115,940	32,314	375,887	343,573	458,940	343,000	
Gross Direct Income	(550)	0	(343,000)	(343,000)	(343,550)	(343,000)	
Support Services Recharges	23,550	0	0	0	23,550	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	332,393	0	0	0	332,393	0	
Total:	471,333	32,314	32,887	573	471,333	0	No significant variances.

Community Centres	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	8,788	7,498	9,431	1,933	8,788	0	
Gross Direct Income	(3,152)	(1,174)	(1,662)	(488)	(3,152)	0	
Support Services Recharges	10,700	0	0	0	10,700	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	18,932	0	0	0	18,932	0	
Total:	35,268	6,324	7,769	1,445	35,268	0	No significant variances.

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Construction Services	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	227,223	67,531	58,242	(9,289)	225,834	(1,389)	
Gross Direct Income	(850)	(283)	0	283	(850)	0	
Support Services Recharges	(568,400)	0	0	0	(568,400)	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	71,555	0	0	0	71,555	0	
Total:	(270,472)	67,248	58,242	(9,006)	(271,861)	(1,389)	No significant variances.

Council Offices - Town Hall	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	94,756	61,824	76,248	(18,508)	94,756	0	
Gross Direct Income	0	0	0	0	0	0	
Support Services Recharges	0	0	0	0	0	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	94,756	61,824	76,248	(18,508)	94,756	0	No significant variances.

Council Offices - Greyfriars	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	42,246	30,676	36,271	(5,975)	42,246	0	
Gross Direct Income	0	0	(537)	(537)	0	0	
Support Services Recharges	0	0	0	0	0	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	42,246	30,676	35,734	(6,512)	42,246	0	No significant variances.

Council Offices - Maritime House	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	15,480	10,680	13,802	3,122	15,480	0	
Gross Direct Income	0	0	0	0	0	0	
Support Services Recharges	0	0	0	0	0	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	15,480	10,680	13,802	3,122	15,480	0	No significant variances.

Beach Huts	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	23,000	0	0	0	23,000	0	
Gross Direct Income	(24,500)	0	0	0	(24,500)	0	
Support Services Recharges	2,370	0	0	0	2,370	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	870	0	0	0	870	0	No significant variances.

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Easter Fayre	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	22,000	22,000	25,218	3,218	25,279	3,279	
Gross Direct Income	(15,265)	(15,265)	(15,775)	(510)	(15,775)	(510)	
Support Services Recharges	9,680	0	0	0	9,680	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	16,415	6,735	9,443	2,708	19,184	2,769	No significant variances.

Markets	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	270,897	146,892	158,844	11,952	270,897	0	No significant variances.
Gross Direct Income	(318,621)	(251,802)	(219,497)	32,305	(289,621)	29,000	Income from two day market fees is currently £29k lower than budget for however this is forecast to a variance of £20k by year-end. The forecast also reflects a further £9k fall in income as the food and craft fairs are no longer occurring.
Support Services Recharges	86,430	0	0	0	86,430	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	4,495	0	0	0	4,495	0	
Total:	43,201	(104,910)	(60,653)	44,257	72,201	29,000	

Go Trade	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	73,019	24,339	18,335	(6,004)	73,019	0	
Gross Direct Income	(37,995)	(12,665)	(12,651)	14	(37,995)	0	
Support Services Recharges	0	0	0	0	0	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	35,024	11,674	5,684	(5,990)	35,024	0	No significant variances.

Bretts	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	28,782	9,594	9,248	(346)	28,782	0	
Gross Direct Income	(43,401)	(16,700)	(16,701)	(1)	(43,401)	0	
Support Services Recharges	9,250	0	0	0	9,250	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	(5,369)	(7,106)	(7,453)	(347)	(5,369)	0	No significant variances.

Courts	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	11,555	4,881	3,475	(1,406)	11,555	0	
Gross Direct Income	(24,019)	(9,489)	(9,487)	2	(24,019)	0	
Support Services Recharges	12,420	0	0	0	12,420	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	(44)	(4,608)	(6,012)	(1,404)	(44)	0	No significant variances.

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South Denes Energy Park	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	2,600	867	1,345	478	2,600	0	
Gross Direct Income	(2,600)	(867)	(867)	0	(2,600)	0	
Support Services Recharges	9,260	0	0	0	9,260	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	9,260	0	478	478	9,260	0	No significant variances.

Factory Units	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	59,382	27,646	23,898	(3,748)	54,382	(5,000)	No significant variances.
Gross Direct Income	(114,033)	(46,227)	(54,691)	(8,464)	(127,783)	(13,750)	Income is higher than budgeted for due to unexpected income identified for factory unit rentals for the year and also capturing prior year amounts not previously accounted for.
Support Services Recharges	19,920	0	0	0	19,920	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	(34,731)	(18,581)	(30,793)	(12,212)	(53,481)	(18,750)	

Corporate Estates	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	374,144	258,604	312,719	54,115	416,039	41,895	Increased business rates costs of £40k have been incurred due to properties being empty. This is offset by a (£15k) reduction in insurance costs than were budget for. There has also been an overspend on the electricity charge of £16k for one property, however this is to be recovered from the occupier (and this is reflected in the income variance below).
Gross Direct Income	(2,426,499)	(1,335,172)	(1,329,315)	5,857	(2,399,699)	26,800	Income is lower than anticipated to date and forecast due to credit notes being issued for previous financial years not included in the budget of £26k and one lease where the lease charges are less than the budget set by £20k. This is offset, as noted above, by a recharge of electricity costs resulting in a (£16k) increase in income.
Support Services Recharges	472,590	0	0	0	472,590	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	7,124	0	0	0	7,124	0	
Total:	(1,572,641)	(1,076,568)	(1,016,597)	59,972	(1,503,946)	68,695	

Minerva House	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	76,863	59,818	59,648	(170)	76,863	0	
Gross Direct Income	(36,600)	(16,501)	(17,867)	(1,366)	(36,600)	0	
Support Services Recharges	22,670	0	0	0	22,670	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	62,933	43,317	41,781	(1,536)	62,933	0	No significant variances.

## Appendix B - Directorate and Services - Budget monitoring and commentary Period 4 2018/2019

Onians	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	2,825	941	163	(778)	2,825	0	
Gross Direct Income	(13,310)	(4,884)	(6,754)	(1,870)	(19,310)	(6,000)	
Support Services Recharges	10,670	0	0	0	10,670	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	185	(3,943)	(6,592)	(2,649)	(5,815)	(6,000)	No significant variances.

Property Services	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	502,937	171,545	172,649	1,104	506,651	3,714	
Gross Direct Income	(22,060)	(7,353)	(7,352)	1	(22,060)	0	
Support Services Recharges	(409,720)	0	0	0	(409,720)	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	71,157	164,192	165,297	1,105	74,871	3,714	No significant variances.

Beacon Park	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	328,227	160,130	143,010	(17,120)	294,538	(33,689)	The underspend is due to a number of sites becoming occupied on the Beacon Park resulting in a fall in the costs being incurred by the Council, such as business rate costs, as these are now charges to the occupiers. No adjustment to the forecast has been made for this as the position will continue to be monitored.
Gross Direct Income	(919,844)	(410,231)	(440,909)	(30,678)	(930,844)	(11,000)	Revisions to rental agreements following the 2018/19 budget setting have resulted in increased income of (£7k) year-to-date, and are forecast to result in an increase in income of (£11k) by the yearend. The majority of costs, such as business rates, are recoverable from the Local Enterprise Partnership (LEP) if a eligible site is vacant. However, general costs (such as marketing, expenses and garden maintenance) are excluded from the agreement with the LEP. The period 4 position reflects additional income of (£24k) from the LEP year-to-date to recover the eligible costs. This position is liable to vary during the year so the forecast has not been altered at this time.
Support Services Recharges	28,900	0	0	0	28,900	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	126,064	0	0	0	126,064	0	
Total:	(436,653)	(250,101)	(297,899)	(47,798)	(481,342)	(44,689)	
<b>Total Property and Asset Management:</b>	<b>158,996</b>	<b>196,509</b>	<b>269,484</b>	<b>28,473</b>	<b>187,466</b>	<b>28,470</b>	

## Appendix B - Directorate and Services - Budget monitoring and commentary Period 4 2018/2019

### IT, Communications and Marketing

ICT	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	1,140,851	216,123	304,778	88,655	1,221,379	80,528	Computer software costs have been forecast to be overspent by the yearend although this position is to be reconsidered as part of the wider review of the ICT service.
Gross Direct Income	0	0	0	0	0	0	No significant variances.
Support Services Recharges	(1,275,040)	0	0	0	(1,275,040)	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	86,670	0	0	0	86,670	0	
Total:	(47,519)	216,123	304,778	88,655	33,009	80,528	

Communications	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	199,409	69,386	57,620	(11,766)	199,409	0	
Gross Direct Income	0	0	(60)	(60)	0	0	
Support Services Recharges	(202,000)	0	0	0	(202,000)	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	(2,591)	69,386	57,560	(11,826)	(2,591)	0	No significant variances.

Print and Design	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	103,906	34,635	34,172	(464)	103,906	0	
Gross Direct Income	(12,500)	(4,166)	(1,740)	2,426	(12,500)	0	
Support Services Recharges	(92,160)	0	0	0	(92,160)	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	(754)	30,469	32,431	1,962	(754)	0	No significant variances.

<b>Total IT, Communications and Marketing:</b>	<b>(50,864)</b>	<b>315,978</b>	<b>394,769</b>	<b>78,791</b>	<b>29,664</b>	<b>80,528</b>	
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## Appendix B - Directorate and Services - Budget monitoring and commentary Period 4 2018/2019

### Environmental Services

Environmental Health	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	1,790,606	817,931	836,722	18,791	1,859,533	68,927	Vacancies have resulted in an underspend of (£48k) to date but these are not reflected in the forecast as the financial effects of the department restructure are not yet known. The balance of the cumulative underspend is mainly due to Waveney Yare Internal Drainage Board levy charge being (£9k) lower than budgeted for which is forecast to total (£17k) at year-end. Due to demolition costs at Hemsby £86k which were not budgeted for the service is showing an overall overspend at the end of period 4 and at yearend. Although as noted below the Council has Environment Agency funding of £70k to allocate to this spend. As noted above funding from an Environment Agency grant of (£70k) has been received to contribute towards unexpected spend for the Hemsby demolition works.
Gross Direct Income	(112,624)	(40,351)	(104,512)	(64,161)	(182,624)	(70,000)	
Support Services Recharges	289,120	0	0	0	289,120	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	7,831	0	0	0	7,831	0	
Total:	1,974,933	777,580	732,211	(45,370)	1,973,860	(1,073)	

Selective Licensing	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	90,549	28,018	26,176	(1,842)	90,549	0	No significant variances.
Gross Direct Income	(141,460)	0	0	0	(141,460)	0	
Support Services Recharges	50,911	0	0	0	50,911	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	0	28,018	26,176	(1,842)	0	0	

