



GREAT YARMOUTH BOROUGH COUNCIL

Policy and Resources Committee

Date: Tuesday, 14 March 2023

Time: 18:00

Venue: Council Chamber

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

AGENDA

Open to Public and Press

1 **APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

2 **DECLARATIONS OF INTEREST**

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

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

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

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

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

3	<u>MINUTES</u>	4 - 16
	To confirm the minutes of the meeting held on the 13 February 2023.	
4	<u>FORWARD PLAN</u>	17 - 17
	Report attached.	
5	<u>REVENUES WRITE OFF REPORT</u>	18 - 29
	Report attached.	
6	<u>QUARTER 3 PERFORMANCE REPORT 2022/23</u>	30 - 77
	Report attached.	
7	<u>STRATEGIC PARTNER PROCUREMENT AND DISPOSAL OF LAND AT THE CONGE</u>	78 - 83
	Report attached.	
8	<u>2022-23 PERIOD 10 GENERAL FUND BUDGET MONITORING REPORT</u>	84 - 130
	Report attached.	
9	<u>APPOINTMENT OF REPLACEMENT COMPANY DIRECTOR & APPOINTMENT OF CHAIR OF THE BOARD OF DIRECTORS - GREAT YARMOUTH SERVICES LTD</u>	131 - 132
	Report attached.	
10	<u>ANY OTHER BUSINESS</u>	
	To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.	

11 EXCLUSION OF PUBLIC

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

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

12 EQUINOX ENTERPRISES LIMITED - BUSINESS PLAN (5TH EDITION)

Details

13 EQUINOX PROPERTY HOLDINGS - BUSINESS PLAN (3RD EDITION)

Details

14 CONFIDENTIAL - EXTENSION OF NPLAW STAKEHOLDER AGREEMENT FROM 1 APRIL 2023

Details



GREAT YARMOUTH
BOROUGH COUNCIL

Policy and Resources Committee

Minutes

Monday, 13 February 2023 at 18:00

PRESENT:-

Councillor Smith (in the Chair); Councillors Candon, P Carpenter, Flaxman-Taylor, P Hammond, Jeal, Myers, Wainwright, B Walker, Williamson & A Wright.

Councillor Hanton attended as a substitute for Councillor Grant.

Councillor Annison attended as a substitute for Councillor Wells.

Councillor Fairhead attended for item number 9.

Ms S Oxtoby (Chief Executive Officer), Ms C Whatling (Monitoring Officer), Mrs P Boyce (Strategic Director), Ms K Sly (Finance director & Section 151 Officer), Mrs J Beck (Head of Property & Asset Management), Mrs S Tate (Head of OD), Mrs S Wintle (Corporate Services Manager), Mr N Fountain (Principal Strategic Planner), Mr T Williams (Media & Communications Manager), Ms L Snow (Finance Manager), Ms S Bolan (Enabling & Empty Homes Officer), Mrs D Wilby (Licensing & Elections Manager), Mr M Brett (IT Support) & Mrs C Webb (Democratic Services Officer).

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Grant & Wells.

2 DECLARATIONS OF INTEREST

Councillor Hanton declared a personal interest in item number 15, as he was Chairman of the Great Yarmouth Community Safety Partnership which receives funding from the Council.

3 MINUTES

The minutes of the meeting held on 6 December 2022 were confirmed.

4 MATTERS ARISING

There were no matters arising from the above minutes which were not covered elsewhere on the agenda.

5 FORWARD PLAN

The Committee received and considered the Forward Plan.

RESOLVED:-

That the Committee note the Forward Plan.

6 OPEN SPACE SUPPLEMENTARY PLANNING DOCUMENT

The Committee received and considered the report from the Principal Strategic Planner.

The Principal Strategic Planner reported that through the final draft consultation, the Open Space SPD had responses from 10 individuals/organisations, most of which contained multiple representations to be considered. A Consultation Statement is attached to this report setting out what comments were made and how they have been addressed. Overall, the proposed amendments from that of the final draft document were relatively minor. The SPD was considered and endorsed by the Local Plan Working Party on 24 January 2023. Subject to endorsement by the Policy and Resources Committee, the Open Space SPD can be adopted to support the Local Plan.

RESOLVED:-

That the Committee adopts the Open Space Supplementary Planning Document.

7 PEOPLE STRATEGY

The Committee received and considered the report from the Head of Organisational Development (OD).

The Head of OD reported that the strategy sets out our vision and plan for what the Council needed to do to ensure we can carry on delivering services that continue to meet the needs of our diverse and growing communities, whilst looking after our own wellbeing and that of our colleagues. Through the delivery of this strategy and the supporting plans, The Council will ensure we have a positive, skilled, and healthy workforce, with career and succession planning in place, and the ability to retain good people, making us an employer of choice. We will do this by building the capability of our leaders and managers, developing, and engaging with our employees and supporting their health and wellbeing. The strategy and action plan has been shared with the ELT, Heads of Service, the Joint Consultative Working Group and Staff Engagement Group for feedback and comment. Comments received were positive and supportive.

Councillor Flaxman-Taylor asked why there was no Member involvement included in the strategy when the excellent working relationships between Members and staff had been praised in the recent Peer Review. The Head of OD replied that the strategy was for staff only and therefore excluded working relationships with elected Members.

Councillor Williamson reported that he could not see a mention of the annual staff survey in the strategy. The Head of OD reported that this was mentioned in the Action Plan on page 70 paragraph 1.1.

RESOLVED:-

That the Committee reviewed, commented and approved the People Strategy and Action Plan.

8 DELEGATION OF AUTHORITY TO AMEND POLLING DISTRICTS AND POLLING PLACES

The Committee received and considered the report from the Licensing & Elections Manager.

The Licensing & Elections Manager reported that in Great Yarmouth, the delegation in the constitution to approve the polling districts sits with the Policy & Resources Committee. However, recent and continuing events, including the requirements expected from the Elections Bill 2022, could result in the potential of a polling place or polling station being unsuitable or unavailable for the elections in May. This has highlighted the need to consider how amendments could be made to polling districts and polling places at very short notice.

This report requests the delegation of authority from the Policy and Resources Committee to the Returning Officer to enable amendments to polling districts and places, in the event it is necessary to do so, where there would be insufficient time to

follow the usual process of undertaking consultation and gaining committee approval. The timeframe for consultation and committee approval could be 3-6 months and there are times where changes are required within this timeframe due to existing polling stations not being available and no other suitable venue existing within the polling place. We are asking for this delegation to be permanent for cover all future elections. Every effort would still be made to explain the reasons for the changes to the voters affected, as well as the political parties and candidates concerned.

Councillor Jeal reported that he hoped that Ward Members would be consulted if suitable polling stations could not be identified in their wards. The head of Licensing & Elections reported that it was difficult to find suitable polling stations which were fit for purpose. For example, the usual Polling Station in Runham could not be used as the village hall was closed due to H & S issues and the nearest suitable station would be in Stokesby, a nearby village. The Licensing & Elections Manager, as the Returning Officer, would do all that she could to ensure that the Polling Station was in walking distance of residents in the affected ward.

The Chief Executive Officer asked that if Members had concerns, whether they would consider delegation to the officers for this election and not a permanent amendment.

Councillor A Wright reported that since schools were unable to be utilised as Polling stations due to safeguarding issues, that this was becoming a problem for some wards such as Middlegate.

RESOLVED:-

That the Committee delegate authority to amend the designation of polling districts and polling places to the Returning Officer of Great Yarmouth Borough Council in the event it is necessary to do so where there would be insufficient time to follow the usual process of undertaking consultation and gaining committee approval.

9 GORLESTON CARNEGIE CLOCK

The Committee received and considered the report from the Head of Property & Asset Management.

The Head of Property & Asset Management reported that in 2022 with Council support Property and Asset Management were contacted to assist with the relocating of the clock, works to restore were underway however a final location remained undeveloped. Property and Assets contacted Michelmayr to gather information on the position with the renovation and visited the Gorleston Cinema building to consider locations for the clock. In order to accurately project installation issues and provide detail for order of cost a local Structural Surveyor was engaged to review options and survey potential locations for installation. These discussions identified concerns regarding the installation on the Cinema Building due to its fabric and the need for what would be extensive structural supports to install the clock on the front façade of the building.

The outcome of the initial investigations was as follows:-

- The clock weighs in excess of 4t and will need careful consideration to identify

an appropriate location for installation.

- Repair works remain ongoing with the clock and modifications to the mechanism will be required to install in any final location – change from mechanical to electronic mechanism.
- Any relocation onto an existing building will be challenging due to the weight and require the requirement for significant structural modification to hold the clock cantilevered from a building. At this stage after discussions with a local Structural Engineer it is recommended that installation on a building be discounted due to cost, complexity and risk both in relation to the installation and ongoing maintenance and access requirements.
- It has been identified that Planning permission will be required in any location.
- The funding for works to date has only partially completed the initial restoration. Further funding is required for the final design, build and installation of the clock including to cover further modifications to the mechanism, planning permission, structural calculations, installation and ongoing maintenance of any location identified.
- Investigations into housing the clock for display purposes only have also failed to provide any alternatives.

The above points lead to the need to consider ease of installation, ongoing access, health and safety and maintenance all of which point to the benefits of building a standalone structure in a central location. The clock has now been gifted to the Council by Norfolk County Council. As the responsible organisation for ongoing maintenance and costs of operation (energy) it is suggested that the mechanism be energised to avoid the need to wind on a weekly basis however this will be a further additional cost. Locations on the High Street, Gorleston its original location has been considered, there are no suitable buildings however an option of a stand-alone tower located in the High Street / Baker Street junction may be a suitable location for a tower to be constructed utilising Council land. A development of this type would enable the clock to be installed in a location close to the original site. The Conservation team have confirmed either a building installation or a standalone site would be acceptable from a heritage perspective. It is the opinion of the Structural Surveyor that a standalone site designed specifically for the clock may be more structurally achievable to house the clock.

Councillor Fairhead addressed the Committee and reported how hard the local community committee had worked to secure the financing to repair the clock and that they were deeply disappointed that the estimated cost to have the clock put back in to its rightful place in Gorleston was circa £100k which was out of their reach. Councillor Fairhead reported that she was at a loss as to how this would be funded.

Councillor Flaxman-Taylor asked if any Town Deal funding could be utilised and suggested an amendment to the resolution; that the Committee agree to the preferred location of the clock as detailed in the report and ask that officers review the budget and/or potential funding streams and bring a further report to the Committee. Councillor P Carpenter seconded the proposed amendment.

Councillor A Wright suggested that a round-table meeting be held with all parties concerned as it was imperative that Gorleston got its significant, landmark clock back.

Councillor Williamson suggested that some of the Levelling-Up funds be earmarked to fund the installation of the clock which would benefit the residents of Gorleston as the majority of funds was earmarked for spend in Great Yarmouth.

The Finance Director reported that the committee needed to be clear on how this project would be funded moving forwards in light of the difficult budget decisions the Council was required to make in the budget 2023/24.

The Chief Executive Officer suggested that the Committee to agree the preferred location for the stand-alone column for the clock and that officers be asked to explore funding avenues/opportunities and bring a further report back to the committee.

RESOLVED:-

That the Committee agree the preferred location for the stand-alone column for the clock and that officers to explore funding opportunities and bring a further report back to the committee.

10 COMPULSORY PURCHASE ORDER

The Committee received and considered the report from the Enabling & Empty Homes Officer.

The Enabling & Empty Homes Officer reported that The property at 114 Colomb Road was built in 1996 and occupied until it was sold in 1999. The property has remained empty since its purchase in 1999 and was initially maintained by the owner. However, it is evident the owner has not been maintaining the property in recent years. Compulsory acquisition of the property is required, to enable the property to be renovated, improved, and brought back into beneficial use, which will remedy its adverse environmental, economic, and social impact on the surrounding area. The Council has exhausted all other options to bring the property back into use.

Indicative plans drawn up by the Council based on the planning permission issued for the property have identified that it can be converted into a 3-bedroom wheelchair accessible property with hoist between the main bedroom and shower room. In addition to being used by homeless households, the property provides an opportunity to accommodate other households, where adaptation works are being carried out by the Council's Independent Living Service, and it is not suitable for them to remain in their home whilst the works are undertaken or alternatively to provide short term accommodation for those leaving hospital and requiring adaptation work to their property before returning home.

A funding opportunity has been identified, within the Independent Living Service to utilise the underspend on DFG, that arose during the pandemic because of several national lockdowns and restrictions being place on the work that could be carried out in people's homes. The underspend will fund the costs of acquiring, repairing and adapting 114 Colomb Road, into a fully wheelchair accessible property. Norfolk County Council have been approached about the proposal to use the underspend to

acquire, renovate and adapt the property and have responded stating that they are supportive of the principle that DFG can be used more flexibly to support people in the community. A formal request is being submitted and will be considered shortly. Should the option of the Council retaining 114 Colomb Road and converting it to a wheelchair accessible property prove unviable, DFG monies are not available or the property be found to be unsuitable once a full internal inspection can be carried out, the Council would, once the CPO process is complete, dispose of the property via public auction, with a covenant requiring the property to be brought back into use within a reasonable timeframe.

RESOLVED:-

That the Committee agree the Compulsory Purchase Order for the property known as 114 Colomb Road, Gorleston and a further report outlining all costs associated with the proposed renovation and adaptation works to the property be brought back to the Committee.

11 CAPITAL STRATEGY 2023/24

The Committee received and considered the report from the Finance Manager.

The Finance Manager reported that this capital strategy report gave a high-level overview of how capital expenditure, capital financing and treasury management activity contributed to the provision of local public services together with an overview of how associated risk was managed and the implications for future financial sustainability. Decisions made this year on capital and treasury management would have financial consequences for the Authority for many years to come. They were therefore subject to both a national regulatory framework and to local policy framework, which were summarised in the agenda report.

The Finance Manager reported that tables 1 & 2 set out the Council's planned capital expenditure and how this was currently intended to be financed for, based on the capital programme as approved and presented within the 2023/24 budgets for the General Fund and the Housing Revenue Account. The report also provided details in table 3 and section 7 of the revenue impact of the Council's capital strategy, in the form of repayment of borrowing via the Minimum Revenue Provision and the corresponding borrowing interest.

The liability benchmark was a new requirement for this year and was effectively the net borrowing requirement of a local authority, plus a liquidity allowance, which was then compared to actual borrowing. Where actual loans exceeded the liability benchmark, the authority could choose to make long-term investments for cash flow management or repay loans early; where the liability benchmark exceeded loans, the authority could take long-term borrowing or sell investments. Each of these decisions would be made looking at cost implications and risks for each option. In comparison, this would need to be monitored and reported throughout the financial year.

Councillor Wainwright asked for clarification regarding capital expenditure and financing as detailed on page 89 of the agenda report in relation to the under-spend of the HRA budget.

RESOLVED:-

That Policy & Resources Committee recommend to Council the 2023-2024 Capital Strategy.

12 INVESTMENT STRATEGY 2023-24

The Committee received and considered the report from the Finance Manager.

The Finance Manager reported that the Authority invested its money for three broad purposes:-

- because it had surplus cash as a result of its day-to-day activities, for example, when income was received in advance of expenditure (known as treasury management investments),
- to support local public services by lending to or buying shares in other organisations (service investments); and
- to earn investment income (known as commercial investments where this was the main purpose).

This investment strategy met the requirements of statutory guidance issued by the government and focused on the second and third of the above categories.