Grounds Maintenance	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	600,700	560,961	562,139	1,178	598,990	(1,710)	No significant variances.
Gross Direct Income	(38,950)	(12,983)	(3,314)	9,669	(32,450)	6,500	
Support Services Recharges	57,650	0	0	0	57,650	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	86,092	0	0	0	86,092	0	
Total:	705,492	547,978	558,825	10,847	710,282	4,790	

Street Cleansing	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	875,546	875,292	882,742	7,450	875,546	0	No significant variances.
Gross Direct Income	0	0	0	0	0	0	
Support Services Recharges	50,490	0	0	0	50,490	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	0	0	0	0	0	0	
Total:	926,036	875,292	882,742	7,450	926,036	0	

**Appendix B - Directorate and Services - Budget monitoring and commentary Period 4 2018/2019**

Waste Management	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	2,509,552	2,142,618	2,154,816	12,198	2,554,552	45,000	
Gross Direct Income	(1,357,890)	(679,117)	(703,334)	(24,217)	(1,392,894)	(35,004)	
Support Services Recharges	83,310	0	0	0	83,310	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	135,900	0	0	0	135,900	0	
Total:	1,370,872	1,463,501	1,451,482	(12,018)	1,380,868	9,996	No significant variances.
<b>Total Environmental Services:</b>	<b>4,977,333</b>	<b>3,692,369</b>	<b>3,651,436</b>	<b>(40,933)</b>	<b>4,991,046</b>	<b>13,713</b>	

**Appendix B - Directorate and Services - Budget monitoring and commentary Period 4 2018/2019**

**Finance**

Finance	Current Budget 2018/19 £	P4 YTD Budget 2018/19 £	P4 YTD actual 2018/19 £	P4 YTD actual Variance £	Full Year Forecast £	Full Year Forecast Variance £	Comments
Gross Direct Expenditure	888,313	405,616	422,695	17,079	888,313	0	
Gross Direct Income	(20,000)	0	0	0	(20,000)	0	
Support Services Recharges	(843,170)	0	0	0	(843,170)	0	
IAS19 Accounting Adjustment	0	0	0	0	0	0	
Capital Charges	2,000	0	0	0	2,000	0	
Total:	27,143	405,616	422,695	17,079	27,143	0	No significant variances.
<b>Total Finance:</b>	<b>27,143</b>	<b>405,616</b>	<b>422,695</b>	<b>17,079</b>	<b>27,143</b>	<b>0</b>	
<b>Grand Totals:</b>	<b>10,998,462</b>	<b>6,713,986</b>	<b>7,080,742</b>	<b>322,253</b>	<b>11,353,761</b>	<b>355,299</b>	

## Appendix C - General Fund Capital Programme - Detail - 2018/19 Period 4

Directorate & Projects	Expenditure £000				Financing - £000				
	Original Budget 1819	Revised Budget 1819	Actuals Period 4 2018/19	Variances	Forecast 2018/19	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts
<b>Head of Community Development &amp; Regeneration</b>									
Childrens Playground Refurbishment	47	56	0	56	56	56	0	0	0
Cobholm Skate Park	100	100	0	100	100	75	0	0	25
Wellesley CCTV	0	15	0	15	15	15	0	0	0
<b>Total: Head of Community Development &amp; Regeneration</b>	<b>147</b>	<b>171</b>	<b>0</b>	<b>171</b>	<b>171</b>	<b>146</b>	<b>0</b>	<b>0</b>	<b>25</b>
<b>Head of Customer Services</b>									
Rebuilding sections of Factory Rd/Belvedere Rd/Nth Denes Rd Gt									
Yarmouth Cemetery Wall	35	15	9	6	15	15	0	0	0
St Nicholas Minster West Boundary Wall	90	96	1	95	96	96	0	0	0
New cremators	0	40	0	40	40	40	0	0	0
Replacement P&D Machines	107	107	0	107	107	107	0	0	0
Parking Services - handheld devices (Rialto Civil enforcement)	0	21	0	21	10	21	0	0	0
<b>Total: Head of Customer Services</b>	<b>232</b>	<b>279</b>	<b>10</b>	<b>269</b>	<b>268</b>	<b>279</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Head of Inward Investment</b>									
Marina Centre Refurbishment	5,739	5,730	0	5,730	0	5,730	0	0	0
The Waterways	1,888	2,108	98	2,010	1,800	509	1,599	0	0
<b>Total: Head of Inward investment</b>	<b>7,626</b>	<b>7,839</b>	<b>98</b>	<b>7,741</b>	<b>1,800</b>	<b>6,239</b>	<b>1,599</b>	<b>0</b>	<b>0</b>
<b>Head of Housing</b>									
Disabled Facilities Grant	800	1,114	342	771	1,114	0	1,114	0	0
Empty Homes	719	719	0	719	0	719	0	0	0
Homes for Health	400	400	27	373	100	0	0	400	0
Norfolk & Waveney Equity Loan Scheme	8	16	0	16	16	0	16	0	0
Emergency Home Improvement Loans	40	36	2	34	36	0	0	0	36
<b>Total: Head of Housing</b>	<b>1,967</b>	<b>2,285</b>	<b>371</b>	<b>1,914</b>	<b>1,266</b>	<b>719</b>	<b>1,130</b>	<b>400</b>	<b>36</b>
<b>Head of IT, Communications &amp; Marketing</b>									
ICT Investment to deliver GYBC ICT Strategy	291	291	0	291	291	291	0	0	0
Postroom Scanners	0	2	4	(2)	2	2	0	0	0
<b>Total: Head of IT, Communications &amp; Marketing</b>	<b>291</b>	<b>292</b>	<b>4</b>	<b>288</b>	<b>292</b>	<b>292</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Head of Property &amp; Asset Management</b>									
Public Toilet Refurbishment Programme	160	160	0	160	160	160	0	0	0
Gorleston High Street car park resurfacing	19	19	0	19	19	19	0	0	0
Cobholm Rugby Club roadway	20	20	0	20	20	20	0	0	0
Yacht Station Improvements - welfare facilities	12	12	0	12	12	12	0	0	0
Footway Lighting	100	103	0	103	103	103	0	0	0
Esplanade Resurfacing	336	336	0	336	0	336	0	0	0
Pops Meadow, Fiskes opening Gorleston CPO	0	5	0	5	5	5	0	0	0
Beach Huts	140	140	2	138	140	140	0	0	0
Gorleston Paddling Pool /Splash Pad	0	400	181	219	400	400	0	0	0
Beacon Park LATC - Phase 1/ Equinox	4,335	7,335	0	7,335	3,000	7,335	0	0	0
Beacon Park Projects	1,500	1,500	30	1,470	1,300	1,500	0	0	0
Energy Park - South Denes	2,274	2,320	37	2,283	1,000	684	1,636	0	0
<b>Total: Head of Property &amp; Asset Management</b>	<b>8,896</b>	<b>12,350</b>	<b>250</b>	<b>12,100</b>	<b>6,159</b>	<b>10,715</b>	<b>1,636</b>	<b>0</b>	<b>0</b>
<b>Overall Total</b>	<b>19,159</b>	<b>23,216</b>	<b>733</b>	<b>22,483</b>	<b>9,956</b>	<b>18,390</b>	<b>4,365</b>	<b>400</b>	<b>61</b>

Subject: Quarter 1 Key Project and Performance Report

Report to: Policy & Resources Committee – 11 September 2018

Report by: Head of Organisational Development

### **SUBJECT MATTER/RECOMMENDATIONS**

The following gives an update on current performance for the first quarter of 2018/19 (Apr – Jun) where progress is assessed against Targets which are set at the start of the financial year. 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.

The report also gives an update to the position of key projects that are linked to the corporate priorities from 'The Plan 2015-2020'. A summary of progress for the suite of key projects and individual highlight reports for each of these key projects are presented in Appendix 1 of this report.

The performance measures, see attached Appendix 2, give a comprehensive overview of how the authority as a whole is performing and cover most Council functions. This report highlights performance measures that have not achieved the target for this period and measures that do not have a target but are moving in the wrong direction. The report also highlights a number of measures that are showing exceptional performance against targets. Measures have been separated into the four service committees.

### **RECOMMENDATIONS**

The actions are:

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

## **1. INTRODUCTION/BACKGROUND**

To consider all measures and key projects within the report and to continue to monitor throughout the year and report quarterly to Executive Leadership Team (ELT)/Management Team (MT). Performance measures will be presented to the relevant service Committees on a quarterly basis with the complete suite going to Policy & Resources Committee. The suite of nine new Key Projects will be reported to Policy & Resources Committee quarterly.

## 2. PROGRESS OVERVIEW OF KEY PROJECTS

A review of all projects was conducted at the end of the 2017/18 financial year and a new list of key projects was established and was included in the Council's Annual Action Plan 2018/19 which was approved by Policy & Resources Committee on 24 July 2018. Each highlight report details a summary of the project, milestones and achievements, alongside open issues, mitigation and a financial summary. Each report also has a current status, which can be green, amber or red. Out of the nine reports, six have a current green status defined as no problems or minor issues.

The remaining key project has an amber status defined as having problems which have been identified but with a contingency plan in place.

Key Project Current Status	Total
Green - no problems or minor issues	6
Amber - problems identified but contingency plan in place	3
Red – serious problems out of tolerance	0

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**KP02** – Beacon Park Housing Development: An amber status has been given as overall phase 1 of the project is six months behind the timeline anticipated in the original business case developed in 2016. The project experienced delays between Autumn 2017 and Summer 2018 with the discovery of a high voltage cable on site not in the location asserted on plans. Investigatory work around the actual route of the cable, amendment to plans, amending the layout of the site and seeking formal approval of the amended work from UKPN has been lengthy. These issues have now been resolved.

A further contributory factor was the need to revise/update the Lovells tender given the delay in the project. In June 2018 the Board and Shareholder's Committee approved the updated business case, still within the original projections agreed in the business plan.

**KP07** – Winter Gardens: An amber status has been given as the Council was not successful with the major batch submission, but received positive feedback from the Heritage Lottery Fund (HLF) who are very supportive of the Council's commitment to the project and are keen to see something develop in the near future.

Heritage Enterprise, an HLF grant programme was announced early summer with a closing date in August 2018. Officers reviewed the programme and hosted two investor open days on 19 and 31 July 2018.

**KP08** – Venetian Waterways: This has been given an amber status because the project is in the early days of construction and work is uncovering issues that should fall within contingency arrangements, however the budget is already proving problematic and as such needs very careful handling alongside the funders.





### **3. Performance Measures**

#### **Performance Measures – Highlights**

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

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

Breakdown of the measures is shown below.

	Performance Measures against Targets	Total
	Green - Performance has met or exceeded target	26
	Amber - Performance is below target but within tolerance	19
	Red – Performance is below target and tolerance	4

The four measures that are within the Red status and are not achieving the target and below the tolerance level set are:

- PR01: Average time to assess Housing & Council Tax: Benefit new claims
- PR02: Average time to assess Housing and Council Tax: Change in circumstances
- PR10: Percentage of FOI and EIR requests responded to within 20 working days
- PR11: % of completed Full Performance Reviews

The following areas of performance are brought to your attention:

**Improved performance:**

**1. Percentage of Land Charges search returns sent within 10 working days. (ED08)**

The figure for dealing with Land Charges search returns has shown an increase in performance for the fifth quarter running. Performance has improved by over 20% from a low of 76.38% in the first quarter 2017/18.

**2. Time taken for Housing Options to match property (HN08)**

A transformation project had been in place which reviewed the voids process from end to end. The actions taken by the review has seen a significant improvement in this measure during 2017/18 and the first quarter figure for 2018/19 has seen further improvement to 3 days compared to 22 days during the same period in 2017/18.

**Reduced performance:**

**3. Average time to assess Housing & Council Tax: Benefit new claims (PR01)**

Quarter 1 performance has been impacted by a reduction in available resource due to vacancies, maternity and long term absence, this is at a time when the section is extra busy at the start of the new financial year. The vacant posts have now been recruited to and the team is now back to being fully staffed. Although there is a training period for new staff it is anticipated that performance will reach target in Quarter 2.

**4. Percentage of FOI and EIR requests responded to within 20 working days (PR10)**

There has been an increased number of FOI requests received which has created a backlog. The team are working through this and the process is being reviewed.



## Data Quality note

All data included in this report for the current financial year is provisional unaudited data and is categorised as management information. All current in-year results may therefore be subject to later revision.

### 4. FINANCIAL IMPLICATIONS

None

### 5. RISK IMPLICATIONS

None

### 6. CONCLUSIONS

None

### 7. RECOMMENDATIONS

The actions are:

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

### 8. BACKGROUND PAPERS

None

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

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

**KEY PROJECTS – SUMMARY REPORT QUARTER 1 2018/19 (APR- JUN)****Key projects that impact on the corporate priorities in ‘The Plan 2015 – 2020’.**

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

<b>Project</b>	<b>Project Lead</b>	<b>Lead ELT</b>	<b>Current Position</b>
<b>KP01</b> – Energy Park & South Denes Regeneration	Stuart Dawson	David Glason	<b>G</b>
<b>KP02</b> - Beacon Park Housing Development	Wendy Evans-Hendrick	Neil Shaw	<b>A</b>
<b>KP03</b> –Middlegate Estate	Anthony Moore	Kate Watts	<b>G</b>
<b>KP04</b> – Licensing Programme for Private Sector Housing (Selective Licensing)	David Addy	Kate Watts	<b>G</b>
<b>KP05</b> – Wellesley Road Recreation Ground	Claire Sullivan	Kate Watts	<b>G</b>
<b>KP06</b> – Marina Centre	Michelle Burdett	Sheila Oxtoby	<b>G</b>
<b>KP07</b> – Winter Gardens	Michelle Burdett	Kate Watts	<b>A</b>
<b>KP08</b> – Venetian Waterways	Michelle Burdett	Kate Watts	<b>A</b>
<b>KP09</b> – Improving the Markets and the Market Place	David Helsdon	Kate Watts	<b>G</b>

<b>Key</b>	
	<b>No problems or minor issues</b>
	<b>Problems identified but contingency plan in place</b>
	<b>Serious problems out of tolerance</b>



# PROJECT REPORT

<b>Project Name</b>	<b>(KP01) Energy Park &amp; South Denes Regeneration</b>		<b>Date</b>	<b>June 2018</b>
<b>Project Manager</b>	<b>Stuart Dawson</b>	<b>Lead ELT Officer</b>	<b>David Glason</b>	
<b>Status (delete as appropriate)</b>	<b>RED – serious problems out of tolerance</b>	<b>AMBER – Problems but within contingency plan</b>	<b>GREEN – no problems or only minor issues</b>	

## Project Overview:

The Great Yarmouth Energy Park was launched in late 2013 by the Great Yarmouth Development Company (a joint venture between GYBC & Norfolk County Council) and its purpose is to seek to regenerate the project area thereby targeted redevelopment and re- use of sites by private and public sectors, focusing on the energy industry.

The ambition is to secure inward investment to the area, to generate economic growth and improve the environment by redevelopment. The strategy is a reflection of the demand on the port area, in particular by the renewables sector. The Enterprise Zone status of the port area predicts a demand for sites that is likely to be higher than the supply within the port area creating a pressure on land adjacent to the port.

The Great Yarmouth Energy Park is complementary to the Enterprise Zone at the port. The forecast arrival of the East Anglia Array, as well as other Round 2 (windfarm) Projects is a limited window of opportunity to secure inward investment to Great Yarmouth, with the supply chain and operations and maintenance requiring proximity to the windfarm and potentially both deep water harbour and river port access.

The strategy of the GYEP addresses the 'need' to regenerate the project area due to the outdated and generally run down appearance. The opportunity presented by the new economic activity has been the trigger. Part funding for the project has been put in place by Norfolk County Council from the Norfolk Infrastructure Fund, this is recorded by the NIF Annual report dated 3 March 2014 where it is decided to support the project to £2.75m.

The remaining funding, £250,000, will come from Great Yarmouth Borough Council from its capital reserves.

<b>Key Project Targets and Achievements</b>	<b>Milestones</b>	<b>Achieved/ Target Date</b>
	• Vanguard Point site clearance completed January 2018	<b>Met</b>
	• Millora Works – 2 acre site acquired February 2017	<b>Met</b>
	• The first non-energy business to relocate away from the Energy Park has completed (Europcar) freeing up just under an acre of land.	<b>Met</b>
	• Marketing strategy /particulars produced	<b>Met</b>
	• Established locations for relocating non-energy business's 'off site'	<b>Met</b>
	• Launched late 2013	<b>Met</b>

## Summary / Progress

### Land Assembly

Land assembly remains a key priority together with securing agreements with a number of non-port related businesses' to relocate 'off site'.

**Ocean Yard (Block 4)** - UK Power Networks and Cadent have both given dates for disconnections. The tender demolition has now been let.

**Millora Works & adjacent site (Block 12 & 13b)** - Ingleton Wood (appointed pre-planning / CDM) have completed the pre-tender documentation and this is being circulated for consultation to neighbouring businesses likely to be affected by the demolition.

**Vanguard Point (Site 3b)** - The demolition of Vanguard Point (part of block 3) has been completed on time and being marketed with the benefit of Enterprise Zone status. As previously reported the next sites that have been earmarked for demolition are Ocean Yard (block 4) followed by Millora Works (block 12). In addition the former ITS building (Havenshore base) is to be demolished. These are all scheduled for site clearance this year.

**Former ITS Site (Havenshore South)** - Demolition tender returns are being reviewed with an appointment to be made imminently

### General-

- Terms have been agreed for an established local business to relocate to sites within the Energy Park (circa 3 acres) by August 2019. Lawyers are instructed. As previously advised the investment will be in the region of £3 million.
- NCC/GYBC have appointed a consultant to review the prospect of relocating a manufacturing company (non-port related) currently based in South Denes to Beacon Park. The report has been submitted and currently under review by officers.
- A local taxi firm believe that owing to their various logistical work they have with various port companies they may meet the pre-conditions of the LDO. It is understood they are continuing to seek planning advice.
- Construction of the 81 Bedroom Premier Inn hotel (Edge development, South Denes) is progressing and still on program with an anticipated opening of Spring 2019.

## Financial Summary

Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£3 million	£	£ 548k	£ 37k	£	£
Financial data verified by (name of finance officer)			Date		



# PROJECT REPORT

Project Name	(KP02) Beacon Park Housing Development		Date	June 2018
Project Manager	Wendy Evan-Hendrick	Lead ELT Officer	Neil Shaw	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	
<b>Project Overview:</b> Development of housing on site 25 Beacon Park. The project is separated into three phases the first phase of 56 properties being delivered on the western end of the site has detailed planning approval granted in 2016. The project is to be delivered through a Local Authority Trading Company, Equinox Enterprises.				
Key Project Targets and Achievements	Milestones			Achieved/ Target Date
Nov 2016	Approval of the original business case			Met
Mar 2017	Outline planning permission for the whole site and detailed planning consent for phase 1			Met
Mar 2017	Completion of s106 agreement and transfer of land to Equinox			Met
June 2018	Installation of rising main			Met
June 2018	Upgrade of Woodfarm Lane			Partially met
Feb 2017	Tendering process (phase 1)			Met
May 2018	Final agreement of tender (phase 1)			Met
June 2018	Contract signature			Met
Aug 2018	Commence procurement, mobilise contractors, site set up			Aug 2018
Sept 2018	Commence construction			Sept 2018
Nov 2018	Member engagement on phase 2 proposal			Nov 2018
May 2019	Completion of first tranche of development (phase 1)			May 2019
April 2019	Feasibility proposal (phase 2)			Apr 2019
Sept 2019	Planning consent for phase 2			Sept 2019
Aug 2019	Completion of second tranche of development (phase 1)			Aug 2019
Oct 2019	Completion of third tranche of development (phase 1)			Oct 2019
Dec 2019	Completion of fourth tranche of development (phase 1)			Dec 2019
April 2020	Completion of fifth tranche of development (phase 1)			April 2020
July 2020	Final site completion (phase 1)			July 2020

### Summary / Progress

Overall phase 1 of the project is six months behind the timeline anticipated in the original business case developed in 2016.

The project has experienced delays between Autumn 2017 and Summer 2018 with the discovery of a high voltage cable on site not in the location asserted on plans. Investigatory work around the actual route of the cable, amendment to plans, amending the layout of the site and seeking formal approval of the amended work from UKPN has been lengthy. These issues have now been resolved.

A further contributory factor was the need to revise/update the Lovells tender given the delay in the project. In June 2018 the Board and Shareholder's Committee approved the updated business case, still within the original projections agreed in the business plan.

The signature of the contract will take place in July 2018. Mobilisation of contractors will take place and preparation of the site in August 2018.

Once construction is being progressed on site, the development of proposals for phase 2 will begin in Autumn 2018. This will start with some early engagement with elected members.

### Financial Summary

Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£9.46m	£	£2.082m	£	£	£
Financial data verified by (name of finance officer) Don McCallum			Date July 2018		



# PROJECT REPORT

<b>Project Name</b>	<b>(KP03) Middlegate Estate</b>		<b>Date</b>	<b>June 2018</b>
<b>Project Manager</b>	<b>Anthony Moore</b>	<b>Lead ELT Officer</b>	<b>Kate Watts</b>	
<b>Status (delete as appropriate)</b>	<b>RED – serious problems out of tolerance</b>	<b>AMBER – Problems but within contingency plan</b>	<b>GREEN – no problems or only minor issues</b>	

## Project Overview:

A feasibility study for potential to regenerate Middlegate Estate.