The Finance Manager reported that tables 1 & 2 included the loans & shares for service purposes, the significant changes from last year were for the updates for the new loans & shares approved to the Equinox subsidiaries. Table 1 also included the finance leases for the GYS limited asset acquisition, but there were no shares for GYS Limited as this company was limited by guarantee, so would have members rather than shareholders and so would hold no share capital.

The Finance Manager reported that table 3 showed the property held for investment purposes and this had changed from last year for the removal of the market place asset. This was following the review of asset classification, as part of the 2021 Accounts which revised this asset to be an operational asset rather than an investment asset, as it was not held solely for a return.

The Finance Manager reported that there were no other significant changes for any of the other sections beyond the changes noted above that flowed through the report and tables. One of the main risks of the investments held by the Council were mitigated by being underwritten by being secured against assets, so for example, the finance leased asset to GYS limited were owned by the Council or the properties purchased by Equinox Property Holdings could be sold should repayments by the company become problematic and then repay the debt outstanding.

RESOLVED:-

That Policy and Resources Committee recommend to Council the 2023/24 Investment Strategy.

13 TREASURY MANAGEMENT STRATEGY 2023/24

The Committee received and considered the report from the Finance Manager.

The Finance Manager reported that the Council continued to maintain an under-borrowed position, which meant that the capital borrowing required (the Capital Financing Requirement) had not been fully funded with external loan debt, as cash supporting the Council's reserves, balances and cash flow had been used as a temporary measure. The Council continued to use the service of Arlingclose, as treasury advisors to advise on treasury management and the Council's position and plans.

The Finance Manager reported the position as at 31/12/22 was £102.511m loans and £12.9m treasury investments were held. Balance sheet summary indicated an increasing CFR and there will be approximately £52.9m new borrowing in the forecast period (up to 31/3/26) this was in line with borrowing anticipated to support the capital programme.

The Finance Manager reported that the liability benchmark was reported and was in line with the reporting already covered within the Capital Strategy. The liability benchmark was a new requirement for this year and was effectively the net borrowing requirement of a local authority plus a liquidity allowance which was then compared to actual borrowing. Where actual loans exceeded the liability benchmark, the authority could choose to make long-term investments for cash flow management or repay loans early; where the liability benchmark exceeded loans, the authority could take long-term borrowing or sell investments. Each of these decisions would be made looking at cost implications and risks for each option. In comparison, this will need to be monitored and reported throughout the year.

The Finance Manager reported that the borrowing strategy provided a list of approved long and short term borrowers. The Council continued to be advised that borrowing in advance of need was not financially prudent as the cost of carry would outweigh any lower interest rates obtained.

The Finance Manager reported that in regard to the Treasury Investment Strategy, this provided a list of approved counterparties and limits where surplus funds could be invested. The Council took a low risk approach to investments focusing more on the liquidity & security of investments above the return to be generated.

The Finance Manager reported that in regard to Cash Flow/Liquidity Management, the Council maintained a detailed cash flow forecast for each coming year. The forecast was compiled on a prudent basis with receipts being under-estimated and payments over-estimated to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments.

The Finance Manager reported that in regard to the Treasury Management Prudential Indicators, the Council measured and managed its exposed treasury management risks using the following indicators:-

- Security
- Liquidity

- Interest rate exposure
- Maturity structure of borrowing
- Principle sums invested for periods longer than a year.

Financial implications included within the strategy were reflected within the 2023/24 budgets in relation to interest receivable and payable as well as debt repayments.

RESOLVED:-

That the Policy and Resources Committee agree and recommend to Council:-

- (a) The Treasury Management Strategy for 2023/24,
- (b) The Treasury Investment Strategy (section 4),
- (c) Prudential Indications (section 5); and

(d) Operational Boundary and Authorised Limits (Appendix C).

14 FEES AND CHARGES 2023/24

The Committee received and considered the report from the Finance Director.

The Finance Director reported that the fees and charges for 2023/24 have been reviewed in detail to inform the budget setting for the same period.

The fees and charges policy was approved in December 2019 and covers the period up until 2024/25. The policy provides a clear framework for the annual review and setting of fees and charges as part of the budget process that allows for annual increases of RPI only or RPI plus up to 2% and also having regard to the cost of the provision of services and the impact on demand for the service and what the market can stand.

The proposed fees and charges for 2023/24 are included at appendix A to the report which starts at page 131 on the agenda.

For 2023/24 the maximum allowed for within the policy is 14.6% which, taking into account RPI was 12.6% in September 2022. All fees and charges have been reviewed with the relevant managers and where applicable increases applied to mitigate some of the increased spending pressures facing the authority.

There are a few exceptions where recommendations have been included in the budget report to be recommended to Council later this month for new charges and changes to tariff structures.

These are in relation to two new charges in for confirming compliance with S106 and planning conditions and changes to the tariff structure for the town centre car parks to incorporate a new 30 minute tariff and removal of the first hours tariff.

In addition, a new overnight tariff has been recommended for the Marina Leisure Centre Car park to align with the seafront short stay car parks and a new tariff for the seafront long stay car park as a daily fee between November and February to provide flexibility through the winter period for specific events where appropriate.

The detailed appendix to the report outlines the proposed fees to be implemented from April 2022 for which the associated income assumptions have been used to

inform the budget position for the same period.

The recommendations can be found on page 166 of the agenda and this is asking Policy and Resources to approve those fees and charges as included at Appendix A and recommend to Council those at appendix B.

RESOLVED:-

That the Committee approve the schedule of fees and charges for 2023/24 as detailed in appendix A of the report as per the Fees & Charges Policy.

15 2023/24 GENERAL FUND BUDGET REPORT

The Committee received and considered the report from the Finance Director.

The Finance Director reported that this report presented for consideration for recommendation to Council next week the 2023/24 revenue and capital budgets for the general fund.

The Finance Director reported that there was an amendment to the recommendations on page 135 of the agenda report in regard to Transfers from Reserves; the figure in paragraph 3(b) should read £671,572.

The budget has been informed by the one-year provisional local government finance settlement for the 2023/24 financial year which was announced in December.

The final settlement was announced last Monday, whilst the headline announcements did confirm an additional national grant funding allocation of £27million, the final allocations for the Borough resulted in an additional £6,000 for services grant but a reduction of the same amount of funding guarantee grant, so no change to the figures included in the report as presented.

The detail of the budget along with the assumptions used to inform the position are included within the commentary of the report and also within the appendices.

Members will recall that the Medium-Term Financial Strategy as reported in November highlighted a forecast reliance on reserves in 2023/24 of £1.085. This was after allowing for planned savings of £1.35m and forecasts of assumed levels of grants and income, plus assumptions of spending pressures.

The budget as presented includes savings of £1.1m that are forecast to increase to £1.4m by 2024/25 and is only balanced after a transfer of £1,143,503 from the general reserve, an additional £58,503 compared to the position as reported in November last year.

The budget process for 2023/24 has been challenging, the additional cost pressures that the council is facing from rising inflation has had a significant impact on the financial position, for example:-

- increases in utility costs;
- the impact of the 2022/23 pay award and the cumulative impact on the budget for 2023/24;
- Other pressures on the revenue budget are from higher interest rates and the

impact of financing the capital programmes from borrowing, which has partly been mitigated by an increase in interest receivable;

- Contract inflation on contracts that we have for example for provision of software and other services;
- Furthermore the fall in the market for recyclable material has reduced the income from recycling credits by £250,000 in the coming year.

As part of the budget process, management team were asked to put forward proposals for savings and additional income for 2023/24 and future years. Those that have been include in the budget are detailed at Appendix D, most have been allocated to services, although there are some that will be subject to business cases and proposals to be brought forward in the year.

The budget assumes the increase in a band D Council tax for the Boroughs element of the Council tax bull which will increase the annual amount for a band D property to £181.48, this is an increase of 2.83%, £5. The referendum limits for 2023/24 for shire districts is the higher of £5 or 3% so, the proposals are within this.

The Council continues to hold a number of earmarked reserves which along with the general reserve provides some financial stability, however the use of the general reserve for 2023/24 will take the balance below the recommended level and therefore the report is recommending re-allocations from earmarked reserves which have previously been held to mitigate the fluctuations of business rates income to re-establish the general reserve at the minimum level of £3.5m.

The recommended level of the general reserve for the coming year is £3.5m and this has been informed by the policy framework for reserves as included at Appendix E of the report.

The report also includes for approval a number of capital bids as listed at Appendix H, some of which will be subject to more detailed business cases ahead of releasing funds.

Whilst the report presents for approval the budget for 2023/24, the high-level future financial forecasts have been included for information which show a forecast gap of £2million for 2024/25.

The use of reserves is only a one-off source of funding and in order to present a budget for 2023/24 it has been necessary to make a transfer from reserves. However, this is not sustainable in the medium to long term and early action in the 203/24 financial year on a review of the base budget and income levels will be required and proposal brought forward at an early stage to inform the future budget setting process and where possible alleviate pressures on reserves in the coming financial year.

Councillor Myers asked for clarification on the massive reduction in capital spend during 2024/25 & 2025/26 as detailed on page 161 of the agenda report. The Finance Director reported that the Future High street and Town Deal projects would be completed in this timeframe.

The Chairman thanked the Finance Director and her dedicated team for all their sterling work on the budget.

RESOLVED:-

That the Policy & resources Committee recommend to Full Council:-

- 1) The general fund revenue budget as detailed at Appendix A;
- 2) The Council Tax for 2023/24 for the Borough Council tax be £181.48 (for an average Band D);
- 3) That the demand on the Collection Fund for 2023/24 be:-
 - (a) £5,417,359 for the Borough Council purposes;
 - (b) £670,326 for Parish Precepts (subject to two parishes finalising their precepts);
- 4) The new fees and charges as outlined at Appendix D1 and 3.5 be approved;
- 5) The reserves statement and movement on the reserves as detailed at Appendix E and within section 4 of the report;
- 6) The Policy framework for reserves as detailed at Appendix F;
- 7) The updated Capital Programme and financing for 2022/23 to 2023/24 as detailed at Appendix G;
- 8) An additional £328,314 be added to the capital programme for the asset purchase as outlined at 5.7;
- 9) The new capital bid proposals at Appendix H; and
- 10) The Minimum Revenue Provision Statement 2023/24 as included at Appendix I.
- 11) The amendment to the Transfers from Reserves recommendation on page 135 of the agenda report at paragraph 3(b) to read £671,572.

16 ANY OTHER BUSINESS

The Chairman reported that there was no other business being of sufficient urgency to warrant consideration at the meeting.

The meeting ended at: TBC

Policy and Resources Committee			ELT Date	Pre Meet Date	Agenda Published	Committee Date
22-256	NPLAW Review report	Monitoring Officer	01/03/23	06/03/23	07/03/23	14/03/23
22-239	Period 10 Budget Monitoring Report - GF	Finance Director	01/03/23	06/03/23	07/03/23	14/03/23
22-036	Revenues Write off Report	Head of Customer Services	01/03/23	06/03/23	07/03/23	14/03/23
23-019	Equinox Enterprise - Business Plan	Equinox Executive Officer	01/03/23	06/03/23	07/03/23	14/03/23
23-020	Equinox Property Holdings - Business Plan	Equinox Executive Officer	01/03/23	06/03/23	07/03/23	14/03/23
22-296	Disposal of Land at The Conge	Housing Delivery Manager	01/03/23	06/03/23	07/03/23	14/03/23
23-010	Quarter 3 Key Project and Performance Report	Information Governance Lead and Data Protection Officer	8/2/2023	06/03/23	07/03/23	14/03/23
23-034	Appointment fo replacement company Director & appointment of Chair of the Board of Directors - Great Yarmouth Services Ltd	Monitoring Officer	8/3/2023	06/03/23	07/03/23	14/03/23

URN: 22-036

Subject: Revenues Write Off Report

**Report to: Executive Leadership Team – 1st March 2023
Policy and Resources Committee – 14 March 2023**

Report by: Stuart Brabben, Revenue & Benefits Service Manager

SUBJECT MATTER

This report seeks the approval and authorisation of a schedule of individual Business Rate and Sundry Debt accounts where the debt is recommended for write off.

RECOMMENDATIONS

That Committee:

- 1) Approve and authorise individual write offs as detailed within the Schedule 1 (Business Rates) and Schedule 2 (Sundry Debt)

1. INTRODUCTION

1.1 Members of the Committee are asked to note that the committee last considered the Revenues Write off report and schedules of debt in November 2022.

1.2 Consideration for writing off a debt is given where it is held to be uneconomical to recover, is time barred or is legally unenforceable.

1.3 All debts to be written off will be processed in accordance with the Council's Financial Procedure Rules.

1.4 The Council will always be flexible in its approach to recovery of arrears. Each case will be considered on its own merits.

1.4 The Council has a duty to minimise any loss to public funds. In seeking to recover arrears it will have regard to:

- the period of time that the debt may take to be recovered;
- the effect of recovery on the affected person from whom recovery is sought.
- the ability to repay of the affected person from whom recovery is sought; and
- the practicality of recovery of the debt and the cost of doing so.

1.5 Under the law, there is an obligation to take reasonable steps to collect debts. There are

however many situations where there is justification for writing off debts, provided reasonable steps have been taken regarding each individual case.

1.6 The scheme of delegation for the write off of uncollectable debt is as follows;

- (i) Council Tax and Benefits Manager and the Business Rates and Recovery Manager- up to £500
- (ii) Revenue & Benefits Service Manager - £501 to £5,000
- (iii) Revenues & Benefits Service Manager and Head of Customer Services - £5,001 to £7,500
- (iv) Head of Customer Services and Section 151 Officer - £7,501 to £10,000
- (v) Policy and Resources Committee - £10,001 and above

Only account numbers with debts over £10,000 are referred for member approval, some debtors can have more than one account in arrears where the scheme of delegation for debts up to £10,000 will apply.

1.7 The main circumstances where an unrecoverable debt will be considered for write off and their applicable codes are listed below:

Table 1

Write Off Code	Reason for Write Off
WO1	Where the person is made insolvent (bankruptcies, Liquidations, insolvencies and administration orders).
WO2	The person dies and there are no funds within the estate to pay the debt.
WO3	We are unable to trace the person's whereabouts.
WO4	Where the cost of collection will be greater than the amount of the debt (e.g. recommendations from our Legal representatives).
WO5	Hardship cases where the individual circumstances of the debtor may lead to a decision to write off a debt.
WO6	Company ceased trading/dissolved and has no assets.
WO7	Company is registered abroad. No recourse to any recovery actions within UK.
WO8	We are not able to make a legal claim for debt older than six years. This is laid down in the Limitation Act 1980 section 19 which states that "no action shall be brought to first recover arrears after the expiration of six years from the date on which the arrears became due."
WO9	After negotiations with the debtor and as part of an agreed revised payment plan to ensure that the revised outstanding debt is able to be paid.