<b>Key Project Targets and Achievements</b>	<b>Milestones</b>	<b>Achieved/ Target Date</b>
An architectural and financial viability assessment - looking at a wide range of options to show what are realistic opportunities for further discussion, how much might each cost and steps to achievement.	Create project team	Met
	Tender consultants	Met
	Appoint Consultant	Met
	Area Appraisal – Member's review	Reviewed by challenge group March 2018
An architectural and financial options appraisal of what has been shown to be viable - This will be undertaken in partnership with an engaged and appropriately skilled representative group to advocate on behalf of the residents.	Viability Report – Member's review	06/18
	Options Appraisal – Member and Stakeholder participation	06-09/18
	Options Appraisal report – Member's review and recommendation to H & N Committee	09/18
	Final Report to H & N Committee	11/18
Final Report - Including the Viability Assessment and Options Appraisal, this will make Officer's recommendation to Council for best solution. This will also be reported to DCLG.	Final Report to DCLG	12/18
	Final Report to Council	12/18
	Project Review	12/18

## Summary / Progress

Progress during this period has been around signing off the communications plan and then using this to produce some literature and begin 'soft' resident engagement. Wiseman Associates are running the events under the ARK brand and co-branding them with Community. Three events have taken place aimed at: young people, families, older residents. There will be two more events, the international food day (14/07.18) and Middlegate Design Workshop (07.09.18).

The thermal surveys are now complete, flat types have been reviewed and initial plans are being worked up.

The next steps will be refinement following GYBC comments and then the 'co-design workshops'.

Financial Summary					
Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue	£	£
£320,000 (DCLG)	£	£	£		
Financial data verified by (name of finance officer)			Date		



# PROJECT REPORT



<b>Project Name</b>	<b>(KP04) Licensing Programme for Private Sector Housing (Selective Licensing)</b>		<b>Date</b>	<b>June 2018</b>
<b>Project Manager</b>	<b>David Addy</b>	<b>Lead ELT Officer</b>	<b>Kate Watts</b>	
<b>Status (delete as appropriate)</b>	<b>RED – serious problems out of tolerance</b>	<b>AMBER – Problems but within contingency plan</b>	<b>GREEN – no problems or only minor issues</b>	

## Project Overview:

Selective Licensing of the Private Rented Sector.

<b>Key Project Targets and Achievements</b>	<b>Milestones</b>	<b>Achieved/ Target Date</b>
<p>The intention is to consult upon, and designate the areas of Great Yarmouth with the most deprivation and challenges, as a Selective Licensing area. Selective Licensing requires all privately rented dwellings within the designated area to be licensed.</p> <p>The objectives are improving the living conditions and life outcomes for tenants in the private rented sector, and their neighbours. This will result in a better environment for our tourist and visitors, leading to repeat demand. Our Landlords will get increase rents and property values, and better tenants. Low housing demand, anti-social behaviour, poor property conditions, migration, deprivation, and crime will all be significantly improved for communities within the designated Selective Licensing areas.</p>	Data gathering/peer review visits	Met
	Appointment of intelligence & data analysis consultants	Met
	Produce communications plan with David Wiles	Met
	Procured intelligence & data analysis report submitted	Met
	Define proposed designation area and produce consultation document	Met
	Report to Housing and Neighbourhoods Committee on consultation proposals	Met
	Full media rollout	Met
	10 week statutory consultation on Selective Licensing	Commenced
	Report on consultation responses	08/18
	Verbal update to Housing and Neighbourhoods Committee	09/18
	Report to seek approval from Full Council to designate Selective Licensing area(s)	09/18
	Designation of Selective Licensing area(s)	09/18
	Online application system for Selective licensing active	09/18
	Appointment of Housing Licensing Officers	09/18
	Selective License inspections begin	12/18
	Scheme ends (if not renewed)	12/23

## Summary / Progress

The project is progressing well, with the consultation document and materials being drafted, and a further saving of circa £5,000 has been identified; this is because we will not need to pay Civica to develop APIs to populate our back office system with data, if we use The Home Safe Scheme's updated web-based application and inspection system.

The Selective Licensing report and consultation were launched on the 15th of July, following a presentation of the report and approval by the Housing and Neighbourhoods Committee. The consultation will close on the 24th of August.

Media coverage on Radio Norfolk, in The Mercury, and EDP has been positive, and the National Landlords Association (NLA) publicly giving their support to the Scheme. Two stakeholder consultation events and a NLA meeting about Selective Licensing have taken place.

A presentation is also going to be made to the Eastern Landlords' Association Great Yarmouth Branch on the 11<sup>th</sup> of July. Meetings are also being arranged with large portfolio landlords, to gain their support.

### Financial Summary

Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue	£	£
£	£ 280,248	£	£ 21,814.71		
Financial data verified by (name of finance officer)				Date	

# PROJECT REPORT

<b>Project Name</b>	<b>(KP05) Wellesley Road recreation Ground</b>		<b>Date</b>	<b>June 2018</b>
<b>Project Manager</b>	<b>Claire Sullivan</b>	<b>Lead ELT Officer</b>	<b>Kate Watts</b>	
<b>Status (delete as appropriate)</b>	<b>RED – serious problems out of tolerance</b>	<b>AMBER – Problems but within contingency plan</b>	<b>GREEN – no problems or only minor issues</b>	

## Project Overview:

Develop a clear future direction for the Wellesley Road Recreation Ground, including current and future usage, potential 3G facilities, onsite buildings and future management of the site.

<b>Key Project Targets and Achievements</b>	<b>Milestones</b>	<b>Achieved/ Target Date</b>
A review of income, expenditure, management, maintenance, issues, risks and opportunities on the site to present a calculated, coherent and comprehensive plan for the site which addresses all areas, either as one study or as linked studies.	Create project team	Met
	H &N Committee	Met
	Tender consultants	Met
	Appoint Consultant	Met
	Area Appraisal – Member’s review	Met
	Viability Report – Member’s review	Met
	Options Appraisal – Member and Stakeholder participation	08/18
	Options Appraisal report – Member’s review and recommendation to H & N Committee	08/18
	Final Report to H & N Committee	09/18
	Final Report to Council	10/18
	Project review	11/18

## Summary / Progress

Housing and Neighbourhoods Committee approved funding of £25,000 on the 21 March 2018. Following a procurement process the member’s steering group chose to appoint **‘Sporting Assets’** after an Interview process. They were seen as more innovative than the other parties and they fall within the agreed budget.

Sporting Assets will meet with Officers, Members and Stakeholders on 5th & 6th July for inception meetings. Work is currently ongoing to develop a long list of options for Wellesley that will be discussed with members August 2018 to develop a short list of potential options. A report will be forthcoming to Housing and Communities committee on the potential short options in September 2018.

Complementary to this we are looking to undertake a borough wide sports and activity participation consultation to identify barriers to physical activity and potential views on sporting grounds within the borough. We are working in partnership with Active Norfolk and will present a report on the potential consultation to Policy and Resource Committee September 2018.

Financial Summary					
Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue	£	£
£25,000	£	£	£		
Financial data verified by (name of finance officer)			Date		



# PROJECT REPORT

<b>Project Name</b>	<b>(KP06) Marina Centre</b>		<b>Date</b>	<b>June 2018</b>
<b>Project Manager</b>	<b>Michelle Burdett</b>	<b>Lead ELT Officer</b>	<b>Sheila Oxtoby</b>	
<b>Status (delete as appropriate)</b>	<b>RED – serious problems out of tolerance</b>	<b>AMBER – Problems but within contingency plan</b>	<b>GREEN – no problems or only minor issues</b>	

## Project Overview:

The project has moved to the next stage (progression of multi-disciplinary team to move the project to RIBA Stage 2) following approval from Full Council that Option 5 should be developed and that the project team should look at developing a new build Centre including some leisure water offer.

<b>Key Project Targets and Achievements</b>	<b>Milestones</b>	<b>Achieved/ Target Date</b>
	<i>Executive Approval</i>	Tue 10/07/18
	<i>Notify Tenderers</i>	Tue 10/07/18
	<i>Award Contract (Director level)</i>	10/07/18
	Design Team (Mace) inception meeting	31/07/18
	RIBA Stage 1	17/08/18
	Financial review meeting	13/08/18
	S151 officer to complete the financial review / report	By 7/9/18
	Democratic services to distribute s151 paper	10/9/18
	Officer / member meeting to discuss financial package	17/9/18
	Members meeting to discuss RIBA 1 principles	21/08/18
	RIBA Stage 2	
	Design team to start RIBA Stage 2 works	18/8/18
	Officer / member meeting to review facility mix and siting options	w/c 5/11/18
	All member briefing (yet to be arranged)	w/c 26/11/18
	Management team – report outcomes of RIBA 2	26/11/18
	PAM for Full Council	4/12/18
	Full Council meeting - approval of capital funds	13/12/18
	RIBA Stage 3	03/01/19
	public engagement	07/12/18
	pre-planning consultation	25/01/19
	prepare planning documents	01/03/19
	Submit planning application	01/03/19
	Planning decision	24/05/19
	Complete SQ tender stage	07/02/19
	ITT Issue and Evaluation	01/04/19
	Competitive Negotiation / 2nd Stage	26/07/19
	Tender	
	Contract signing and award	TBD
	Start on site	27/09/19

	Fit out / handover	TBD
	Launch and test events	TBD
	Completion	TBD
	<i>Executive Approval</i>	Tue 10/07/18

### Summary / Progress

- The tender for the design team closed on the 30<sup>th</sup> March which was placed on the spec has been on the portal using the Crown Commercial Framework. Tenders have since been scored and consultants invited in for an interview with members and officers. The final chosen design team will be led by Mace and will include The Sports Consultancy and S+P.
- Pulse Contract ceased as of 19th January and meetings with Sentinel are ongoing. Sentinel have supplied a document to propose how they could manage the Marina Centre based against costs. Financial analysis of the potential income to be generated is yet to be modeled. A follow up meeting with the Sports Consultancy and Sentinel has been arranged. This must take place in sufficient time to move beyond RIBA 1 and ensure that the capital request from Full Council is developed in time for the December Council meeting.
- The timeline has slipped as the stand still period and stage 1 discussions with both the tenderers have extended beyond what was anticipated. The timeline has been adjusted above to reflect this.
- Additional items will be placed on the final project plan, breaking each of the RIBA Stages down into key tasks and activities. These will then be assigned to an officer / action owner to progress and will feature in future team meeting agendas.

### Financial Summary

Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£120,000	£	£141,022	£	£	£
Financial data verified by (name of finance officer) Keith Philips			Date		



# PROJECT REPORT

<b>Project Name</b>	<b>(KP07) Winter Gardens</b>		<b>Date</b>	<b>June 2018</b>
<b>Project Manager</b>	<b>Michelle Burdett</b>	<b>Lead ELT Officer</b>	<b>Kate Watts</b>	
<b>Status (delete as appropriate)</b>	<b>RED – serious problems out of tolerance</b>	<b>AMBER – Problems but within contingency plan</b>	<b>GREEN – no problems or only minor issues</b>	

## Project Overview:

The project is to restore the building and structural elements of the Heritage asset, as well as to give the building a new life by transforming both the internal and external spaces into a distinctive attraction for both the local community and the visitors to Great Yarmouth. It is intended that the facility will provide an all year round attraction along the Golden Mile.