2. RECOVERY PROCEDURES

2.1 Business Rates

- 2.1.1 The National Non-Domestic Rates recovery procedures are laid down by statute in the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 and subsequent amendments.
- 2.1.2 If after a reminder or final notice has been issued payment is not made in full or an appropriate arrangement has not been set up, enforcement action is taken. A summons will be issued giving the date that the case will be heard at the magistrate's court.
- 2.1.3 After the court hearing a liability order will be issued. If the ratepayer then contacts the council and discusses the reasons why their account is in arrears, the council will if appropriate set up an arrangement to clear the arrears. This will be at the discretion of the council.
- 2.1.4 Where appropriate, the council will provide support or provide information to the ratepayer.
- 2.1.5 If an arrangement cannot be set up the authority may look to recovery by enforcement agents.
- 2.1.6 If the authority is unable to recover the debt by any of the above methods it may look to use other methods of recovery which may include charging orders, bankruptcy or winding up of the business. However, before any further action is taken checks will be carried out.
- 2.1.7 During the recovery process, if appropriate the council will consider entitlement to the different forms of rate relief to reduce the debt.
- 2.1.8 Reminder Notices are normally issued within 14 days of a missed instalment and if the instalment continued to be unpaid a court summons would normally be issued within a further 28 days in order to obtain a Liability Order.

2.2 Sundry Debts

- 2.2.1 If after a reminder and a final notice has been issued and payment is not made in full or an appropriate arrangement has not been set up, recovery action is taken.
- 2.2.2 A decision is then taken on the form of enforcement to recover the debt outstanding. This could be the use of collection agents or passed to NPLaw to enforce the debt through the County Court. If the ratepayer then contacts the council and discusses the reasons why their account is in arrears, the council will if appropriate set up an arrangement to clear the arrears. This will be at the discretion of the council.
- 2.2.3 Where appropriate, the council will provide support or provide information to the ratepayer.
- 2.2.4 Ultimately, If the authority is unable to recover the debt by any of the above methods it may look to use other methods of recovery which may include, bankruptcy or winding up of a business. However, before any further action is taken appropriate checks will be carried out.
- 2.2.5 Reminder Notices are normally issued within 28 days of the initial invoice and if the invoice continues to be unpaid a Final Notice would normally be issued within a further 14 days.

3. FURTHER INFORMATION

- 3.1 The table below shows by each financial year the total value of Business Rates write offs that are in Schedule 1 of this write off report. It also shows the current collection rate for these financial years, the amount still to be collected and the potential eventual collection rate.

Table 2 - Value by Year

Year	Total Amount Written Off by year to 31 January 2023 (£)	% collected for that year as at 31 January 2023	Still to be collected after these write offs (£)	% still outstanding after these write offs	Potential overall Collection rate
2016	291,271	98.9%	53,746	0.2%	99.1%
2017	244,549	98.7%	141,714	0.4%	99.1%
2018	163,023	98.6%	272,029	0.9%	99.5%
2019	86,154	98.4%	409,863	1.3%	99.7%
2020	18,761	97.3%	377,046	2.6%	99.9%
2021	1,597	98%	444,165	2%	100%

3.2 The table shows all the above years have a potential to reach over 99%, as we continue to pursue the debts outstanding.

4. FINANCIAL IMPLICATIONS

4.1 Where a debt is irrecoverable, prompt and regular write off of such debts is important, so that the Council can budget for bad debts. An integral part of debt recovery is the effective management of bad debts, to ensure resources are applied efficiently to the collection of monies outstanding which can reasonably be expected to be collected.

4.2 The Council has a bad debt provision within its financial accounts as part of its monitoring process and the amount of this provision is reviewed annually.

4.3 Where the Council writes off a debt and then later finds there has been a change in the customer's circumstances, it will reinstate and pursue recovery of the monies owed.

5. RECOMMENDATIONS

5.1 Approve and authorise the individual write offs as detailed within the Schedule 1 (Business Rates) and Schedule 2 (Sundry Debt).

Area for consideration	Comment
Monitoring Officer Consultation:	As part of ELT
Section 151 Officer Consultation:	As part of ELT
Existing Council Policies:	Debt Recovery Guidelines
Financial Implications:	As outlined in report, Bad Debt Provision
Legal Implications (including human rights):	No

Risk Implications:	No
Equality Issues/EQIA assessment:	No
Crime & Disorder:	No
Every Child Matters:	No

Schedule 1

Business Rates Committee Write Offs – Batch 364

Case No	Debtors name and Business Address in Great Yarmouth	Type of Business and VOA Property Description	Period of Debt	Amount to be Written Off	Reason for Write Off
771xxxx45x	CLS Global Solutions Ltd, Unit 3 Wellington Park, Gorleston, GT Yarmouth Referred to as "CLS"	Supplier of labour resources to the oil and gas sector	2019/20 to 2021/22	£687.62	<p>WO1</p> <p>CLS began operations in 2015 when it took over the assets and remaining business of CLS Offshore Ltd which had gone into administration.</p> <p>The financing of CLS was based on predicted annual turnover of £10m+ but in the first year the turnover achieved was c£3m. Consequently, the company found its business premises were underused but still incurring high interest costs and business rates bills.</p> <p>Steps to support the company at the time were around selling the freehold of the site at Malthouse Lane alongside a cost cutting programme.</p> <p>COVID and the stepping down of CLS's managing director in June 2021 further contributed to trading difficulties. Despite part of the freehold property being sold in June 2021, the pulling of CLS's finance facility in that month led to CLS's cessation of trading.</p> <p>In the following month, receivers were appointed by the mortgagee of the remainder of the freehold property and CLS went into a creditors liquidation on the 26 August 2021.</p>
771xxxx25x		Occupying a number of business rated properties at Malthouse Lane, Gorleston, GT Yarmouth:		£2,607.69	
771xxxx24x		<ul style="list-style-type: none"> Land used for storage & premises 		£12,369.93	
771xxxx20x		<ul style="list-style-type: none"> Workshop & premises 		£33,536.00	
771xxxx19x		<ul style="list-style-type: none"> Offices & premises Warehouse & premises Workshop & premises 		£6,064.04	
				<p>£12,509.14</p> <p>£7,114.00</p> <p>£3,052.25</p> <p>£3,592.80</p> <p>£1,070.75</p> <p>Total</p> <p>£83,131.93</p>	

				<p>CLS's statement of affairs in August 2021 showed that the surplus of liabilities over assets was £3.6m.</p> <p>The liquidator's next annual statement made available in October 2022 advised that part of the freehold property at Malthouse Lane remained unsold. All proceeds from any sale of that property were expected to be taken by the mortgagee. The annual statement further advised that there would be insufficient funds from the liquidation for a dividend to be paid to either unsecured or secured creditors.</p> <p>The background to the arrears is that CLS's business rate payments were initially kept up to date but began to fall behind at the end of 2019.</p> <p>CLS made contact with the Business Rates Team in April 2020 advising that the company was not in a position to pay. At that time, opportunity to challenge the non-payment and take recovery action was limited due to the restrictions on enforcement action that were put in place as result of the COVID pandemic.</p> <p>In November 2020, as a result of part of the freehold premises being sold in June 2020, the Valuation Office changed the rating on the sites at Malthouse Lane. This created revised Business Rates demands on the company and fresh bills were issued.</p> <p>From that point recovery action progressed and liability orders were obtained in July 2021 for all outstanding business rates of CLS.</p>
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					<p>No payment or contact from the company was made after the liability order notices were served and the company then went into liquidation the following month.</p> <p>To protect the Council's position and as a matter of course, a proof of debt and claim in respect of the unpaid business rates was made to the liquidators shortly after CLS went into liquidation. However, the liquidators report of October 2022 and the forecasted absence of a dividend for even preferential creditors supports the decision to write the unpaid business rates off now.</p>
771xxx58x	Mr XXXXXXXX Albion Tavern 87 Lowestoft Road Gorleston	Public House & Premises	2016	£4,002.18	W01 Publican from May 2016 until January 2017. In absence of any payment of business rates a liability order was obtained in August 2016. The outstanding balances were then referred to two sets of enforcement agents to recover the arrears. Neither referral was successful and the cases were returned without payment being made.
771xxx32x	Mr XXXXXXXX Gallon Pot Market Place Great Yarmouth	Public House & Premises	2016-2017	£5,242.33 £8,598.77 Total £17,843.28	Publican from December 2016 to 22 October 2017. Liability orders obtained in absence of payment and outstanding balances referred to two sets of enforcement agents. No recovery of arrears made and the accounts were returned from

					<p>enforcement agents in 2019 after the debtor's period of occupation of business premises had finished.</p> <p>In contact with the enforcement agents the debtors had refused to pay referring to business debts of over £60k accruing from his period of running two public houses.</p> <p>Contact by the Council continued with the customer in respect of the two premises above, in order to attempt to negotiate a payment plan (which also included his) council tax).</p> <p>Debtor made bankrupt in October 2022 with debts exceeding assets by £63k.</p>
771xxxx069	Mr XXXXXXX Unit 2 Fenner Road Great Yarmouth	Industrial Warehouse	01/12/2016 to 30/09/2018	<p>£2,807.86 £8,155.00 <u>£4,211.51</u></p> <p>Total £15,174.37</p>	<p>W03</p> <p>Debtor was made liable for business rates on the basis of information taken during visit to business premises in December 2016.</p> <p>Debtor subsequently vacated the property in October 2018 when the premises were noted by our visiting officer as no longer occupied.</p> <p>During period of occupation debtor was billed and served with reminder and cancellation notices.</p> <p>Liability orders were obtained and the outstanding balances referred to enforcement agents.</p>

					<p>The outstanding balances were returned by the enforcement agents as uncollected in 2019. Attempts by enforcement agent to contact debtor had been unsuccessful.</p> <p>Tracing actions have been subsequently taken to ascertain the Debtor's whereabouts but they remain unknown.</p> <p>Decision made to recommend that the balances are subject to write off as uncollectable.</p>
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Schedule 2

Sundry Debts Committee Write Offs – Batch 274

Case No	Debtors name and address in Great Yarmouth	Nature of Debt	Period of Debt	Amount to be Written Off	Reason for Write Off
1	<p>CLS Global Solutions Ltd, Unit 3 Wellington Park, Gorleston, GT Yarmouth</p> <p>Account No. 43044X</p> <p>Invoice No. Various</p>	<p>Quarterly rent for 3 Wellington Park Beacon Park Gorleston, NR31 7RQ</p>	<p>Period of lease 01/10/2019 to 22/02/2022</p>	<p>£29,252.55</p>	<p>Write Off Code: WO1</p> <p>CLS took out a lease with GYBC on the 21 June 2019 for self-contained office accommodation at 3 Wellington Park, Gorleston which is part of Beacon Park, Gorleston.</p> <p>The rent payable was £4,950 per quarter with invoices being raised quarterly from the 12 September 2019.</p> <p>Initially the invoices raised were paid on time but by March 2020 the company was not paying the rent due.</p> <p>Enforcing action at this time was limited due to the COVID pandemic restrictions that were placed on the recovery of commercial rent arrears by landlords.</p> <p>Contact was received from CLS from the summer of 2020 onwards advising that they were not in a position to pay but proposing to make an instalment offer to clear arrears over a 24 month period.</p> <p>As part of an instalment arrangement two amounts of £825 were paid in early 2021 but the instalment agreement then failed and in August 2021 the company went into creditors liquidation with rent arrears of £28,050.</p>

					<p>The lease on 3 Wellington Park was not formally ended until it was disclaimed by the liquidators on the 22 February 2022.</p> <p>This has resulted in further rent becoming due for the period between the liquidation date and the date of disclaimer. As the property was not being used by the liquidator during this post liquidation date period it can't be claimed as an expense of the liquidation. All the rent unpaid has therefore been claimed through the lodging of a proof of debt and our position as an unsecured creditor.</p> <p>The total amount of rent to be written off is net of a £7,500 deposit paid as part of the terms of the lease.</p> <p>The annual statement by the CLS liquidator, which was made available in October 2022, advised that part of a freehold property owned by CLS remained unsold but all proceeds from any sale of that property were expected to be taken by the mortgagee. It further advised that there will be insufficient funds for a dividend to be paid to either unsecured or secured creditors.</p> <p>It is therefore anticipated that no recovery of the rent arrears will arise from the claim made to the liquidators and it is appropriate to write the debt off at this point.</p>
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URN: 23-010

Subject: Quarter 3 Key Project and Performance Report

Report to: Policy & Resources Committee

Report by: Senior Performance & Data Protection Officer

SUBJECT MATTER

The following presents an update on performance for the third quarter of 2022/23 (Oct– Dec) where progress is assessed against targets which were set at the start of the financial year.

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

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

RECOMMENDATION

That Committee agree:

- 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




This report is written to enable consideration of all performance measures and key projects within the report and to allow the continual monitoring of these throughout the year, reporting quarterly to Executive Leadership Team (ELT) / Management Team (MT). 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 fourteen Key Projects will be reported to Policy & Resources Committee quarterly.

2. Work to Date

A review of all projects was conducted at the end of the 2021/22 financial year and a new list of key projects was established and included in the Council's Annual Action Plan 2022/23, this was approved by Policy & Resources Committee on 22nd March 2022.

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

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

Key Project Current Status	Total
 Green – no problems or minor issues	9
 Amber – problems identified but contingency plan in place	5
 Red – out of tolerance serious problems	0




3. Performance Measures

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

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

In total there are 43 targeted and 6 monitored measures reported in the third quarter performance report. The monitored measures are reported for contextual information, this data is important information for the Council as the actions of the Council may make improvements however there is not sufficient control over the outcome to set a target.

Information for one of the targeted measures was not available at the time of writing this report, a performance breakdown of the remaining 42 targeted measures is shown below:

Performance Measures against Targets	Totals
 Green – Performance has met or exceeded target	25
 Amber – Performance is below target but within tolerance	12
 Red – Performance is below target and tolerance	5

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

The red status measures are:

- PR10: The number of working days lost due to sickness absence per FTE.
- PR13b: Internal Audit recommendations - Number of priority 2 Internal Audit recommendations outstanding
- PR15b: Corporate Property Portfolio - Total Arears amount in £'s
- ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension
- HN04 - Average cost of a Void repair

4. Housing Service Improvements

Following on from the Housing Service self-referring to the Regulator for Social Housing in August last year, the team has put a Compliance Improvement Plan (CIP) in place to remediate the issues and concerns identified. The service continues to make good progress in delivering the CIP activities (as set out in the table below) and the overarching plan remains on track with most of the key milestones projected to be completed by May 2023.