<b>Key Project Targets and Achievements</b>	<b>Milestones</b>	<b>Achieved/ Target Date</b>
To achieve capital grant funding to restore  investment in the steel works restoration  To identify and work with securing a commercial end user  To generate council income and boost the local economy	Investor open day 19 and 31 July	Met
	Arrange Project Team meeting	Met
	Review of Business Plan and Financial Modelling	Ongoing
	Officer meeting to discuss procurement of operator and financial arrangements	Met
	Assess what is required for future HLF application submission	27.08.18
	Complete the financial assessment of the conservation deficit	September 2018
	Bring together working group to discuss next steps and proposed option	Winter 18 (date TBC)
	Announcement of HLF Strategic Plans	January 19
	Draft application to revised Heritage Lottery Fund – Heritage Enterprise grant programme.	Jan-Mar19
	Present proposed submission to Policy and Resources Committee	Spring 19
	Submit Stage 1 Heritage Enterprise application	Unknown date (awaiting announcement from HLF)
	Stage 1 HLF Assessment	Unknown
	Review of HLF Feedback	Unknown

## Summary / Progress

The Council was not successful with the major batch submission, but received positive feedback from the HLF who are very supportive of the Councils commitment to the project and are keen to see something develop in the near future.

Heritage Enterprise, an HLF grant programme was announced early summer with a closing date of the 16<sup>th</sup> August 2018. Officers reviewed the programme and are seeking interest from a commercial operator by hosting two investor open days on the 19th and 31st July 2018.

## Financial Summary

Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue		
£	£ 30,000	£	£ 44,902	£	£
Financial data verified by (name of finance officer) Keith Philips			Date		





# PROJECT REPORT

<b>Project Name</b>	<b>(KP08) Venetian Waterways</b>		<b>Date</b>	<b>June 2018</b>
<b>Project Manager</b>	<b>Michelle Burdett</b>	<b>Lead ELT Officer</b>	<b>Kate Watts</b>	
<b>Status (delete as appropriate)</b>	<b>RED – serious problems out of tolerance</b>	<b>AMBER – Problems but within contingency plan</b>	<b>GREEN – no problems or only minor issues</b>	

## Project Overview:

The aim of the whole project is to undertake comprehensive restoration and repair, engaging experts, trainees and volunteers throughout the duration of the project. The legacy will be a restored heritage asset, a highly skilled workforce with traditional construction and horticulture skills which will be supported into employment. In addition to this, the project will closely work with the Community, particularly those presently disconnected from the labour market or whom face multiple disadvantages when trying to access employment.

<b>Key Project Targets and Achievements</b>	<b>Milestones</b>	<b>Achieved/ Target Date</b>
	• Contractor Award and Appointment	Met
	• Start date on site	Met
	• Members Working group and Stakeholders site meetings	Met
	• Decision on café / restaurant offer	Met
	• Volunteers to start physical works on site	1/8/18
	• Launch of tender for whole of site operation	21/8/18
	• HLF and Members Working group and Stakeholders Meetings	21/8/18
	• Recruitment of Gardeners	1/9/18
	• HLF and Members Working group and Stakeholders Meetings	20/9/18
	• Tender completed, assessed and awarded	15/10/18
	• Completion of boating lake works	Easter 19
	• Completion of all site works	15/5/19

## Summary / Progress

- Blakedown have been appointed as the principle contractor for capital works and work has commenced on site with an initial focus on the Boating lake area until the whole site was closed.
- A ground breaking ceremony was held on 11 June as an opportunity to thank the funders and go public with the beginning of works on site. The press around the ground breaking ceremony has led to another round of volunteers coming forward
- Following conversations with senior officers and the contractors, the decision has been taken to close the Waterways for the duration of works, with sections being handed back in phases to help mitigate health and safety and budgetary concerns
- Business plan and management and maintenance plans have been refreshed by DCA Consultants and this presented to the Members working Group, work is now underway to draw up a tender spec for site operation and commence a negotiated tender process
- The call for volunteers has been positive, with 80 individuals and groups registering an interest to date. Work to develop the training programme is ongoing. Training and introductions for research and interpretation

volunteers has begun in the areas of oral history and archival research

- A brief for branding and interpretation work has been written and is ready to send out to tender.
- Gardeners posts – the Head Gardener and Assistant Gardener are in the process of going through final job evaluation and moderation and will be advertised shortly. The Head Gardener will be line managed by the Project Coordinator in the first instance
- The tender period for branding and interpretation design closes on Friday 29 June
- Tender papers are being drawn up for the carpentry work to the boat heads

#### Financial Summary

Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue	£	£
£2,088,000	£668,000	£ 143,467	£ 33,549		
Financial data verified by (name of finance officer)		Date			

# PROJECT REPORT



Project Name	(KP09) Improving the Markets and the Market Place			June 2018
Project Manager	David Helsdon		Kate Watts	
Status (delete as appropriate)	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues	
<b>Project Overview:</b> By 2025, trade and custom in the 6- and 2-day markets is greatly improved, supported by new stalls and service facilities and by the newly-paved Market Place which has created a beautiful setting for an expanded programme of outdoor events and improved building frontages.				
Key Project Targets and Achievements	Milestones			Achieved/ Target Date
B1. Better market operations	<b>Better management of both markets</b> Restructure has taken place and Market Management is on site 6 days a week. New market fees for 2 day traders has encouraged new traders to join and the 6 day market remains stable ahead of development options. Regular marketing meetings are held with trader representation to strengthen the market offer. <b>Better facilities for 6 day market</b> Under consideration as part of the redevelopment of the market place <b>Better facilities for 2 day market</b> Revised fees in place.			
B2. Business support	<b>Shopfront improvement scheme</b> Now on the 5 <sup>th</sup> tranche of applications. Awaiting committee to agree next tranche £16k applications. Should all applications be approved be up to 48K however only £20,800 claimed from 60k budget.			
B3. Public Realm investment	<b>Market Place and Church Square Design concept and funding bid</b> Design team has been appointed and 2 <sup>nd</sup> design meeting arranged. Being presented to P&R committee to go out to public consultation 18 <sup>th</sup> June. CCF fund for £2.3 million submitted (expression of interest stage)			
Summary / Progress				
Really good progress being made as well as engagement with market traders and work to progress a ready to go scheme for the market place. If successful for CCF this will give us a head start if we successfully reach the next stage. An overview of the development will be presented to P&R committee ready for public consultation. Working on a timescale of planning being submitted by the end of November/early December looking to start 2018/2019.				

Financial Summary					
Approved Budget		Actual/Committed Spend		Savings Achieved	Income Achieved
Capital	Revenue	Capital	Revenue	£	£
£	£	£	£		
Financial data verified by (name of finance officer)			Date		

## PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 1 (Apr – Jun) 2018/19

## POLICY & RESOURCES COMMITTEE

[illegible]

Indicators	Previous Quarter	This Quarter	Target	Qtr 1 2017/18	Status	Trend	
						Last Period	Last Year
PR10: Percentage of FOI and EIR requests responded to within 20 working days (Quarterly Cumulative)	87.62%	75%	90%	79.62%	R	↓	↓
PR10: Percentage of FOI and EIR requests responded to within 20 working days - There has been an increased number of FOI requests received which has created a backlog. The team are working through this and the process is being reviewed.							
PR11: % of completed Full Performance Reviews (Quarterly Cumulative)	98.7%	58.65%	100%	75.4%**	R	↓	↓
**During 2017/18 the full performance review did not commence until the 2 <sup>nd</sup> quarter, so the comparative figure in this instance relates to percentage of completed full performance reviews between 1 July and 30 September 2017. The majority of the performance reviews have been completed and the figure at this stage is due to an extension in some service areas and the sign off process which will now be reviewed.							
PR12: The number of working days lost due to sickness absence per FTE. (Quarterly Cumulative)	10.74	1.69	2.1	1.73	G	N/A	↑
PR13: % of Audit days delivered (of the annual plan) (Quarterly cumulative)	100%	20%	21%	28%	A	N/A	↓
PR14: Percentage of priority 1 Internal Audit recommendations completed on time	New measure	****	100%	New measure		N/A	N/A
PR15: Percentage of priority 2 Internal Audit recommendations completed on time	New measure	****	90%	New measure		N/A	N/A
****PR14 and PR15 are new measures for this financial year and require further discussion between the Finance Director and the Head of Internal Audit to determine exactly how this can be measured (commentary from Emma Hodds, Head of Governance & Monitoring Officer South Norfolk Council).							
PR16: Number of people signed up to 'E Billing'(Quarterly Cumulative)	3,004	3,429	3,200	2,344	G	↑	↑
PR17: Open Access a) Number of unique users accessing their accounts within 'Open Access'	496	520	375	289	G	↑	↑
PR18: Number of 'Webchat' calls received (Quarterly Cumulative)	1,694	45	90	278	A	N/A	↓
PR19: Corporate Property Portfolio Revenue Growth per annum (Quarterly Cumulative)	New measure	15.33%	10%	New measure	G	N/A	N/A
PR20: Corporate Property Portfolio Arrears per annum (Quarterly Cumulative)	New measure	Under review	3%	New measure		N/A	N/A

Indicators	Previous Quarter	This Quarter	Target	Qtr 1 2017/18	Status	Trend	
						Last Period	Last Year
PR21: Corporate Property Overall Occupancy levels per annum (Quarterly Cumulative)	New measure	93.9%	95%	New measure	<b>A</b>	N/A	N/A
PR22: % of agendas published in accordance with statutory deadlines (no later than five working days from date of meeting) (Quarterly Cumulative)	New measure	100%	100%	New measure	<b>G</b>	N/A	N/A
PR23: Payment of Invoices within 30 days (%) (Quarterly Cumulative)	New measure	95.8%	90%	New measure	<b>G</b>	N/A	N/A

### ECONOMIC DEVELOPMENT COMMITTEE

Measure	Previous Quarter	This Quarter	Target	Qtr 1 2017/18	Status	Trend	
						Last Period	Last Year
ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)	96.4%	80%	75%	100%	G	↓	↓
ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)	85.5%	78%	75%	93.2%	G	↓	↓
ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	95%	93%	75%	88.9%	G	↓	↑
ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	New measure	78.6%	75%	New measure	G	N/A	N/A
ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)	0%	0%	9%	0%	G	↔	↔
ED06: Planning Appeals: a) Percentage of Non Major Planning applications overturned on appeal over the last 24 months of an authority's total number of decisions on applications	New measure	0.69%	9%	New measure	G	N/A	N/A
ED07: Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period. (Quarterly Cumulative)	98.1%	100%	100%	100%	G	↑	↔
ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)	90.34%	97.4%	90%	76.38%	G	↑	↑
ED09: Enterprise Zone: Beacon Park a) % of empty floor space across Beacon Park (Quarterly Snapshot at last day of quarter)	14.55%	15.56%	15%	37%	A	↓	↑