Ref	Activity	Priority	Scheduled completion date	Revised completion date	Current Status	Actions related to delayed Projects
1	Implementation of a Compliance Management and Monitoring System	1	31/5/23			
2	Procure and deliver a full programme of Fire Risk Assessments using a competent service provider	1	31/3/23			
3	Review, revise and implement the Council's Fire Safety Policy and Procedures	1	15/1/23	31/3/23		Member workshop planned before all H & S Policies approved at H & N Committee in March 2023
4	Review and revise the Fire Action Plans in all Sheltered Housing schemes	1	28/3/23			
5	Implement a Fire Door inspection programme	1	31/3/23			
6	Develop a Competency framework for operatives and subcontractors and a programme of training	1	31/12/22	31/3/23		Further work required in drawing together the GYN training matrix but will be completed by end of the financial year

Ref	Activity	Priority	Scheduled completion date	Revised completion date	Current Status	Actions related to delayed Projects
7	Appoint a Competent Person for Fire Safety	1	Completed			
8	Undertake a full review of the Management Arrangements	1	Completed			
9	Ensure all outstanding and overdue safety checks are reduced to a tolerable level	1	31/3/23			
10	Implement a programme of clearing down all outstanding and overdue remedial actions across all compliance programmes	1	31/3/23			

Key

	Activity completed successfully or remains on target
	Activity delayed but does not jeopardise the overarching project timeline
	Activity delayed and will detrimentally impact on the overarching project timeline

5. Financial Implications

None

6. Risk Implications

None

7. Legal Implications

None

8. Conclusion

None

9. 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 (including VAT and tax):	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 3 2022/23 (OCT - DEC)**Key projects that impact on the corporate priorities in ‘The Plan 2020 – 2025’.**

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

Project	Project Lead	SRO Officer	Current Position
KP01 – Energy Park Business Incubator	Stuart Dawson Steve Logan	David Glason	
KP03 – Middlegate Estate Regeneration	Nicola Turner	Kate Blakemore	
KP04 – Wellesley Recreation Ground	Adri Van der Colff	Kate Blakemore	
KP06 – Winter Gardens	Iain Robertson	Iain Robertson & Kate Blakemore	
KP08 – Improving the Markets and the Marketplace	Tom Warnes Matt Harrison	Iain Robertson	
KP11 – The Conge Redevelopment	Claire Wilkins	Nicola Turner	
KP12 – North Quay Redevelopment	Tracey Read	David Glason	
KP13 – Operations and Maintenance Base	Jon Barnard Kate Dinis	David Glason	
KP14 – Construction of 18 one bed houses (Jubilee Court)	Claire Wilkins	Kate Blakemore & Iain Robertson	
KP15 – Library relocation & University Campus	Adri Van der Colff	Kate Blakemore	
KP16 – Town Wall restoration & walking trail	Darren Barker	Paula Boyce	
KP17 – Creation of a Sculpture trail	Darren Barker	Paula Boyce	
KP18 – Formation of a new local authority trading company (LATCo)	Joe Goldie	Kate Blakemore	
KP19 – Transitional Housing Scheme	Claire Wilkins	Nicola Turner	

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

Project Highlight Report



Project Name	Business Incubation Units, Great Yarmouth Energy Park	Project Manager	Steve Logan , Greyfriars Project Management
Date of Report	16th January 2023	Project Sponsor	David Glason/Iain Robertson
Reporting Period (Quarter months)	October 2022 – January 2023	Finance Officer	Helena Craske

Project Status		AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview	
Business Incubation units Phase 1	
Part of Town Deal bid, creation of business incubator units within the north east quadrant of the GYEP which is within the ownership of Great Yarmouth Borough Council, unlocking and enabling further inward investment by the energy sector and providing a low-risk local base for energy sector start-ups, relocations and growing businesses.	
Key activities achieved this reporting period	Areas of work for next reporting period
Business Incubation Units Phase 1	
<ul style="list-style-type: none"> • Ground Investigation update complete. • GPR survey complete. • Stage 2 concept design approved at OWG and progressing. • Planning pre-application & statement complete. • Gap analysis complete & information updated. • Principal architect Service Contract to NEC 4 PSC Short Form being finalised. 	<ul style="list-style-type: none"> • Architects RIBA Stage 2 report final issue. • Finalised Stage 2 concept design based on planning pre-application advice. • Foundation concept design to be procured, remediation requirements and full overall design cost/risk assessment. • BREEAM Study and Advice – BREEAM consultant procured. • Soft market testing for operator to be initiated.
Project stage tolerance status.	
<i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>	
The project remains within agreed tolerances, risks and mitigations all of which are being monitored very closely.	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	COVID 19	The impact of COVID 19 on the projects will continue to be monitored	
2	Incubator Units	Manageable and within the programme	

Financial Summary - Great Yarmouth Incubator Scheme			
	Revenue	Capital	Notes on Background
Total Budget Approved	£	£4,370,500	
Budget	£	£	
Funded by:			
GYBC	£	£420,500	
External Grant e.g. Town Deal	£	£3,950,000	
Other	£	£	
Total Funding	£	£4,370,500	
Actual Spend to date	£	£119,760	This represents the cost on the ledger to 31-12-2022
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer)			Date
Helena Craske			16/01/23

Project Highlight Report



Project Name	Middlegate Estate	Project Manager	Nicola Turner
Date of Report	18 January 2023	Project Sponsor	Kate Blakemore
Reporting Period (Quarter months)	To 31 December 2022	Finance Officer	

Project Status		AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview	
A feasibility study for potential to regenerate Middlegate Estate. Additional project to upgrade a number of tired play areas across the estate.	
Key activities achieved this reporting period	Areas of work for next reporting period
<p>Middlegate Phase 2 Master Planning and Viability Appraisal: Work continues to understand the viability of regenerating the estate.</p> <p>Recreational and Leisure Works: Project is substantially complete, installation of activity trail delayed further by adverse weather in December.</p>	<p>Update to Middlegate Members Working Group on progress to date and next steps.</p> <p>Progression of work to understand impact on Housing Revenue Account of costs of regeneration vs no regeneration.</p> <p>Recreational and Leisure Works: Completion of the outstanding works:</p> <ul style="list-style-type: none"> Physical activity trail equipment installation (Tolhouse Street) installation Planting to northern boundary at Middlegate Gardens
Project stage tolerance status	
<i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>	
<p>Within original budget for master planning and viability work, although timescale for understanding the viability of regeneration has been extended to understand impact on Housing Revenue Account.</p> <p>Recreational and leisure works are slightly overspent due to unforeseen costs during the project, with additional cost to be met from Housing Revenue Account if it arises.</p>	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	No funding available for regeneration of the estate	Cannot mitigate this risk. Work will identify the required funding to allow informed discussions with DLUHC and Homes England. If only partial funding available will need to redefine project.	
2	Continued elongation of timescales – critical for phase 2 master planning and viability to be completed to allow engagement with funders and residents	Timescales are being monitored overall for completion of phase 2, further work has been identified to fully understand the impact on the Housing Revenue Account.	
3	Outcomes of master planning and viability do not meet project objectives and/or effectively evidence costs.	Clear criteria set for phase 2 master planning and viability work.	

Financial Summary			
	Capital	Revenue	Notes on Background
Budget		£ 320,000	DLUHC (formerly MCHLG) Deprived Estates Fund for master planning and viability costs
Budget	£858,312		DLUHC and One Public Estate – Estate Regeneration Fund for recreational and leisure works costs
Funded by:			
GYBC	£	£	
External Grant e.g. HLF	£858,312	£320,000	See above
Other	£	£	
Total Funding	£858,312	£320,000	
Actual Spend to date	£815,076	£249,474	Revenue - Master planning and viability Capital - Recreational works
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer)			To be reviewed

Project Highlight Report



Project Name	Wellesley Football Ground	Project Manager	Tracey Read Adri Van der Colff (capital development works)
Date of Report	January 2023	Project Sponsor	Kate Blakemore
Reporting Period (Quarter months)	October to December 2022	Finance Officer	Fiona Castleton Helena Craske (Capital)

Project Status		AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview	
<p>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. 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.</p> <p>As well as the design and management of a borough wide sports and activity participation survey the evidence from stakeholders will help us develop options to present to committee.</p>	
Key activities achieved this reporting period	Areas of work for next reporting period
<p>Appointed contractor Field Turf completed 3G pitch works November 2022. Handover and training took place December 2022; pitch to be maintained as part of GYBS contract</p> <p>License agreement to be drafted to allow GYTFC to use pitch in the interim until the official opening as they are ‘testing’ the facility</p> <p>Appointed contractor CEL Group commenced Tennis Pavilion works on site September 2022, some delays experienced due to lead-in times for specialist materials and structural state of the building which required expensive repairs, expected completion 31st March 2023</p> <p>Stakeholder meetings taking place regularly with GY Athletics Club and GY Town Football Club, positive feedback to site plans</p>	<p>Tennis Pavilion works to be completed</p> <p>Soft launch of 3G pitch to be planned for end of March with an official opening ceremony organized for early April</p> <p>3G pitch and Tennis Pavilion facilities to be open to public April 2023</p> <p>Site management requirements and contract to be in place</p> <p>License agreement in place for GYTFC to use pitch for three months on a ‘test’ basis until official opening</p> <p>R&M works to front of grandstand to commence (Summer 2023)</p>

Handover meeting took place with Football Foundation re delivery of the 3G project and reporting requirements Working group established to organize soft launch and official opening ceremony		
Project stage tolerance status. <i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>		
Has there been any project creep?	Is the project within budget?	Is the project running to schedule?
Slight delays but within tolerance.	Yes.	Yes.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Delays to construction works to Tennis Pavilion due to underground conditions, inclement weather, and poor state of repair of mothballed Grade II listed heritage asset	Risks are constantly monitored. Underground risks largely eliminated. Tennis Pavilion was in poor structural condition and required more extensive repairs than anticipated. Project closely monitored by capital project manager.	Yellow
2	Supply issues with heritage grade hand-made specialist clay roof tiles and finials which are acceptable to Conservation Officer. May cause delay and leaks if temporary cover must be left in place over winter to allow for very long lead-time.	Replacement tiles sourced and approved by conservation officer. Resulted in slightly longer programme due to manufacturing lead-in for heritage finials to match.	Yellow
3	Reinstatement of fresh water supply to the tennis pavilion. Upgrade of electrical supply to the tennis pavilion required.	Essex and Suffolk Water and UK Power Networks orders placed, awaiting installation date. PM to maintain dialogue with ESW.	Yellow
4	Stakeholder engagement and ensuring that all users, neighbours, and residents are invested in the project and buy into its aims.	Stakeholder engagement is critical to the success of any option appraisal or potential proposal. The Wellesley is a well-loved asset within the borough with long standing uses. Any ongoing work will engage and involve key stakeholders.	Green
5	Tennis Pavilion is in poorer condition than anticipated which resulted in more repair works, more conservation materials needing to be replaced and longer programme - all increasing costs.	A generous contingency amount has been allowed within the project budget specifically because of the age, poor state of repair and unorthodox construction methods. The project spending and anticipated costs are being carefully monitored.	Yellow

Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved		£1,050,078	
Funded by:			

GYBC		£303,000	Capital Budget as per budget setting 2021/22.
External Grant Coastal Revival Fund		£0	
External Grant Football Foundation		£747,078	
Total Funding		£1,050,078	
Actual Spend to date		£398,153	Expenditure to 31-12-22
Savings Achieved		£0	
Income Achieved		£0	
Financial data verified by (name of finance officer)			Date
Helena Craske			25-01-23

Project Highlight Report

Project Name	Winter Gardens Restoration	Project Manager	Keith Henderson, Artelia UK Ltd
Date of Report	10 October 2022	Project Sponsor	Iain Robertson
Reporting Period (Quarter months)	October - December 2022	Finance Officer	Jane Bowgen

Project Status		AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview			
To restore, re-purpose the Grade II* Listed building, transforming both the internal and external spaces into an all-year seafront attraction for both the local community and the visitors to Great Yarmouth.			
Project Timetable – Key upcoming milestones			
Milestone	Description/Task	Target Date	Status
RIBA Stage 2	Complete Concept Design	Achieved 7 Oct '22	Complete
RIBA Stage 2 Addendum	Complete Design Addendum	February '23	Complete
RIBA Stage 3	Complete Spatial Co-ordination	Commence March 2023	On track
Development Grant Application	Complete NLHF Development Grant	August 2023	On track
Key activities achieved this reporting period		Areas of work for next reporting period	
Project Management: <ul style="list-style-type: none"> Risk Register reviewed and circulated Programme reviewed given delays to RIBA 2 approval. NLHF aware. Progress report submitted to NLHF within deadline# RIBA 2 Addendum circulated to stakeholders 		Project Management: <ul style="list-style-type: none"> Completion of updated Business Plan Complete amended programme Complete amended Cost Plan GYBC/HE/NLHF RIBA 2 Addendum Sign Off Commence RIBA 3 March 2023 	
Finances: <ul style="list-style-type: none"> Cost Plan updated and circulated. Engaged with GYBC Finance lead preparing FFS Tracker. Completed Heads of Terms with Access Community Trust and National Trust. Procurement Strategy under development 		Finances: <ul style="list-style-type: none"> Business Rate Pool variation to be submitted & report prepared 	
Comms: <ul style="list-style-type: none"> Contributing towards NLHF Cohort Communications Plan reviewed, aligned to Activity Plan. Digital requirements clarified. 		Comms: <ul style="list-style-type: none"> Activity Plan engagement Outputs Engagement of Merlin Entertainment Sea Life and neighbouring users 	
RIBA 2/Site Works: <ul style="list-style-type: none"> Site Hoarding design in progress 		Site Works: <ul style="list-style-type: none"> Replace existing site hoarding Complete surveys – structural & air leakage test 	

<ul style="list-style-type: none"> • RIBA 2 report approved by Members 7th October. Site visits to be arranged. • Flood Risk Assessment procurement commenced • Asbestos Management Plan reviewed • Activity Plan progressed and defined between Partnership & Engagement Coordinator and Activity Planner. 	<ul style="list-style-type: none"> • Flood Risk Assessment to commence • Sustainability/Zero Carbon Report expected • Test pits to be coordinated.
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Project stage tolerance status.

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

Has there been any project creep?	Is the project within budget?	Is the project running to schedule?
Yes. Due to delays of signing off RIBA 2, moved Development Stage submission to August 2023, programme realigned.	Cost review is underway due to inflation impact on Cost Plan. Proposals will be prepared for MWG review	Programme is updated, agreed by Ratification from NLHF received.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Construction inflation	The budget will be refined and tested at development stage by the appointed design team	Yellow
2	Programme delays experienced due to scheduling of decision-making requirements.	Project Manager has worked with GYBC to update Programme and PEP, decision points incorporated and MWG diarized to ensure this remains on track. Development Stage submission agreed with NLHF as August 2023.	Green
3	Lack of understanding the depth of building restoration requirements. Risk of structural and application failure.	Investment in thorough and detailed design, engineering, cost and business planning work in the pre-application phase has enabled the Council to understand and mitigate the risks presented by the project. Work for the development phase will be underway in February/March for RIBA 3 before agreement to move to the final / full application stage.	Green
4	Commercial Operator withdraws from project	The business modelling from the operator continues. Liaison has continued with potential partners.	Green
5	Change in nature of operational partnership approach from original tender / scope	Constantly under review and monitoring.	Green
6	Securing the full partnership	The bid makes clear the partnership agreements will be developed and agreed throughout the development phase and into the delivery phase.	Green

Financial Summary

	Revenue	Capital	Notes on Background
Total Budget Approved	£2.211m	£13.560m	£16m total. Development (£0.811m) and Delivery stages (£14.931m) plus approx. £68k internal PM costs.
Funded by:			
GYBC Total	£0.003m	£1.079m	£1.082m Borrowing, Revenue contribution and EMR.
External Grant Total – (breakdown as follows)	£1.959m	£12.783m	<i>£9.977m grant total</i>
<i>National Lottery Heritage Fund</i>	<i>£1.268m</i>	<i>£8.708m</i>	
<i>Business rate pool</i>	<i>£0.440m</i>	<i>£0</i>	
<i>Town Deal</i>	<i>£0</i>	<i>£4.075m</i>	
<i>Public Sector</i>	<i>£0.250</i>	<i>£0</i>	
Other Total	£0.258m	£0	
Non-cash	£0.090m	£0	Non-Cash Volunteer time
Total Funding	£2.310m	£13.863m	£16.173m total
Actual Spend to date	£0.372m £0.021m	£0 £0	Development Stage only (budget £811k) Development Stage internal PM (budget £21k)
Savings Achieved	£0	£0	
Income Achieved	£0	£0	
Financial data verified by (name of finance officer)			Date
J Bowgen			24/01/2023

Project Highlight Report



Project Name	KP08 – Improving the Market Place	Project Manager	Jon Barnard, Greyfriars Project Management
Date of Report	23 rd January 2023	Project Sponsor	Iain Robertson
Reporting Period (Quarter months)	October 2022 to December 2022	Finance Officer	Helena Craske

Project Status		AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview	
<p>By 2025, redevelopment of the six-day covered market focusing on local goods and creating incubator opportunities for new businesses to develop in the Town Centre. To complete the redevelopment of the wider public realm space within the Market Place. To increase footfall through use of the space for specialist markets and wider events. Repairing, removal and reconstruction of hard landscaping. New integrated trees and planters. New street furniture and lighting.</p>	
Key activities achieved this reporting period	Areas of work for next reporting period
<p>Public Realm Improvements - RIBA 3 design complete. RIBA 4 detailed design to be completed by end February 2023.</p>	<p>Public Realm Improvements – Continue to develop drawings and details working towards tender issue. Refine cost plan and present procurement / contracting strategy March 2023.</p>
<p>Six-day Covered Market – Phase 2 construction progressing. Phase 3 progress has been slowed by further UKPN cables found below the demolished toilet block but dates secured for foundation and frame installation.</p>	<p>Six-day Covered Market – Works to progress to phase 2 including internal market unit’s construction. Phase 3 works to get under way end Feb/early March ‘23.</p>
Project stage tolerance status.	
<p>Phase 2 foundations and reinforced concrete slabs to the market stalls on the six-day covered market are complete, glulam frame is installed and work on the individual market unit walls continues. Relocation of the high voltage cable by UKPN and temporary gas connections for existing traders at the south end of the Market Place has been completed. The removal of an 11KVA cable has delayed Phase 3 and programme analysis underway.</p> <p>Value engineering and stakeholder feedback are being incorporated into the Public Realm design. Further engagement with stakeholders during the next quarter with final designs and drawings developed for procurement / contracting strategy.</p>	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Overall costs of Covered Market Development	Budget approved	
2	Relocation of High Voltage Cable.	UKPN HV cable has been relocated but 11KVA cable found and dealt with, delay to programme being interrogated	
3	Disruption from public realm works	Timetabling of works to compliment completions wherever possible. Consultation and communications strategy to be updated to include all projects in the town center.	
4	Uncertainty of rising construction costs, inflation and risk costs. The public realm costing could exceed budget.	Value engineering and procurement strategy. Independent commercial support embedded within the team to market test construction rates and materials to ensure project within budget at development stage and advise on procurement routes. Development of a phased delivery strategy.	

Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved	£	£11,764,369	
Funded by:			
GYBC	£	£2,000,000	Borrowing
GYBC	£	£535,000	Capital Receipts as available
GYBC	£	£20,000	Revenue Contribution
External Grant	£	£7,928,244	Future High Streets
External Grant	£	£1,100,000	Business Rates Pool
External Grant	£	£181,125	HAZ Cultural Fund
Total Funding	£	£11,764,369	
Actual Spend to date	£	£5,148,710	
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer)			Date
Helena Craske			26-01-23

Project Highlight Report



Project Name	The Conge	Project Manager	Claire Wilkins
Date of Report	13.01.23	Project Sponsor	Nicola Turner
Reporting Period (Quarter months)	Q3 to 31 st December 2022	Finance Officer	Helena Craske

Project Status		AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview

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

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> - Procurement of Strategic Partner – Legals ongoing - Site assembly works continuing - Successful bid to fund demolition costs to the South - Preparation of demolition tender for South Side only 	<ul style="list-style-type: none"> - Development and Partnership Agreement between GYBC and Strategic Partner finalised - Vacant possession of the South achieved - Demolition tender for South advertised

Project stage tolerance status

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

Cost - Within budget

Timescales provisionally agreed for termination of South side leases and will not impact on delivery timescales if vacant possession received in line with agreed timescales.

Impact of North side leases on timescale is not quantifiable at this stage.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Lengthy delays or failure to secure vacant possession could result in loss of funding and lapse of planning permission.	Agreements with leaseholders to the SOUTH in place and dates for vacation agreed, enabling progression of the South side.	
2	Viability gap	Strategic Partner to bring additional funding to address remaining viability gap –Use of FHSF funding for south side of The Conge to increase viability.	

Financial Summary			
	Capital	Revenue	Notes on Background
Total Budget Approved	£883,882	-	
GYBC	£220,000		Borrowing agreed at P & R July 2022
Future High Streets	£444,727		
Other Grant Funding	£219,155		
Total Funding	£883,882		
Total Funding utilised	£12,285		
Actual Spend to date	£12,285		On ledger 31.12.23 – Lease surrender amounts being processed
Income Achieved	£0		
Financial data verified by (name of finance officer)			Date
Helena Craske			13.01.23

Project Highlight Report



Project Name	North Quay	Project Manager	Iain Robertson
Date of Report	Q3 Report 2022/23	Project Sponsor	Sheila Oxtoby
Reporting Period (Quarter months)	October - December 2022	Finance Officer	Helena Craske/Greg London

Project Status		AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview	
Comprehensive mixed-use regeneration of the North Quay waterfront and gateway to Great Yarmouth – a strategic site allocation in the Great Yarmouth Local Plan.	
Key activities achieved this reporting period	Areas of work for next reporting period
LUF bid and subsequent clarification request response submitted to DLUHC	LUF funding confirmed January 2023
Sharpe Pritchard onboarded to lead on procurement of developer partner – initial workshops completed	Open procurement tender documents to be drafted with assistance from regeneration consulting team.
Lambert Smith Hampton engaged to offer regeneration consultancy support	Updated land registry information acquired for all properties
Ongoing communications with landowners by acquisition team	Strategy and programme to be completed
Comms strategy drafted, to be reviewed and circulated to OWG for approval	Ongoing engagement with landowners
NCC continuing correspondence/engagement with landowner re Vauxhall Bridge highways land.	Acquisition strategy to be reviewed in line with LSH advice
	Ongoing engagement with Environment Agency / Coastal Partnership East re: Innovative Resilience Fund and ongoing repairs and maintenance to flood defenses
	Enforcement of highway rights regarding the land south of Vauxhall Bridge
Project stage tolerance status.	
<i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>	
The project remains within agreed tolerances, risks and mitigations all of which are being monitored very closely.	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Land acquisition	Complete strategy and programme linked to CPO process	
2	Procurement of development partner	LSH to provide consultancy on marketing and attracting a suitable partner	
3	Gateway public realm links to North Quay, The Conge and Town Centre	Masterplanning and cost planning	
4	LUF Bid Programme	Outputs and timescales to be managed via the critical path	
5	CPO – Committee does not approve resolution or objections raised	Project team to work closely with nplaw and appointed consultants to draft resolution	

Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved	£361,334	£5,100,000	
Budget	£	£	
Funded by:			
GYBC	£	£2,500,000	Capital Programme
GYBC	£250,000		Invest to Save Reserve
GYBC	£111,234		Business Rates Pool – Funding has been claimed
External Grant – Town Deal	£	£2,600,000	
Other	£	£	
Total Funding	£361,334	£5,100,000	
Actual Spend to date	£222,999	£169,053	
Savings Achieved	£	£	
Income Achieved	£111,234	£	Amounts received from NCC BRP Grant Claim period has now concluded.
Financial data verified by (name of finance officer)			Date
Greg London/Helena Craske			10/01/23



Project Highlight Report

Project Name	Great Yarmouth Operations and Maintenance Hub	Project Manager	Jon Barnard / Tracey Read
Date of Report	20/01/2023	Project Sponsor	David Glason
Reporting Period (Quarter months)	October – December 2022	Finance Officer	Helena Craske

Project Status	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	
Budget Status			
Timeline Status			
Resource Status			

Project Overview	
<p>The Great Yarmouth Operations and Maintenance Hub is an innovative and strategic project, sponsored by Norfolk County Council, Great Yarmouth Borough Council and New Anglia LEP, working in partnership with Peel Ports. Their vision is to redevelop the tip of the South Denes Peninsula in Great Yarmouth, initially providing road, quay, and pontoon infrastructure for a new offshore energy maintenance campus.</p> <p>The site was chosen due to its proximity to the Southern North Sea Wind Farms and marked regeneration land. The project aims to attract more renewable energy companies to the area, in turn creating 650 jobs and promoting Great Yarmouth’s presence within the sector. A summary of what the project is and its overall objectives.</p> <p>The scope of the project aims to deliver:</p> <ul style="list-style-type: none"> • Demolition of existing buildings and site clearance • Demolition in part and upgrading of the Quay wall. • Construction of a floating pontoon for Crew Transfer Vessels. • Construction of an extended highway. • Creating storage and parking areas. • Delivering an electricity substation/kiosk and associated utility provisions. 	
Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> • Ongoing discussions with statutory bodies to agree drainage solution. • Submission of information for discharge of pre-construction conditions. • Draft MMO license received 22/11/2022. Project team comments submitted to MMO for consideration. • The project team continues to administer the NEC 4 contract including the use of Clause 32 programmes, Project Management Instructions and Early Warning Notices. 	<ul style="list-style-type: none"> • Continue ongoing discussions with drainage partners to find a resolution. • Final MMO License due by 25/01/2023. • Receive confirmation that all pre-construction planning conditions have been fully discharged. • Contractor mobilisation expected January 2023. • Weekly team meetings to move on site once construction works commence. • Positive comms around ‘break ground’ to be circulated. • Assumptions, risks, and issues will be regularly

<ul style="list-style-type: none"> • H&S, CDM, and Ecology roles appointed, and audits scheduled. • NCC and Tilbury Douglas commercial teams are in regular communication to allow for any commercial matters to be resolved prior to commencement of site works. • Weekly team meetings continue for issues to be resolved promptly. 	monitored and escalated, as required.
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Project stage tolerance status.

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

- The project has now moved from Design phase into Construction.
- Programme has been delayed due to main works contractor procurement. Construction is now due to commence in January 2023.
- Finance has been reassessed due to inflationary and design impacts to the construction cost, with approval sought from the relevant funders in Q3 2022.
- These are assessed in detail in the end of stage report which was issued to the OWG on 11/10/22.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	<u>ONM RSK 001</u> LPA Discharge of Conditions – The LPA cannot accommodate the delivery of discharge of conditions in advance of planned construction commencement date.	The project Team requests the support of the OWG to escalate the matter with the LPA.	
2	<u>ONM RSK 002</u> MMO License Approval – License approval from the MMO will not be received prior to scheduled marine works commencement date	Regular contact with the MMO to improve license issue timescales.	
3	<u>ONM RSK 003</u> Contractor Contract Price/Inflation – There will be a significant increase between the tender price plus drainage quotation and the final costs.	<ol style="list-style-type: none"> 1. Commercial Team to undertake an assessment of the likely inflationary impacts from the base date and adjust from probably scenarios. 2. Closely monitor market conditions & lock in longer-term supplier contracts where possible. 3. QS to monitor spending against construction budget. 4. QS to review updated estimate to drainage costing v estimate provided in August 2022. 	

4	<p>ONM RSK 004</p> <p>UXO – The comprehensive Unexploded Ordnance (UXO) survey, which fully examines the site location, (scheduled for 23/01/2022) will uncover UXO.</p>	UXO survey to be completed as soon as possible.	
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Financial Summary			
	Revenue (£m)	Capital (£m)	Notes on Background
Total Budget Approved	£	£21.4	Increased following August submission from Contractor and sign off at relevant boards and Cabinet meetings.
Budget	£	£21.4	
Funded by:			
Government Grant 'Getting Building Fund'	£	£6.0	Administered by New Anglia Local Enterprise Partnership
GYBC		£1.5	Contribution not yet made
Norfolk County Council	£	£1.5	
Norfolk Pooled Business Rates Pool	£	£1.0	
Norfolk County Council	£	£11.4	Prudential borrowing to be repaid from Great Yarmouth Enterprise Zone Pot B business rates funding
Total Funding	£	£21.4	
Actual Spend to date	£	£2.07	
Income Achieved	£	£6.0	
Financial data verified by (name of finance officer)			Date
Helena Craske (regarding GYBC Contribution)			25/01/23

Project Highlight Report



Project Name	Beach Coach Station (Jubilee Court)	Project Manager	Alex Williamson (Broadland Housing) & Tom Warnes (GPM)
Date of Report	13.01.23 completed by Claire Wilkins	Project Sponsor	Kate Blakemore / Iain Robertson
Reporting Period (Quarter months)	To 31 st December 2022	Finance Officer	Shernett Baronette

Project Status			GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview	
Construction of 18 new one-bedroom homes at Beach Coach Station, Great Yarmouth	
Key activities achieved this reporting period	Areas of work for next reporting period
Superstructure works 95% complete Acoustic flooring being installed Block 1 windows being installed Ongoing Mechanical and Electrical installation Lightening protection works ongoing	Continuation of build programme to include: Ongoing window and external door installation Installation of bird netting Progression of M&E works Commencement of plasterboard and plastering
Project stage tolerance status	
<i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>	
Time – works are currently on programme, minor weather delays experienced in the period however, Smiths are reporting works are progressing in line with the programme and due to meet the June completion date. Cost – Project is progressing within the forecast budget.	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Labour and material issues – industry wide concerns.	Main Contractor continuing to progress placing sub-contractor and material orders to mitigate delays and ensure programme is achieved.	
2	Inclement Weather	Ongoing weather delays being recorded and monitored, currently no impact on end date	

Financial Summary			
	Capital	Revenue	Notes on Background
Total Budget Approved	£3,564,602	£0	Committee Approval May 2021
Funded by:			
GYBC	£2,197,005	£0	Borrowing
Grants and Retained Right to Buy receipts	£1,367,597	£0	Includes Brownfield Land Release Fund
Actual Spend to date	£1,391,711		
Total Funding Utilised	£789,329		
Income Achieved	£0		
Savings Achieved	£0		
Financial data verified by;			Date
Shernett Baronette			13.01.23

Project Highlight Report

Project Name	KP15 – Library Relocation and University Campus	Project Manager	Adri Van der Colff
Date of Report	January 2023	Project Sponsor	Kate Blakemore / Jane Beck
Reporting Period (Quarter months)	Quarter 3 (October – December 2022)	Finance Officer	Helena Craske

Project Status	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview

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

Key activities achieved this reporting period	Areas of work for next reporting period
<ol style="list-style-type: none"> Internal strip-out and asbestos clearance completed Demolition of boiler room and oil tank enclosure completed Planning application submitted RIBA Stage 3 completed and signed off by project board Tender for roof repairs and replacement roof launched Detailed room-by-room sheets of furniture and equipment completed 	<ol style="list-style-type: none"> RIBA Stage 4 design underway Main contractor to be appointed through SCAPE framework for main refurbishment project Contractor to be appointed for roof repair works enabling works package Public consultation on the design and functionality of the building including user workshops and focus groups completed Lease and Agreement to Lease agreed with tenants

Project stage tolerance status.