### ENVIRONMENTAL COMMITTEE








Measure	Previous Quarter	This Quarter	Target	Qtr 1 2017/18	Status	Trend	
						Last Period	Last Year
EN01: % of food premises scoring 3 star food hygiene ratings or above (Snapshot at last day of quarter)	96.3%	96.2%	94%	95.9%	<b>G</b>	↓	↑
EN02: Garden waste service: a) Number of households taking up garden waste bin service. b) Total tonnage of garden waste recycled. (Quarterly Cumulative)	9,215	8,968	9,100	8,356	<b>A</b>	↓	↑
	3,169.59	1,227.10	1,200	1,036.50	<b>G</b>	N/A	↑
EN03: Percentage of total domestic waste collected which is sent for recycling (Quarterly Cumulative)	New measure	34.4%	40%	New measure	<b>A</b>	N/A	N/A
EN04: Number of Flytips reported (Quarterly Cumulative)	New measure	366	273	New measure	<b>A</b>	N/A	N/A
EN05: Flytips removed within 3 working days (Quarterly Cumulative)	New measure	89%	100%	New measure	<b>A</b>	N/A	N/A
EN06: Number of streets in the Borough meeting street cleanliness levels a) Litter (formerly NI195a) b) Detritus (formerly NI195b) (Snapshot at last month of quarter)	New measures	99% 99%	95% 93%	New measures	<b>G</b>	N/A N/A	N/A N/A
EN07: Contamination rate in dry recycling (Quarterly Cumulative)	New measure	20.2%	19%	New measure	<b>A</b>	N/A	N/A

# PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 1 (Apr - Jun) 2018/19

## HOUSING AND NEIGHBOURHOODS COMMITTEE

Measure	Previous Quarter	This Quarter	Target	Qtr 1 2017/18	Status	Trend	
						Last Period	Last Year
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 (Quarterly Cumulative)	98.82% 1.26% £276,916	95.64% 1.49% £345,095	98% 1.4% £300,000	93.12% 1.64% £381,099	A	↓ ↓ ↓	↓ ↑ ↑
HN02: Number of a) Social housing applicants in allocation pool b) Social housing new applicants awaiting assessment (Snapshot at last day of quarter)	259 457	304 395	300 350	262 357		↓ ↑	↓ ↓
HN03: Average Time to Re-let Local Authority Housing (Quarterly Cumulative)	40 days	29 days	35 days	51 days	G	↑	↑
HN04: Average cost of a Void repair (Quarterly Cumulative)	£3,151.46	£2,684	£2,540	£3,142.89	A	↑	↑
HN05: Percentage of residents very or fairly satisfied with the repairs service they received (Quarterly Cumulative)	95.6%	97%	95%	92.1%	G	↑	↑
HN06: Time taken for GYNorse to complete standard voids (Quarterly Cumulative)	13 days	9.86 days	10 days	19 days	G	↑	↑
HN07: Time taken for GYNorse to complete all voids (Quarterly Cumulative)	33 days	26.96 days	24.54 days	42 days	A	↑	↑
HN08: Time taken for Housing Options to match property (Quarterly Cumulative)	12 days	3 days	14 days	22 days	G	↑	↑

Measure	Previous Quarter	This Quarter	Target	Qtr 1 2017/18	Status	Trend	
						Last Period	Last Year
HN09: Number of DFGs a) Numbers of calendar days from initial request to works complete (Quarterly Cumulative)	New measure	258	240 days	New measure	A	N/A	N/A
HN10: Wherry Way Control Centre call handling: a) Alarm Calls answered within 30 seconds b) Alarm Calls answered within 60 seconds (Quarterly Cumulative)	84.45% 93.38%	89.52% 95.57%	80% 98%	85.61% 94.24%	G A	↑ ↑	↑ ↑
HN11: Neighbourhoods That Work programme a) Number of self-help resident led community groups supported to develop. b) Number of residents who have overcome issues preventing them from getting and holding down a job, resulting in them sustaining employment. c) Number of residents with complex needs supported to overcome at least one personal challenge. (Quarterly Cumulative)	50 74 77	3* 11* 20*	27 60 88	10 8 25	A	N/A N/A N/A	↓ ↑ ↓
*The programme for Neighbourhoods at Work started in September so the project years run from 1 September to 31 August each year so their reporting period is not in line with our performance cycle of 1 April to 31 March.							

Key	
Status	
	Current performance has met or exceeded target/ has met or exceeded trend
	Current performance is below target but within tolerance/ is below trend but within tolerance
	Current performance is below target and tolerance/ is below trend and tolerance
	Contextual information only
Trend	
	Performance for quarter is improving (up) or deteriorating (down) compared to previous quarter.
	Performance for period (quarter) is improving (up) or deteriorating (down) compared to same quarter last year.
	Performance for quarter is showing improvement (up) or deterioration (down) compared to same quarter last year for measures that are for contextual information.

**Key:**

NA = No target set, contextual information only

N/A = Not available/not applicable

Subject: **Approval of Revised Fees for Animal Welfare Licences**

Report to Policy and Resources Committee

Full Committee

Report by: Sarah Flatman - Commercial Team Manager

## **SUBJECT MATTER/RECOMMENDATIONS**

The report provides an overview of the new legislative changes to animal welfare licensing in the United Kingdom and recommends that Committee approve the revised fees and charges payable by applicants for Animal Welfare licences as set for the period from 1st October 2018 to 31st March 2019.

## **1 BACKGROUND**

- 1.1 The Council is at present responsible for the regulation of a variety of animal-related businesses, as well as the keeping of specified dangerous animals by individuals.

The licence types currently issued by the Council are:-

- **Animal boarding establishment licences** (for businesses accommodating dogs or cats – e.g. kennels, catteries, home boarders, pet day care)
- **Dog breeding establishment licences** (premises used for, or in connection with, the breeding of dogs)
- **Pet shop licences** (any business which keeps animals with a view to selling them as pets)
- **Riding establishment licences** (premises which keep horses, donkeys and ponies for hire for riding, or for riding tuition – excluding livery stables)
- **Zoo licences** and **Dangerous Wild Animal licences** are also issued by the Council but there are currently no changes proposed to the way these licences are issued.

- 1.2 Numerous pieces of legislation and secondary legislation regulate the six licences and how these licences have been administered. There is a strong public expectation that animal welfare standards will be robustly enforced by local authorities, however, the current laws, and their specific requirements, are in many cases decades old. It is difficult to adapt to the changing types of animal-related businesses and to new standards of good practice in animal welfare.

- 1.3 Currently all types of licence are standalone, so a business that offers two or more of the licensable activities (for example a pet shop that also offers accommodation for dogs and cats while their owners are away) would have to apply for both a pet shop and animal boarding establishment licence, with the additional expenditure incurred.

- 1.4 The Animal Welfare Act 2006 has since introduced additional legislation, which overrides past provisions. Included in the Act was a new licensing power, which enabled nationally, set regulations to be made for any animal-related activities that had been specified in secondary legislation. As a result, The Animal Welfare (Licensing of activities involving animals) (England) regulations 2018 were published earlier this year. These significantly change the way animal related businesses are inspected and licensed.
- 1.5 The Government believes that this new legislation is needed to establish a licensing system that is up to date with modern practices and modern animal welfare standards.
- 1.6 It has now been confirmed that the implementation date will be 1 October 2018 and guidance on the implementation of the new Regulations was received from DEFRA in late July 2018, although Local Authorities are still waiting for template application forms and licences, which are expected in September.

## **2 FORTHCOMING CHANGES**

- 2.1 The new regulations provide for the licensing of persons involved in England in selling animals as pets, providing or arranging for the provision of boarding for cats or dogs, hiring out horses, breeding dogs and keeping or training animals for exhibition. This replaces the requirement in England, to be registered under the Performing Animals (Regulation) act 1925 or to obtain a licence under the Pet Animals Act 1951; the Animal Boarding Establishments Act 1963; the Riding Establishments Act 1964 or the Breeding of Dogs Act 1973.
- 2.2 The Regulations implement a single establishment licence that covers the four activities: dog breeding, dog/cat boarding, selling pets, hiring out horses for riding, keeping or training animals for exhibition. This licence can be granted or renewed for a period of one, two or three years.
- 2.3 Legislation governing performing animals has previously fallen to Norfolk County Council. This will now come under this Council's remit under the new regulations and will go wider to cover animals that are exhibited, such as mobile animal exhibits and companies offering animal parties.
- 2.4 Local authorities will be required to submit an annual data return in electronic format to DEFRA on the number of licences and registrations held for the animal activities.
- 2.5 Any person wishing to operate with these activities will need to comply with the new conditions, and will be assessed before the licence is granted to make sure they can meet them.

## **3 INSPECTION**

- 3.1 Under the new arrangements, the inspection process will be much more comprehensive, and built around providing the premises with a 'risk rating'. This

process will establish whether the business is 'low risk' or 'higher risk' based on the level to which it meets the standards set out in regulations and guidance, and award between one and five stars, thus determining the length of the licence (with the exception of 'Keeping and Training Animals for Exhibition' for which all licences will be issued for 3 years as default). The star rating will be displayed on the licence.

- 3.2 Operators of businesses will be able to appeal their risk rating, or request a re-assessment if they have made improvements.

## **4 FEES**

- 4.1 The Council currently has fees that have been agreed for animal welfare licences for this financial year (See Appendix A). Ahead of the implementation date of the new regulations, revised fees need to be set to accommodate this new licensing regime and the additional time that will be required by Officers to carry out inspections and complete the new administrative requirements.

- 4.2 A local authority may charge such fees, as it considers necessary for:-

- the consideration of an application for the grant, renewal or variation of a licence including any inspection relating to that consideration, and for the grant, renewal or variation,
- the reasonable anticipated costs of consideration of a licence holder's compliance with these Regulations and the licence conditions including any inspection relating to that consideration,
- the reasonable anticipated costs of enforcement in relation to any licensable activity of an unlicensed operator, and
- the reasonable anticipated costs completing any annual returns.

- 4.2 The fees are now split into two parts – the application fee, payable at the time of submission to cover the Council's costs in considering and determining the application, and the licence fee, which covers ongoing enforcement and compliance requirements.

- 4.3. The proposed table of fees for the period 1 October 2018 to 31 March 2019 are set out at Appendix 2. These cover the new licences and new fees for applications for variation of licences and requests for re-rating. Following the inspections that will be completed under the new licensing regime later this year, these fees will be reviewed for the next financial period.

## **5 RECOMMENDATIONS**

- 5.1 That Committee agrees the fees and charges payable by applicants for Animal Welfare licences as set out in Annex 2 of the report, for the period from 1st October 2018 to 31st March 2019.