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

Has there been any project creep?	Is the project within budget?	Is the project running to schedule?
Minor creep to accommodate tenant requirements	Yes within tolerance (inflation)	Yes

The enabling works to strip out the former department store and clear out asbestos is completed. The demolition of the boiler room and service area with dilapidated wall was completed with Building Control sign-off. A Planning Application was submitted. All elements of the project were completed up to RIBA Stage 3 and RIBA Stage 4 is now underway. A tender for roofing companies to repair and partly replace the roof was issued to make the building wind and water tight. The tenants have worked with the project team to complete detailed room data sheets, setting out their requirements for each room.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	The inflationary market across the industry is highly likely to result in the tendered costs coming in higher than estimated. Allowance for inflation was made as part of the RIBA Stage 3 cost report but the QS team are now expecting further inflationary increases of £600k-£800k which would push the project over budget.	Market-tested prices will be obtained through tender as soon as possible for cost certainty. Further avenues for opportunities to obtain additional funding from all funding bodies will be explored. Value engineering and/or scope reduction will have to be implemented if no further funding can be obtained.	Red
2	Tendered costs through SCAPE framework may come in significantly higher than anticipated or not represent good value for money.	Project is simultaneously being advertised on the open market on Find-a-Tender (post-Brexit OJEU channel) and interested contractors invited to complete an SQQ.	Yellow
3	There could be (Town) Planning issues which could impact on cost and programme.	Feedback from pre-Planning application was positive and it is unlikely that there would be major issues. To date no objections raised by statutory consultees and the public. Project will be taken to February committee meeting.	Green
4	There may be significant structural /load-bearing issues with the Palmers building which makes it unsuitable as a library.	Strip-out revealed that the structure is broadly sound and suitable for the new intended purpose. In-depth intrusive surveys are currently underway to confirm and address.	Yellow
5	Not enough interest from roofing contractors to get a competitive price due to the complexity of the roof works and shortage of roofers.	Project to be retendered. Packages for flat, pitched and slate roofs could be separated. Roof works could be brought into main contract works if required.	Yellow
6	Risk of recession and contractors and subcontractors going bankrupt.	Solid and well-established contractor with solid supply chains to be appointed	Yellow
7	Risk that tenants do not commit to take on a long-term lease or withdraw from the project during the development stage.	Two main tenants have produced formal confirmation of their funding contribution and firm commitments to participate in the project during delivery stage. Agreement for Lease (with detailed specification) and Lease agreements have been circulated for input by tenants.	Green
8	Party wall issues due to location and proximity to other buildings. Delays in obtaining permission to carry out works that overlap neighbouring property	The banks on both sides have appointed party wall surveyors and have been alerted to the project and impact on scaffolding and works to shared party walls.	Yellow

Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved	£190,000	£17,048,918	Approved revenue budget to develop project to RIBA Stage 2 Estimated capital costs at feasibility stage based on RIBA Stage 3 design.
Funding Breakdown:			
GYBC	£0	£694,312	Borrowing (sources of alternative capital funding pursued to offset)
Norfolk Strategic Fund (business rates)	£190,000	£0	Grant for project development costs
One Public Estate Phase 8	£77,000	£0	Grant for project development costs for the next stage RIBA 3 development.
Future High Street Fund	£0	£3,390,659	Capital funding grant
Town Deal Fund	£0	£7,463,947	Capital funding grant
Norfolk County Council	£0	£2,000,000	Capital contribution to project (library element)
East Coast College / University of Suffolk partnership	£0	£3,500,000	Capital contribution to project (university element)
Total Funding	£267,000	£17,048,918	
Actual Spend to date	£252,830	£2,469,460	Revenue - Project development to RIBA Stage 2 Capital – Includes purchase of Palmers, fees and strip-out works to 31/12/2022 (all funded by FHS)
Savings Achieved	£0	£0	
Income Achieved	£236,550	£0	
Financial data verified by (name of finance officer)			Date
Helena Craske			25/01/2023

Highlight Report



Project Name	KP16 - Public Wayfinding and Sustainable Connectivity : Town Wall Restoration	Project Manager	Darren Barker
Date of Report	10 th January 2023	Project Sponsor	Paula Boyce
Reporting Period (Quarter months)	October/December 2022	Finance Officer	Jane Bowgen

Project Status		AMBER – Problems but within contingency plan	GREEN – No problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview

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

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> Project Planning Phase Completion of Town Wall repairs at Market Place (HAZ) Conservation plan completed Opportunities for Enhancements report completed 	<ul style="list-style-type: none"> Development to RIBA 3 Enhancement and repairs underway at Blackfriars Road (HE) ongoing Liaise with Historic England and discussions around Ancient Monument consent Liaise with Planning Officers

Project stage tolerance status.

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

Nothing to report project in planning phase

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

Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved	£90,000	£520,000	Town Deal budget – Connectivity Public Wayfinding
Funded by:			
GYBC	£0	£0	
Town Deal Fund	£0	£335,000	
Heritage Action Zone	£0	£185,000	HAZ Programme
Historic England	£90,000	£0	HE funding agreement 2122 – 2324)
Total Funding	£90,000	£520,000	£610k total
Actual Spend to date	£15,000	£185,000	£185k HAZ & £10k HE.
Savings Achieved	£0	£0	
Income Achieved	£0	£0	
Financial data verified by (name of finance officer)			Date
J Bowgen			24/01/2023

Highlight Report



Project Name	KP17 Public Wayfinding and Sustainable Connectivity Sculpture trail	Project Manager	Darren Barker
Date of Report	10 th January 2023	Project Sponsor	Paula Boyce
Reporting Period (Quarter months)	October - December 2022	Finance Officer	Jane Bowgen

Project Status		AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview

Sculpture and public art trails radiating from the town centre will create visual rhythms of connectivity supporting wayfinding and signposting. The project will strategically populate the urban area with sculpture and public art creating an outdoor gallery carefully located for navigation and to connect the town. The project will deliver 30 permanent works of public art/sculpture in various forms including traditional sculpture and street art. This will be complemented with an annual sculpture event where a significant art exhibition is staged for a 4-week period.

Key activities achieved this reporting period	Areas of work for next reporting period
Project Planning Phase Connectivity link between seafront and town centre being used to identify locations for the public art: plan will be developed to show all proposed locations	Sculpture locations identified Phasing/programming to be finalized Procurement route agreed

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

Nothing to report

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	In house capacity and resource	Proposal to employ cultural officer agreed by ELT	GREEN
2	Inflation & costs of materials	Monitor and value engineering	AMBER
3	Planning permission required	Officers to work closely with GYBC Planning Team to ensure all, if any, conditions can be met	GREEN
4	Procurement of artists	Advertise and promote widely	GREEN
5	Public perception/negativity	Robust communications plan	GREEN

Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved	£0	£295,000	Town Deal Connectivity Public Wayfinding
Funded by:			
GYBC	£0	£0	
Town Deal Programme	£0	£220,000	
Future High Street Fund	£0	£50,000	
Great Yarmouth Preservation Trust	£0	£20,000	
Norfolk County Council	£0	£5,000	contribution to mkt place sculpture. (was £60k now £5k as per DB)
Total Funding	£0	£295,000	
Actual Spend to date	£0	£0	
Savings Achieved	£0	£0	
Income Achieved	£0	£0	
Financial data verified by (name of finance officer)			Date
J Bowgen			24/01/2023

Project Highlight Report



Project Name	KP18: New Local Authority Trading Company (LatCo)	Project Manager	Joe Goldie
Date of Report	Jan 2023	Project Sponsor	Kate Blakemore
Reporting Period (Quarter months)	November - January 2023	Finance Officer	Karen Sly

Project Status		AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview

The project aim is to establish a new Trading Company to undertake the services previously provided by GYBS/ Norse, and have this in place and fully operational before the end of the current arrangements on 31st March 2023. The TUPE processes has started with staff, and full engagement with the Unions is underway. Negotiations with Norse for the purchase of Assets is ongoing, but due to market pressures the overall value of these are currently higher than budgeted for. Once this work is finalised Members may need to review this budget allocation accordingly.

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> • O’Licence granted (with provision- of company bank account, and proof of maintenance funds) • Agreement of price for Assets from Norse • Business Plan approved • Final draft of SLA’s for GYS to GYBC, and back-office services for GYS from GYBC • Testing of new finance system Centros • Review of Insurance tenders • IT equipment in place • Initial ELI information received from Norse 	<ul style="list-style-type: none"> • Banking facilities for GYS • Legal agreement for Transfer of Assets from Norse, and transfer on 31st March. • Insurance provider appointed • Establishment of Finance systems • Establishment of Supplier base • SLA’s agreed and in place • IT systems, emails, website in place • Finalisation of ELI information from Norse, and commence TUPE consultations with staff • Continue engagement with Unions

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

The project has not experienced any project creep. The project is running to schedule.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Budget growth after Council decision in June 22. This will be impacted on the increased Asset valuation from Norse	Provide caveat where accurate costings aren’t available, or haven’t been agreed. Additional funding will be required from Council	
2	Elongated Negotiations with Norse re Asset Transfer. Increased valuation due to	Regular meetings to push this forward to agreement.	

	additional Assets (originally missed from list) which are necessary to meet service delivery, and increase in second hand market.	Independent valuation undertaken by EAMA	
3	Finance arrangements, set up, support & systems	Testing late January	
4	Ordering of new Assets (vehicle and Plant) – delay in the market in obtaining new vehicles	Vehicles ordered, and leased vehicles have been sourced, and are available for 1st April Short-Term rental where required has been set up	
5	Unison concerns re Terms & Conditions of new Company	Regular engagement with Unions to work this through. Agreed no change to T&C's. These will be reviewed within first 6 month of operation of GYS	
6	Issues with TUPE transfer (legal etc.), and accuracy of ELI information	Highlight potential issues as early as possible to manage process.	
7	New company not able to deliver services from April 23	Regular monitoring of progress and development of mitigation strategy	

Financial Summary			
	Revenue	Capital	Notes on Background
Total Budget Approved	£253k	£2.85m	£103k initial revenue budget for 22/23 approved by Council December 2021. Council approved a further £150k revenue budget for 22/23 in June 2022, along with approval for a £1.45m capital budget being established. The Green Fleet Strategy approved by Council in November 2022 increased the capital budget to £2.8m for 22/23 and a further £1.7m in 23/24 (not included in the capital budget).
Budget	£	£	
Funded by:			
GYBC Project costs (spend to date)	£100k	£	To end December 2022.
External Grant e.g. HLF	£	£	
Other	£	£	
Total Funding	£	£	
Actual Spend to date	£	£	
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer)			Date
Lorna Snow			6 th January 2023

Project Highlight Report



Project Name	Transitional Housing Scheme	Project Manager	Claire Wilkins
Date of Report	13.01.23	Project Sponsor	Nicola Turner / Kate Blakemore
Reporting Period (Quarter months)	Q3 To 31 st December 2022	Finance Officer	Helena Craske – Capital Danielle Patterson - Revenue

Project Status	RED – serious problems out of tolerance	AMBER – Problems but within contingency plan	GREEN – no problems or only minor issues
Budget Status			
Timeline Status			
Resource Status			

Project Overview	
<p>Purchase of 6 properties ‘off the shelf’ to be used as ‘Transitional Housing’ to meet the needs of those with low or medium support needs who are rough sleeping or at risk of rough sleeping.</p> <p>Properties are currently mid-conversion from an HMO to 6 self contained homes, works being undertaken by seller, completion of sale to take place upon completion of the works.</p> <p>Two separate funding bids successful to allow for phased completion.</p>	
Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> - Works to Phase 1 (3 homes) complete subject to snagging and statutory sign offs - Appointment of Support Worker for project 	<ul style="list-style-type: none"> - Completion of purchase on first three homes - Furnishing and occupation of first 3 homes
Project stage tolerance status	
<i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>	
<p>Costs remain within budget, timescales reliant upon the Developer and build team which is outside of GYBC control.</p> <p>Phase 1 (3 homes) – on time to complete within funding deadlines.</p> <p>Phase 2 (3 homes) – Will not be completed within current funding deadlines. Revised timelines will be known in Qtr 4 and appropriate action taken to secure delivery.</p>	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	The Housing Market is ever changeable and the Seller may decide to pull out of the sale at any time in the hope of achieving a higher price on the open market.	Regular contact is being made with the Developer who remains keen to sell to the Council. Exchange of contracts to take place as soon as legally and practically possible.	
2	Issues with labour market and supply chain issues impacting on timescales (industry wide concern)	Project split into 2 to allow for phased delivery.	
3	Escalation in costs of materials and labour and general market failures experienced by Great Yarmouth impacting on viability and Seller's ability to complete Phase 2 of the project.	Pricing exercise underway, this is a risk to the developer not the Council.	
4	Failure to complete on Phase 2 within funding deadlines	Negotiations with funders ongoing to extend deadline.	

Financial Summary			
	Capital	Revenue	Notes on Background
Total Budget Approved	£1,499,718		Total Budget approved is for delivery of 12 properties in total.
	£687,990		Relates to purchase of the 6 homes
Funded by:			
GYBC	£325,115		
Homes England Grant and GYBC Capital contribution	£362,875	£51,670	£29,158 for 22/23 £22,512 for 23/24
Actual Spend to date	£5,093		For valuation and surveys as at 31-12-22
Total Funding Utilised	£0		
Income Achieved	£0		
Savings Achieved	£0		
Financial data verified by;			Date
Helena Craske			13.01.23

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (OCT – DEC) 2022/23

POLICY & RESOURCES COMMITTEE

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 21/22	21/22 Outturn	22/23 Annual Target	Status	Trend	
								Last Period	Q3 Last Year
PR01: Average time to assess Housing Benefit: New claims (Quarterly)	13 days	16 days	14 days	16 days	15 days	16 days	G	↑	↑
PR02: Average time to assess Housing Benefit: Change in circumstances (Quarterly Cumulative)	11 days	10 days	13 days	12 days	7 days	10 days	A	↑	↑
PR03: Collection rates Council Tax (Quarterly Cumulative)	80.8%	81.3%	54.6%	81%	96%	96%	A	N/A	↓
<p>Commentary: Council Tax collection is 0.5% down from the target figure but is within tolerance. Information received from five Norfolk districts on whether their collection is up or down from last year, shows that three councils are 2% down, 0.6% down and 0.2% down on last year. Two other Councils are slightly above target on last year. The decrease is most likely caused by the cost of living crisis and people finding it difficult to pay bills.</p>									
PR04: Empty Homes									
a) Number of long term empty homes (6 months or more)	587	Less than 600	575	569	600	Less than 600	G	↓	↓
b) Number of long term empty homes (Over 2 years) (Snapshot at last day of quarter)	135	Less than 160	136	154	237	Less than 160	G	↑	↑
PR05: Collection rates NNDR (Quarterly Cumulative)	80.7%	79.5%	57.5%	77.2%	98%	97.5%	G	N/A	↑
<p>Commentary: The NNDR collection is 1.2% ahead of target. This is mainly due to the COVID Additional Relief (CARF) being awarded right at the end of 2021/22 financial year. This caused cash credits where businesses had already paid in full. Some of these credits were refunded but a large proportion were transferred onto 2022/23 accounts. Additional discretionary COVID Relief was also awarded to some businesses at the end of September. The collection rate and target profiles should align by the end of the current financial year.</p>									
PR06: Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered (Quarterly Cumulative)	91.6%	90%	81.9%	80.44%	80.05%	90%	G	↑	↑