## **6 BACKGROUND PAPERS**

The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 available here [Animal Welfare Regulations](#)

DEFRA- Procedure Guidance for Animal Welfare Licensing [Guidance Notes](#)

## None

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

Area for consideration	Comment
Monitoring Officer Consultation:	No
Section 151 Officer Consultation:	No
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



## Appendix 1 Existing fees for the period 1 October 2018 to 31 March 2019

Licence activity type(s)	Application Fee
Animal Boarding	£119
Pet Shop	£119
Keeping Animals for Exhibition	N/A
Breeding	£209
Riding Establishment	£55

## Appendix 2

### Table of proposed fees for the period 1 October 2018 to 31 March 2019

Licence activity type(s)	Application Fee	Grant Fee	Additional Costs to Applicant	Total Fee
Animal Boarding	£55	£100	N/A	£155
Pet Shop	£75	£120	N/A	£195
Keeping Animals for Exhibition	£55	£100	N/A	£155
Breeding and Riding	£55	£100	Vets fees for inspections on application and throughout duration of licence	155 (plus vets fees)
Riding Establishment	£55	120	Vets fees for inspections on application and throughout duration of licence	£175
Combination of activities	Equal to highest activity fee	Equal to highest activity fee	Vets fees where required (as above)	Equal to highest activity fee
Variation to licence/re-evaluation of rating Animal Boarding, pet shops and Keeping Animals for Exhibition	£25	N/A	£50 for inspection	£75
Variation to licence/re-evaluation of rating including Breeding and Riding activities	£25	N/A	£50 plus fee for vet inspection	£75 (plus vets fees)
Variations to reduce the licensable activities or numbers of animals	£25	N/A	N/A	£25

#### Notes:

1. The procedural guidance notes for local authorities (July 2018) has been used, together with the new regulations, to estimate the fees required in order to recover costs of these applications.
2. Fees are the same for each activity included on a licence, irrelevant of how long the licence lasts (one to three years) as the cost to the Council is expected to be very similar.
3. Fees will apply to new businesses from 1st October 2018, existing businesses will not need to apply for a new licence until the end of the year. Fees will be reviewed in line with the existing licensing fees prior to 1st April 2019.

**Subject:** Great Yarmouth Borough Sports and Activity Survey

**Report to:** Policy and Resource committee – Tuesday 11<sup>th</sup> September

**Report by:** Kate Watts, Strategic Director

**SUBJECT MATTER/RECOMMENDATION:**

This report asks Policy and Resource Committee members to consider the proposal to carry out a survey within the Borough with key stakeholders and residents on sports and activity participation.

The Borough produced a Sport and Leisure Strategy in 2014 and this survey will allow the Council to engage with residents and stakeholders to identify potential barriers to activity as well as opportunities to enhance existing facilities alongside reviewing this strategy. This survey will also help provide vital evidence to potential future funding partners such as Sports England.

This report seeks endorsement from Policy and Resource Committee to proceed with public engagement and survey and approve a small budget of 1k from the special projects reserve to support the survey.

## **1.0 Background**

- 1.1 The Borough Council produced a Sports and Leisure Strategy in 2014, however this strategy does not look in detail at participation levels and how residents of Borough engage with their local facilities. Evidence of engagement is important to show potential funding bodies such as Sports England; who require this evidence of how users were taken into consideration when developing recreation and sports sites across the Borough.
- 1.2 As part of the Council's vision to invest significant funding into improving key sports sites within the Borough, Great Yarmouth Borough Council and Active Norfolk\* are working together to gather this evidence from stakeholders. We plan to do this by carrying out a Borough wide sports and activity participation survey.
- 1.3 Active Norfolk are keen to support the project, as the outcomes will not only be important for Great Yarmouth Borough Council, but will be vital in gathering evidence for Active Norfolk to understand participation in this area and develop potential strategies to increase activity within the borough.
- 1.4 As part of this survey, it is important to make it meaningful as well as gathering as wide a range of views on sports participation and activity as possible within the time and budget. The project team will use a range of communication methods and tools to reach the widest audience.
- 1.5 The objectives of the survey is to;
  - Understand current physical activity levels in the Borough of Great Yarmouth
  - Identify potential barriers to physical activity
  - Gather views on existing sporting facilities within Great Yarmouth
  - Understand stakeholders views on potential improvements to facilities

- 1.6 In order to move forward work has been undertaken to develop an engagement strategy. A draft engagement strategy is in Appendix A.

## **2.0 Stakeholders**

- 2.1 Stakeholders are person/s who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, positively or negatively.
- 2.2 A key part of engagement is identifying the stakeholders. As part of this survey a mapping exercise has been carried out where we have identified the key stakeholders and methods of engagement for each stakeholder are considered.

We propose to engage with:

- Residents (within the Borough)
- National Sports Organisations
- Political Stakeholders
- Business Stakeholders
- Public Stakeholders
- Education Providers Stakeholders
- Local Sports Organisations

## **3.0 Questionnaire**

- 3.1 As part of this survey we want to understand how residents of Great Yarmouth stay physically active and the barriers to staying physically active. We also wish to draw out potential barriers to activity and allow stakeholders to give us their thoughts on the facilities within the Borough and how they interact with them.
- 3.2 There will be a particular focus on the Marina Centre, Wellesley Recreation Ground. However all other Borough sites and commercial sites will be considered within the questionnaire with ability for stakeholders to give their views on any facilities they use.
- 3.3 In order to develop this survey we are continuing to work closely with Active Norfolk to ensure it captures the right information. Active Norfolk have drafted the first draft questionnaire using national sporting guidelines and experience from running similar surveys.
- 3.4 The public facing questionnaire should be no more than 15 minutes long with an incentive for participation. We recommend a small number of vouchers that can be spent in any store, entered via a draw.
- 3.5 There will be two survey questionnaires. One aimed at residents and users of the facilities and the second one aimed at strategic stakeholders such as the New Anglia LEP and Sporting Organisations.

The first draft of these questionnaires can be found in Appendix A section page 17.

## 4.0 Engagement Timetable

Key Stages of Stakeholder Engagement Strategic Communications Timetable

	Timeline	Activity/Output
Sports Participation in Great Yarmouth Borough	August 2018	Stakeholder mapping exercise  Development of questionnaire  Pre-survey activities
	September 2018	Report to Policy and Resource Committee 11 <sup>th</sup> September – Sports Participation Public Survey Plan Recommendation:  <ul style="list-style-type: none"><li>- Objectives</li><li>- Draft Questionnaire</li><li>- Event locations</li><li>- Timetable</li><li>- Publicity</li></ul> Public Survey and engagement week commencing 17 <sup>th</sup> September to 12 <sup>th</sup> October:  <ul style="list-style-type: none"><li>- 4 weeks</li><li>- Staffed events</li><li>- Social media publicity</li><li>- Press releases</li><li>- Questionnaire electronically and paper versions available</li></ul>
	October 2018	Survey Analysis  <ul style="list-style-type: none"><li>- Action plan development</li><li>- Preferred options</li><li>- Report on results and outcomes of the survey to Policy and Resource Committee 27<sup>th</sup> November.</li></ul>

## 5.0 Financial Implications

5.1 Working with Active Norfolk and based on their experience of surveys in the past they have recommended a small budget to help increase engagement. This includes

- Printed materials
- Grasshoppers (pull up displays)
- Incentive draw for participants 10 £15 vouchers
- Paid article in local newspaper

5.2 While we have budgeted for printing and incentives we will look to keeping costs down and working closely with the Press and Communications manager to optimise the potential impact through press and social media.

## 6.0 Risks

There is a risk with data sharing with a public survey. To mitigate this risk, the survey will contain this GDPR statement:

‘Your consent

To allow us to use the information you provide within this form to better understand physical activity in the borough please complete the following consent statement. Your personal data will be handled in accordance with 2018 General Data Protection Regulations and can be withdrawn at any time by emailing [Info@activenorfolk.org](mailto:Info@activenorfolk.org). For more information about how we use your Personal Information please read Active Norfolk's Privacy Policy <https://www.activenorfolk.org/privacy-policy>

'Do you give permission for your information to be shared securely and used anonymously by Active Norfolk in partnership with Great Yarmouth Borough Council for the Great Yarmouth Borough Sports Participation survey? \* (YES/NO)'

## **7.0 Recommendations**

- 7.1 In conclusion, Great Yarmouth Borough Council and Active Norfolk are working together to develop an engaging and informative survey on sports participation within the Borough. This will help us develop options for key strategic sites within the Borough and provide evidence to potential funding bodies.
- 7.2 An engagement plan and survey is being developed with key partners, including Active Norfolk.
- 7.3 We wish to launch the public survey week commencing 17<sup>th</sup> September for four weeks.
- 7.4 This report seeks endorsement from Policy and Resource Committee to proceed with public engagement and survey and approve a small budget of 1k from the special projects reserve to support the survey.



## **Appendix A – Engagement Strategy**

### **Great Yarmouth Physical Activity and Sports Participation Public Survey**

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#### **Stakeholder Engagement Strategy**

**August – October 2018**

**#SPGY**

Working Document



## **1.0 Introduction**

We wish to gather a wide range of views on sports participation to help develop an action plan to tackle any barriers and make sports accessible to residents and visitors.

Great Yarmouth Borough Council and Active Norfolk are working in partnership to ensure stakeholders fully engaged. The project team will use a range of communication methods and tools to reach the widest audience.

Our stakeholders include a number of key groups including:

- ✓ Sports organisations
- ✓ Political stakeholders
- ✓ Businesses
- ✓ Residents
- ✓ Schools and young people

## **2.0 Background**

Active Norfolk and Great Yarmouth Borough Council want to understand how to help residents of Great Yarmouth borough to be physically active throughout their lives. For this study we are particularly interested in how residents and visitors access physical activities within Great Yarmouth. We are keen to identify any barriers people may face when thinking about physical activity and sporting activities and if these reasons can potentially be over come through interventions.

To understand this, we have worked in partnership with Active Norfolk to develop a dedicated questionnaire for Great Yarmouth borough that will focus on drawing out views on physical activity and sports in the borough. We will ask our participants some questions about their current physical activity levels, as well as their intentions or experiences linked to physical activity.

Active Norfolk and Great Yarmouth Borough Council will use this information to inform potential interventions and solutions.

## **3.0 Scheme Objectives**

The objectives of the survey is to;

- Understand current physical activity levels in the Borough of Great Yarmouth
- Identify potential barriers to physical activity
- Gather views on existing sporting facilities within Great Yarmouth
- Understand stakeholders views on potential improvements to facilities

#### 4.0 Sports Participation Public Survey Timeline

##### Key Stages of Stakeholder Engagement Strategic Communications Timetable

	Timeline	Activity/Output
Sports Participation in Great Yarmouth Borough	August 2018	Stakeholder Mapping Development of questionnaire Pre-survey activities
	September 2018	Report to Committee – Sports Participation Public Survey Plan Recommendation  <ul style="list-style-type: none"><li>- Objectives</li><li>- Draft Questionnaire</li><li>- Event locations</li><li>- Timetable</li><li>- Publicity</li></ul> Public Survey  <ul style="list-style-type: none"><li>- 4 weeks</li><li>- Staffed events</li><li>- Social media publicity</li><li>- Press releases</li><li>- Questionnaire electronically and paper versions available</li></ul>
	October 2018	Survey Analysis  <ul style="list-style-type: none"><li>- Action plan development</li><li>- Report on results and next steps</li></ul>

#### 5.0 Stakeholder Analysis

Stakeholders are person/s who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, positively or negatively. Following an extensive stakeholder mapping process stakeholders have been identified and grouped into key groups:

##### Stakeholder Mapping Exercise

Stakeholders are person/s who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, positively or negatively. Following a stakeholder mapping process; stakeholders have been identified and grouped into key groups:

### **National Sports Organisations:**

- We must continue to gather clear and compelling evidence
- Seek formal and informal responses from consultees, in particular from recognised sports authorities

### **Political Stakeholders:**

- We must continue to gather clear and compelling evidence
- Engage and consult political representations, including all Borough members, Norfolk County Council Great Yarmouth area members and the local MP Brandon Lewis.
- Engage Parish and Town Councils

### **Business Stakeholders:**

- Engagement from businesses on sports participation of staff
- Engage and consult local businesses on their sports engagement programme and opportunities to participate in sports

### **Public Stakeholders:**

- Wider engagement with borough residents and visitors on sports participation within the borough.