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 21/22	21/22 Outturn	22/23 Annual Target	Status	Trend	
								Last Period	Q3 Last Year
PR07: Contact Centre Calls: Average wait time by customers contacting the Contact Centre (Cumulative Quarterly)	0m 46s	1m 30s	2 m 30s	2m 07s	1m 45s	1m 30s	G	↑	↑
PR08: Percentage of FOI and EIR requests responded to within 20 working days (Quarterly Cumulative)	86%	90%	90%	97%	90%	90%	A	↓	↓
PR09: % of completed Full Performance Reviews (reported in Q2 & Q4 only)	N/A	75%	77%	77%	85%	90%	N/A	N/A	N/A
PR10: The number of working days lost due to sickness absence per FTE. (Quarterly Cumulative)	9.49 days	6.3 days	6.17 days	9.76 days	12.52 days	8.5 days	R	N/A	↑
<p>Commentary: Q3 9.49 days lost per FTE. The same period for 2021/22 was 9.76 days lost per FTE. Whilst absence remains over target, there are signs that this is reducing. Statistics show that December's absence were 0.82 days lost per FTE, this is lower than normal, as, on average there are over 1 day lost per FTE. In December 2021 it was 1.24 days lost per FTE, this is showing a positive move in the right direction and showing the impact of improved sickness management. 44.6% of all absences attributable to short term absences. This is a slight decrease from Q2. The number of occurrences of sickness have increased significantly since Q2. The data shows that there are more people having short term absences. 276 employees, 64.6% of the workforce, have had at least one period of absence this year. All staff who have met a trigger point for action under the Council's sickness absence policy are being met with and supported in line with the policy. Long term cases are also being effectively managed and have not shown an increase. The reasons for absence remain varied. The third highest reason for absence remains Covid 19 with 11.4% of all absence in attributed to Covid.</p>									
PR11: Council spend on apprenticeships as a % of apprenticeship levy (Quarterly Cumulative)	19.81%	Monitor	63%	125%	54%	Monitor	N/A	↓	↓
<p>Commentary: From January 2023 we are committed to a further spend of £71,774.73 for apprenticeship training which has commenced. Current commitments takes us up to June 2028.</p>									
PR12: % of Audit days delivered (of the annual plan) (Quarterly cumulative)	63%	82%	39%	46%	77%	100%	A	N/A	↑
<p>Commentary: Whilst the result this quarter is below the target, significant progress has been made over the last quarter, with several audits being finalised. Good progress continues to be made to ensure all audits are finalised by year end.</p>									

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 21/22	21/22 Outturn	22/23 Annual Target	Status	Trend	
								Last Period	Q3 Last Year
PR13: Internal Audit recommendations									
a) Percentage of priority 1 Internal Audit recommendations completed on time (Quarterly cumulative)	97%	100%	99%	100%	100%	100%	A	↓	↓
b) Number of priority 2 Internal Audit recommendations outstanding	22	9	13	9	6	9	R	↓	↓
Commentary: Overall, the number of priority 1 and 2 recommendations that are outstanding has increased. Internal audit is working with officers to ensure the number is reduced and updates are received regularly. Several recommendations have already been closed after internal audit verification. ELT have also been provided with a list of all outstanding priority 1 & 2 recommendations to review.									
PR14: Corporate Property Portfolio Revenue Growth per annum (Quarterly Cumulative)	4.11%	1.89%	3.97%	1.40%	1.76%	2.50%	G	↑	↑
PR15: Corporate Property Portfolio									
a) % Arrears per annum	7.68%	7.5%	7.06%	3%	6.70%	7.5%	A	↓	↓
b) Total Arrears amount in £'s	£301,114	£100,000	£204,166	£94,506	£27,311	£100,000	R	↓	↓
Commentary: Two invoices with a total value of £56850 are currently included in the arrears figure however these two invoices will be credited shortly. A further total of £105k relating to a small number of executor accounts remains outstanding, once paid and the invoices referred to previously credited, the arrears will be back within agreed tolerance.									
PR16: Corporate Property Overall Occupancy levels per annum (Quarterly Cumulative)	97.01%	90%	97.01%	96.61%	96.65%	90%	G	↔	↑
PR17: Payment of Invoices within 30 days (%) (Quarterly Cumulative)	93.2%	90%	91.8%	92.1%	92%	90%	G	↑	↑

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (OCT – DEC) 2022/23

ECONOMIC DEVELOPMENT COMMITTEE

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 21/22	21/22 Outturn	22/23 Annual Target	Status	Trend	
								Last Period	Q3 Last Year
ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)	100%	80%	86%	100%	92%	80%	G	↑	↔
ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)	71%	80%	85%	93%	92%	80%	R	↓	↓
Commentary: A drop in performance is noted in Q3, this arose as a result of focusing on determining legacy cases. As these are cleared a related improvement in performance will be experienced.									
ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	98%	80%	98%	100%	99%	80%	G	↔	↓
ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	84%	80%	86%	80%	81%	80%	G	↓	↑
ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)	2%	3%	2%	2%	2%	3%	G	↔	↔
ED06: Planning Appeals: Percentage of Non Major Planning applications overturned on appeal over the last 24 months of an authority's total number of decisions on applications (Quarterly Cumulative)	0.76%	6%	0.76%	0.5%	0.33%	6%	G	↔	↓
ED07: Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period. (Quarterly Cumulative)	95%	100%	90%	85%	87.5%	100%	A	↑	↑

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 21/22	21/22 Outturn	22/23 Annual Target	Status	Trend	
								Last Period	Q3 Last Year
ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)	95.78%	90%	78%	95.94%	35.71%	90%	G	↑	↑
ED09: Enterprise Zone: Beacon Park: % of empty floor space across Beacon Park (Quarterly Snapshot at last day of quarter)	0.74%	5%	0.74%	1.12%	1.12%	5%	G	↔	↑

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (OCT – DEC) 2022/23

ENVIRONMENT COMMITTEE

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 21/22	21/22 Outturn	22/23 Annual Target	Status	Trend	
								Last Period	Q3 Last Year
EN01: Food Hygiene									
a) % of food premises scoring 3 star food hygiene ratings or above (Snapshot at last day of quarter)	97.4%	90%	97.3%	97%	97.5%	90%	G	↑	↑
b) Number of food premises inspected (Quarterly)	343	300	111	110	244	300	G	N/A	↑
EN02: Garden waste service: Number of households taking up garden waste bin service. (Quarterly)	10803	10,350	10741	10593	10670	10,500	G	↑	↑
EN03: Percentage of total domestic waste collected which is sent for recycling (Quarterly Cumulative)	33%	35%	34%	35.9%	31.70%	35%	A	↓	↓
EN04: Number of Flytips reported (Quarterly Cumulative)	901	Monitor	689	1603	1869	Monitor	N/A	N/A	↑
EN05: Number of streets in the Borough meeting street cleanliness levels									
a) Litter (formerly NI195a)	97.9%	95%	98.2%	100%	93.9%	95%	G	↓	↓
b) Detritus (formerly NI195b) (Snapshot at last month of quarter)	93.6%	95%	100%	100%	95.9%	95%	A	↓	↓
EN06: Contamination rate in dry recycling (Quarterly Cumulative)	19.5%	19%	19%	19.1%	19.9%	19%	G	↑	↑

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (OCT – DEC) 2022/23

HOUSING AND NEIGHBOURHOODS COMMITTEE




Indicators	This Quarter	Target	Previous Quarter	Qtr 3 21/22	21/22 Outturn	22/23 Annual Target	Status	Trend	
								Last Period	Q3 Last Year
HN01: Great Yarmouth Housing rent: GYBC rent collection rate									
a) Rent collected as % of rent debit	100%	97%	97.83%	97.62%	98.17%	97%	G	↑	↑
b) Arrears as a % of rent debit	0%	3%	2.17%	2.38%	1.83%	3%	G	↑	↑
c) Arrears of Rent and Service Charge due in quarter	£0	£157,784	£135,923	New Measure	New Measure	£186,707	G	↑	↑
d) Amount of arrears recovered (former years arrears from current tenants) (Accumulative)	£231,110	Monitor	£177,741	New Measure	New Measure	Monitor	N/A	↑	N/A
Commentary : Target met in Q3 (2 rent free weeks fall due w/c 19/12/2022 and 26/12/2022 where payments continue to be made. This in turn increases the rental income).									
HN02: Number of									
a) Social housing applicants in allocation pool	1046	Demand Lead	1165	488	497	Monitor	N/A	↑	↓
b) Social housing new applicants awaiting assessment (Snapshot at last day of quarter)	211	150	341	601	593	150	A	↑	↑
Commentary: There has been a significant decrease in the number of applicants awaiting assessment due to the implementation of the temporary team. However, the number of new applications awaiting assessments at 211 does not include 224 applications made via the online system as, at this stage it has not been possible to assess if any are duplicate applications (applications received prior to the new online form which have not yet been assessed), this work is in hand. The new online application form is increasing the number of applications received each month and therefore at the end of Q4 there may be an increase in the number of housing applications awaiting assessment as during the transition to the new system all online applications have to be assessed in accordance with both the current and also the new Housing Allocations Scheme. This will change in Q1 of 2023/4.									

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 21/22	21/22 Outturn	22/23 Annual Target	Status	Trend	
								Last Period	Q3 Last Year
HN03: Average Time to Re-let Local Authority Housing (Quarterly Cumulative)	33 days	35 days	30 days	35 days	35 days	30 days	G	↓	↑
<p>Commentary: Performance is currently within target although no successful nomination being identified following the completion of repairs works is resulting in additional 8 days being added to the relet timescale and may impact the year end target of 30 days unless significant improvement achieved. The new online application form is allowing applicants to apply more easily and combined with the new Housing Allocations Scheme is expected to reduce refusals and timescale for successful nominations.</p>									
HN04: Average cost of a Void repair (Quarterly Cumulative)	£3,511.74	£2,518	£2,297	£3,884.71	£3,657.67	£2,518	R	↓	↑
<p>Commentary: GYBC Assets has now taken over the reporting of these figures from GYN and are finding anomalies in the production of these figures. We are now working closely with colleagues to identify the discrepancies, this will allow detailed review and reporting modifications to allow the correct reporting with relevant performance figures for both Assets and GYN. This work will also enable costs to be actively challenged going forwards. The reviews will take 4-6 weeks to complete and will allow reporting of the 23/24 budget period to accurately represent expenditure.</p>									
HN05: Percentage of residents very or fairly satisfied with the repairs service they received (Quarterly Cumulative)	94%	95%	93.61%	94.76%	94.3%	95%	A	↑	↓
<p>Commentary: The performance remains consistent with historical performance. From Q4, the satisfaction survey methodology will change with the survey asking more questions and being sourced through an external service provider. Further, GYN will receive an immediate email alert where a customer expresses dissatisfaction and will be expected to respond quickly to address the issue immediately and avoid escalation to a complaint.</p>									
HN06: Costs – Total Void Works (service provision) as % of Total Repairs Costs(Quarterly Cumulative)	Not available	14.7%	13.99%	16.34%	12.04%	14.7%	N/A	N/A	N/A
HN07: Costs – total responsive repairs as a percentage of total repairs costs	28.8%	28.42%	Not available	35.72%	26.92%	28.4%	A	N/A	↓
<p>Commentary: GYBC Assets has now taken over the reporting of these figures from GYN and are finding anomalies in the production of these figures. We are now working closely with colleagues to identify the discrepancies, this will allow detailed review and reporting modifications to allow the correct reporting with relevant performance figures for both Assets and GYN. This work will also enable costs to be actively challenged going forwards. The reviews will take 4-6 weeks to complete and will allow reporting of the 23/24 budget period to accurately represent expenditure.</p>									

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 21/22	21/22 Outturn	22/23 Annual Target	Status	Trend	
								Last Period	Q3 Last Year
HN08: Number of Disabled Facilities Grant (DFGs)									
a) Number of completions	18	Monitor	14	14	64	Monitor	N/A	↑	↑
b) Number of calendar days from initial request to works complete in the quarter (All cases):									
i) works under £10,000	277	Monitor	263	502	207	Monitor	N/A	↓	↑
ii) works over £10,000	521	Monitor	1080	478	364	Monitor	N/A	↑	↓
<p>Commentary: The service remains on the recovery trajectory following Covid and the impact of staff vacancies. The day average count for works over £10,000 has fallen this quarter. There was one particularly complex case that took 746 days with over 378 of those days accruing while the case was with NCC for assessment and this is impacting the average number of calendar days. Work continues with partners to reduce waiting times.</p>									

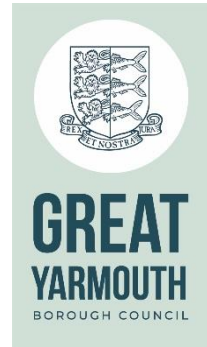
Key

Status

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

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

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



URN: 22-296

Subject: Strategic Partner Procurement and Disposal of Land at The Conge

Report to: ELT – 8th March 2023
Policy & Resources – 14th March 2023

Report by: Nicola Turner – Housing Director & Jane Beck – Head of Property and Assets

SUBJECT MATTER

This report provides an update on the appointment of a Strategic Partner to work with the Council in supporting the delivery of housing within the Borough and The Council's objectives as outlined within the Corporate Plan.

The report also provides an update on the Council's work to date in relation to the redevelopment of The Conge and seeks approval to dispose of land at The Conge to the Strategic Partner.

RECOMMENDATION

That Committee:

1. Note the updates regarding the appointment of the Strategic Partner and ongoing collaborative work to re-develop The Conge.
2. Delegate the disposal of the Council's land at The Conge as set out at paragraph 3 to the Strategic Partner for nil consideration to an Executive Director and Section 151 Officer.

1. Introduction

As a strategic housing allocation within the Local Plan and a key gateway between the railway station and Market Place, it is a long-stated ambition of the Council to redevelop The Conge. Outline planning permission to redevelop The Conge to provide 89 homes was granted on 13 July 2021.

The redevelopment of this site will build upon and enhance the works already undertaken at the railway station, those ongoing to the new Market Place, the new Learning Hub and the forthcoming regeneration envisaged at North Quay.

In July 2020, members approved the procurement of a Strategic Development Partner to work with the Council to support and accelerate the delivery of housing within the Borough with a particular focus on challenging sites and those with barriers to delivery. It was agreed that The Conge would be the first site for development.

2. Work to Date

- 2.1 Following a formal tender process, the appointment of the Council's Strategic Partner is nearing completion. The successful tenderer has demonstrated how they could work collaboratively to support the Council's objectives of delivering quality homes and effectively meet the needs of the Borough's residents. The successful tenderer has a track record of delivery of quality homes and as a Registered Provider are able to access Homes England funding.

The bid included proposals as to how The Conge could be developed in line with the Council's aspirations, focussing on overall regeneration and improvements to the public realm alongside delivery of high standard accommodation.

The particulars of the Development Agreement are currently being finalised with The Conge having been determined as the initial site for development by the Strategic Partner, although at this stage only the South side of The Conge will be redeveloped.

- 2.2 In parallel to the procurement of the Strategic Partner, a successful Future High Streets Fund bid has enabled assembly of the land at the South side of The Conge. Vacant possession of the final unit has been agreed for 31st March 2022.
- 2.3 The Council has also been successful in bidding to the Local Government Association (LGA) /One Public Estate (OPE) Brownfield Land Release Fund to fund demolition works to the South side of The Conge. As the funding is time bound, to meet grant funding requirements, the tender for demolition works has been advertised with physical works anticipated over the Summer.
- 2.4 The redevelopment of the North side of The Conge remains an aspiration of the Council, however, no work is currently being undertaken to progress redevelopment of this part of The Conge reflecting the long leases of the buildings on this part of The Conge which are in active use.