### **Residents (within the borough)**

- Identify barriers to participation
- Seek views on existing facilities and potential improvements

### **Education Providers Stakeholders:**

- Engagement and a survey with education providers, including primary schools, secondary schools and higher education establishments

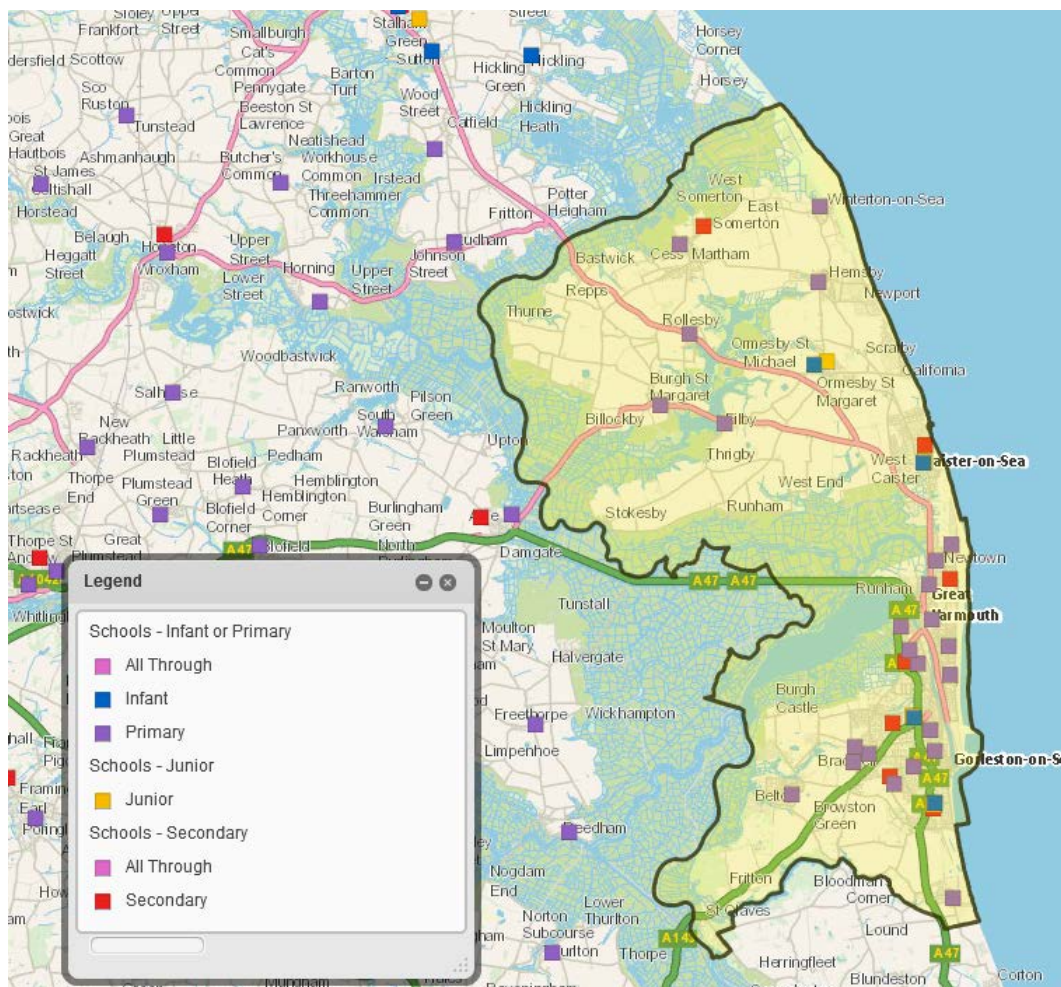
### **Local Sports Organisations:**

- Engagement and a survey with existing sports clubs and grass root organisations within the borough
- Engagement and a survey with sports organisations who represent sports organisations in the borough and Norfolk

### **Stakeholder Survey Local Geographical Area**

### **Map 1: Area of scope Great Yarmouth Borough**





## Stakeholder Survey and Engagement Methods

Following an extensive stakeholder mapping process the project has identified the key stakeholders for the project to successfully move forward to the next stage of assessment and public survey and engagement:

## Stakeholder Engagement and Survey Methods

Following an extensive stakeholder mapping process the project has identified the key stakeholders for the project to successfully move forward to the next stage of assessment and public survey and engagement:



## 6.0 Draft Questionnaire

### The purpose of the survey

Active Norfolk and Great Yarmouth Borough Council want to understand how to help residents of Great Yarmouth borough to be physically active throughout their lives. For this study we are particularly interested in how you access physical activities within Great Yarmouth and identify any barriers you may face. To understand this, we would like to ask you some questions about your physical activity levels, as well as your intentions or experiences linked to physical activity.

The survey should take between 10 and 15 minutes. There are no right or wrong answers to this survey, we are just interested in your thoughts and experiences.

### Your consent

To allow us to use the information you provide within this form to better understand physical activity in the borough please complete the following consent statement. Your personal data will be handled in accordance with 2018 General Data Protection Regulations and can be withdrawn at any time by emailing [Info@activenorfolk.org](mailto:Info@activenorfolk.org). For more information about how we use your Personal Information please read Active Norfolk's Privacy Policy <https://www.activenorfolk.org/privacy-policy>

**Do you give permission for your information to be shared securely and used anonymously by Active Norfolk in partnership with Great Yarmouth Borough Council for the Great Yarmouth Borough Sports Participation survey? \***

☐ Yes

☐ No

**We would like to talk to people about their experiences of being physically active within the borough of Great Yarmouth. If you are interested in taking part in a focus group or interview, please leave your contact details below:**

First Name

Last Name

Telephone number

Email address

### Your current physical activity

The following questions will ask you about your levels of physical activity separated into walking, cycling and other sports, fitness activities and dance. Please answer these as best you can and don't worry about being too active or not active enough to take part in

the survey, we are keen to get a wide range of views and experiences no matter what your current activity levels are.

**Your current physical activity - Walking**

**In the past 7 days, have you done a continuous walk lasting at least 10 minutes? \***

☐ Yes

☐ No

**The walking that you've done in the last 7 days**

**In the past 7 days, on how many days did you do a walk lasting at least ten minutes?**

☐ 0

☐ 1

☐ 2

☐ 3

☐ 4

☐ 5

☐ 6

☐ 7

**How much time did you usually spend walking on each day that you did the activity? \***

Hours and

\*

Minutes per  
day

\*

**Was the effort you put into walking usually enough to raise your breathing rate? \***

☐ Yes

☐ No

**Your current physical activity - Cycling**

**In the past 7 days, have you done a cycle ride? \***

☐ Yes

☐ No

**The cycling that you've done in the last 7 days**

**In the past 7 days, on how many days did you do a cycle ride? \***

☐ 0

☐ 1

☐ 2

☐ 3

☐ 4

☐ 5

☐ 6

☐ 7

**How much time did you usually spend cycling on each day that you did the activity? \***

Hours and

\*

Minutes per  
day

\*

**Was the effort you put into cycling usually enough to raise your breathing rate? \***

☐ Yes

☐ No

**Your current physical activity - Sport, fitness activity or dance**

**In the past 7 days, have you done sport (such as running, swimming or team sports), fitness activity (such as gym or fitness classes), or dance? \***

☐ Yes

☐ No

**The sport, fitness activities or dancing that you've done in the last 7 days**

**In the past 7 days, on how many days did you do a sport (such as running, swimming or team sports), fitness activity (such as gym or fitness classes), or dance? \***

☐ 0



☐ 1

☐ 2

☐ 3

☐ 4

☐ 5

☐ 6

☐ 7

**How much time did you usually spend doing sport, fitness activities, or dance on each day that you did the activity? \***

Hours and

\*

Minutes per  
day

\*

**Was the effort you put into doing sport, fitness activities, or dance usually enough to raise your breathing rate? \***

☐ Yes

☐ No

**Your typical physical activity**

**Do you think your physical activity levels last week are typical of how active you have been for most of the last year? If No, please say why not. \***

☐ Yes

☐ No

If no, please use the space below to explain why not

**Is there anything in particular that currently helps you to be physically active? \***

**Is there anything in particular that currently gets in the way of you being physically active? \***

**Would you like to be more physically active than you tend to be now? \***

☐ Yes

☐ No

**Use of existing facilities**

**Facilities (Marina Leisure Centre, Beaconsfield Recreation Ground, Wellesley Recreation Ground, Phoenix Swimming Pool, other – there are a number of sport ground, bowling etc – do we name them all or just give Other option??)**

**Have you used facility name in the last 12 months?**

☐ Yes

☐ No

**If  
yes**

**How often do you make use of facility name?**

More than once a week, weekly, monthly, less than monthly

**How would you rate your overall experience using facility name?**

Excellent, good, average, poor, very poor

Comments (overall experience)

**How would you rate the quality of facility name?**

Excellent, good, average, poor, very poor

Comments (quality of facilities)

**What improvements would you like to see in facility name?**

**What are the main problems you face when using facility name?**

**If yes or No**

**To what extent do the following prevent you from using facility name?**

**List of barriers: Not at all, a bit, a lot**

Cost

Parking/transport

Time

Access issues linked to a disability

Lack of suitable activities

Don't know what's available

**Repeat above for other GY facilities**

**What additional indoor or outdoor sports facilities would you like the Council to provide?**

**About you**

We just have a few more questions about you.

**What is your gender? \***

- ☐ Male
- ☐ Female
- ☐ Other
- ☐ Rather not say

**What is your age? \***

- ☐ Under 15
- ☐ 16 – 20
- ☐ 21 – 30
- ☐ 31 – 40
- ☐ 41 – 50
- ☐ 51 – 60
- ☐ 60+
- ☐ Rather not say

**What is your full postcode? (optional)**

**How is your health? (Please tick the box)**

☐ Very good   ☐ Good   ☐ Neither good nor poor   ☐ Poor   ☐  
Very poor

Thank you for taking the time to complete this survey. If you would like to be entered into the prize draw to win **one of ten £15 One4all gift cards that can be spent at a range of shops online or in-store** please leave details of how best to contact you in the box below.

Many thanks,

Active Norfolk and Great Yarmouth Borough Council