3. Next Steps

- 3.1 In parallel to the demolition works, Council Officers will work collaboratively with the Strategic Partner to design a high-quality place-making housing scheme to enable a full planning application to be submitted for the whole of The Conge.
- 3.2 As set out above, it is intended that the delivery of The Conge will be phased with ownership of the land transferred in tranches to the Strategic Partner at nil value reflecting the negative viability of the site. The South Side will be developed first and therefore will be transferred first. The North side will only be able to be transferred to the Strategic Partner following resolution of the long leases and the council securing vacant possession of the North side, any transfer to the Strategic Partner may therefore take place in one or two parcels.
- 3.3 See Appendix A for plans of The Conge and the South and North sides.

4. Financial Implications

- 4.1 Feasibility studies conducted demonstrate that for several fundamental reasons, The Conge has a negative residual land value; the cost to develop housing on the land far exceeds the value of the completed homes.

- 4.2 Grant funding obtained to date has improved the position however even with the land at nil value, the development is reliant upon the Strategic Partner securing further funding from Homes England to enable the scheme to be delivered. To drawdown Homes England Funding, the development land must be within the ownership of the applying Registered Provider.
- 4.3 A combination of agreed borrowing and Future High Street grant has been utilised to assemble the South Site by funding lease extinguishment costs at prescribed levels. Not all of this borrowing has been required to date.
- 4.4 Brownfield Land Release Fund grant will enable demolition of the buildings to the South. Any shortfall between the Brownfield Land Release Fund grant and the costs of demolition will be met from the agreed borrowing approval.
- 4.5 The Strategic Partner will be responsible for the pre-development costs associated with submitting a full planning application. There will be no further financial liability placed upon the Council to support this process.
- 4.6 The properties at The Conge have over the years provided a small revenue income for the Council however as these units are now empty, disposal will not adversely impact on the Council's revenue budget. There is however, an ongoing revenue cost associated with the existing properties on the South Side of The Conge as the Council becomes responsible for business rates once vacant possession passes to the Council. To mitigate this, demolition will take place as soon as possible for all properties following the return of the demolition tenders.

5. Risk Implications

- 5.1 In completing the demolition works this year, there will be a period where the land will stand vacant prior to commencement of development. However, there is a strong overriding need to utilise vital grant funding and avoid ongoing financial liabilities and risks in maintaining vacant buildings. Careful consideration of the hoardings around the site will ensure both site safety and security and improve the aesthetics of this prominent area.
- 5.2 Once land at The Conge has been transferred to the Strategic Partner, the Development Agreement between the Council and the Strategic Partner ensures that the Council will retain a good level of input and control over the design of the scheme, delivery timescales and includes a clawback provision should the site not be developed in accordance with the agreed terms. Any risks associated in passing on ownership of the land have therefore been considered and mitigated within the terms of the agreement to protect the Council's ongoing interest in the development of this key site.
- 5.3 Delivery of the North of The Conge is reliant upon site assembly. Timescales for this are not quantifiable at this stage.

6. Legal Implications

- 6.1 The General Power of Competence, introduced by the Localism Act 2011, permits a local authority exercising the general power: "... to do it in any way whatever, including— (a) power to do it anywhere in the United Kingdom or elsewhere, (b) power to do it for a commercial

purpose or otherwise for a charge, or without charge, and (c) power to do it for, or otherwise than for, the benefit of the authority, its area or persons resident or present in its area.”

- 6.2 Under Section 123 of the Local Government Act 1972 (see Appendix 1) principal councils have a duty not to sell land for a consideration less than the best consideration reasonably obtainable unless the Secretary of State’s consent has been obtained.

However, the Local Government Act 1972: General Disposal Consent (England) 2003 gives a general consent provided that any undervalue of the interest does not exceed £2 million and the transaction is considered by the local authority to help secure the promotion or improvement of the economic, social or environmental well-being of its area.

Whilst it has been ascertained that there is a negative residual land value in development terms, it could be argued that on the open market the land with outline planning permission may attract a buyer. However, it is considered that any potential offer would fall significantly below the £2 million threshold reflecting the negative residual land value of the site.

- 6.3 ‘Best consideration’ means achieving maximum ‘value’ from the disposal, not just maximum price. Disposal at less than market value must contribute to the ‘promotion or improvement of the economic, social or environmental wellbeing of the area’.

In this case, although outline planning permission for residential development has been approved, the site is financially unviable to develop therefore the generation of any potential open market receipt with no guarantee over type of development or delivery is of far lower ‘value’ to the Council than the proposal to dispose at nil value to the Strategic Partner. In addition, the disposal to the Strategic Partner will improve the environmental and social wellbeing of the area by improving the visual amenity of the area by redeveloping The Conge as high quality new homes to include a mix of affordable homes for rent and buy, with areas of new tree planting.

- 6.4 As per the Council’s Acquisition and Disposals Policy 2021, surplus or under-used land/property may be considered for disposal where the disposal helps to deliver other Council objectives e.g. the provision of housing in the Borough. In this case the land is intended for development of housing with contractual safeguards in place to ensure delivery.

- 6.5 Under the Local Government Act 1988 Section 25 the Council may provide a Registered Social Landlord with any financial assistance or gratuitous benefit of land for development as housing accommodation. This includes land for development or access, easements and rights. Both organisations within the Strategic Partnership are registered social landlords.

The aggregate value of financial assistance or gratuitous benefit provided by the disposal or grant must not exceed £10 million which this transaction does not.

- 6.6 The Council’s intention to offer the land to the Strategic Partnership was advertised to the market via the procurement process and in doing so has complied with EU and public procurement regulations.

7. Conclusion

- 7.1 This report requests authority to dispose of land at The Conge to the Council’s newly appointed Strategic Partner.

The report demonstrates that the disposal complies with the law, Council policy, is relevant in achieving the Council’s strategic aims and that in requesting authorisation has considered and confirmed the wider benefits to the community, local people and overall regeneration of this important area.

8. Background Papers

Procurement of a Strategic Development Partner – Policy & Resources Committee July 2020

Acquisitions and Disposals Policy – Full Council February 2021

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:	Via Officer Working Group and ELT
Section 151 Officer Consultation:	Via Officer Working Group and ELT
Existing Council Policies:	Acquisitions and Disposal Policy 2021 Core Strategy Local Plan Part 1 Policy CS17 – Regenerating Great Yarmouth’s Waterfront
Financial Implications (including VAT and tax):	Within the report
Legal Implications (including human rights):	Within the report
Risk Implications:	Within the report.
Equality Issues/EQIA assessment:	By working with a Registered Provider to deliver new homes to meet housing need and address particular shortages in supply which may currently have a negative impact on the likelihood of some households with protected characteristics from being able to have their needs met in a timely way. This recognises that households in higher levels of need will have more opportunity to be accommodated in stock owned by either the Council or Registered Provider than those with low needs.
Crime & Disorder:	New housing schemes will be designed and built to minimise properties vulnerability to crime.
Every Child Matters:	Design of new homes will take into the account the needs of children.

Appendix A



The 'North' is to the left, the 'South' is to the right



The red area is The Conge 'South' (set for demolition), the blue is The Conge 'North'



URN:

Report to: Policy and Resources Committee 14 March 2023

Subject: 2022/23 Period 10 Budget Monitoring Report

Report by: Financial Services Manager

RECOMMENDATIONS

- 1. It is recommended that Policy and Resources Committee note the content of the report and the revised forecast for the General Fund for 2022/23.**

1. INTRODUCTION

- 1.1. This report compares the actual expenditure and income position at the end of January 2023 to the general fund budget for 2022/23 and presents a forecast position for the current year.
- 1.2. The original base budget for 2022/23 was approved by Council in February 2022 and assumed a transfer from the general reserves of £208,205. This report provides an updated forecast for the current year compared to this position and will be used to inform the outturn position for 2022/23.

2. BUDGET MONITORING POSITION – REVENUE

- 2.1. The General Fund Summary at Appendix A shows the high-level budget monitoring position at 31 January 2023 of a deficit position of £338k although this is before the earmarking of service income which will need to be carried forward at the end of the financial year for ongoing commitments in 2023/24, after allowing for these, the expected overspend for the year is £503k (a deficit of £275k against the budget of £228k).
- 2.2. Appendices A and B provide commentary on the more significant variances (£+/-£20,000 full year) identified from the budget monitoring process carried out between finance and services for the position at the end of period 6 and where there is anticipated yearend under/overspend. Appendix C provides a summary of the general fund service income and expenditure by type (e.g. employee costs).
- 2.3. The forecast position shows a movement on the non-service budget headings, namely interest payable and receivable and the revenue impact of financing the capital programme from borrowing (minimum revenue provision (MRP)).
- 2.4. Interest - Increases in interest rates have been reflected in the forecasts for 2022/23. This has increased the interest payable by £100k but conversely increased interest receivable by £194k which has more than mitigated the impact.

- 2.5. Minimum Revenue Provision (MRP) – This represents the annual cost to the revenue account of borrowing decisions to finance the capital programme. The budget provision has been reviewed following the outturn for the 2021/22 being confirmed and due to some of the slippage in the capital programme, this has resulted in an updated forecast for the 2022/23 financial year of £1.56m, an underspend of £170k.
- 2.6. The employee turnover report to the end of period 10 is 11.24% (in comparison to period 6 which was reported as 8.76% and 2021/22 for the same period which was 16.04%). Employee turnover is the total number of leavers as a percentage of the average head count of employees over the period. In financial terms turnover will result in underspends against direct employee related budget, for example pay, NI and pension when posts become vacant up to the point of recruitment. Turnover savings will also be accrued from restructuring and where there have been significant delays in-between a post becoming vacant and then being filled. Some of the in-year vacancy savings will be offset using agency and interim appointments. Overall, for the period to the end of January there is an overspend (£82k) of direct employee costs (per Appendix C) the detail of the more significant will have been reported in the detail included at appendix B.
- 2.7. The pay claim for 2022/23 was confirmed in December which resulted in a payment of £1,925 for all pay bands, this equated in the region of an average increase of 5.28% across all pay bands. The base budget for 2022/23 assumed a 2% pay increase. The impact of the pay award has now been reflected in the forecast for 2022/23, whilst there is an impact within some service areas, overall for pay costs the impact has largely been offset by vacancies within the year. Some of the vacant posts have been taken as savings withing the 2023/24 base budget.
- 2.8. Like others, the Council is continuing to face increasing cost pressures for example energy and transport costs and interest rate rises. Whilst some increase in utility costs were allowed for within the budget, increases of the level currently foreseen for the financial year could not have been envisaged. Where known these have been reflected in the forecast
- 2.9. Further analysis of the impact to the current and future years budgets is underway and at this time it would be prudent to allow for an increased cost in the current year, the summary position below allows for an impact in the current year of £90,000 however this position will continue to be monitored.
- 2.10. Other factors which are not yet confirmed or quantified are the impact of external contract arrangements for the provision of services, for example services provided by GYBS and GYN. These will continue to be monitored.

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 update use of reserves figure where applicable and the planned carry forward of income and grants that have commitments in 2023/24. Any requests to carry forward unspent service expenditure budgets will be considered as part of the outturn position and take into account the overall financial position.

Budget Area	Full Year Current Budget £'000	Full Year Forecast £'000	Total Estimated Full Year Effect £'000
Service Area	15,887	16,261	375
Non-Service Areas	(296)	(560)	(264)
Use of Reserves	(1,516)	(1,516)	0
Income	(13,847)	(13,847)	0
Total (Surplus)/Deficit before carry forwards	228	338	111
Carry Forward	0	165	165
Total (Surplus)/Deficit	228	503	275

3.2. The overall position will continue to be monitored in the current financial year and will be reported to Management Team and used to inform the outturn position for 2022/23.

4. BUDGET MONITORING POSITION – CAPITAL PROGRAMME

- 4.1. Actual expenditure to the end of January 2023 totals £9.9m as summarised under Appendix E.
- 4.2. The revised General Fund Capital Programme for 2022/21 is £27.6m as reported to Full Council on 21st February 2023 and this is summarised under Appendix E.
- 4.3. The revised budget has been reduced from the £79.2m reported at month 6 to more realistically represent forecasted spend.
- 4.4. Project budgets have not been removed, but rather carried forward into future years in line with spend profiles provided by budget managers.
- 4.5. The forecast capital expenditure for 2022/23 at the end of month 10 is £23.1m

5. CONCLUSIONS

- 5.1. The revenue budget is showing a forecast full year overspend of £503k.
- 5.2. The capital 2022/23 budget stands at £23.1m as at month 10, any unspent capital budgets for ongoing capital projects at the end of March 2023 will be carried forward to 2023/24. The position will continue to be monitored as projects progress.

6. FINANCIAL IMPLICATIONS AND RISKS

- 6.1. The details within Appendices A and B to this report highlight the significant service variances including those that are estimated to result in a full year impact that have been identified for the current year. In addition, the wider impact of uncertainty of future inflationary impacts on cost budgets including utility and contract costs continues to be monitored.

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:	Included within the detail of the report
Existing Council Policies:	N/A
Financial Implications (including VAT and tax):	Included within the detail of the report
Legal Implications (including human rights):	N/A
Risk Implications:	Included within the detail of the report
Equality Issues/EQIA assessment:	N/A
Crime & Disorder:	N/A
Every Child Matters:	N/A

Appendix A - General Fund Summary Budget Monitoring 2022/2023

	Original Budget 2022/23 £	Current Budget 2022/23 £	P10 YTD actual 2022/23 £	Full Year Forecast £	Full Year Variance £	Comments
Net Cost of Services						
Executive	5,104,344	5,557,822	3,997,499	5,541,372	(16,450)	See Appendix B for details of significant variances.
Housing	992,425	992,425	942,412	892,577	(99,848)	
Inward Investment	3,567,740	3,709,548	2,173,806	3,599,093	(110,455)	
Planning and Growth	401,887	436,887	542,436	653,393	216,506	
Customer Services	(785,055)	(767,752)	(320,780)	(442,110)	325,642	
Property and Asset Management	(132,776)	(144,736)	(599,942)	(36,738)	107,998	
Communications, Marketing and Events	719,914	760,835	768,404	809,822	48,987	
Environmental Services	5,283,737	5,341,597	5,033,838	5,243,725	(97,872)	
	15,152,216	15,886,626	12,537,675	16,261,134	374,508	
Non Service Expenditure/Income						
Recharge to HRA	(2,036,804)	(2,046,674)	4,200	(2,046,674)	0	
Loan Interest Payable	902,592	902,592	439,547	1,002,592	100,000	Increase in interest rates on loans is forecast to impact on the amount due for the year.
Interest Receivable	(82,086)	(82,086)	(245,760)	(276,241)	(194,155)	Forecast updated for improved interest rates not anticipated when the budget was set. Forecast based on current interest rates remaining the same until the end of the financial year.
Capital Charges Reversal	(3,790,627)	(3,790,627)	(17,411,248)	(3,790,627)	0	Yearend capital accounting adjustment will remove the £8m capital grant for Town Deal projects and £3m for Housing Heating projects from the revenue general fund hence no impact on the reserve forecasted.
Revenue Contribution to Capital	0	50,000	0	50,000	0	
Transfers to/(from) Earmarked Reserves	(761,062)	(1,516,012)	0	(1,516,012)	0	
Transfers to/(from) Collection fund compensation reserve (for impact between years)	0	0	0	0	0	
Transfers to/(from) General Reserve	0	0	0	0	0	
Pension Back Funding	2,270,129	2,270,129	1,678,252	2,270,129	0	
Contingency	0	0	0	0	0	
Parish Precepts & Concurrent Grants	621,033	621,033	627,508	621,033	0	
Provision for Loan Repayment (MRP)	1,730,112	1,730,112	0	1,560,214	(169,898)	Forecast updated for the final capital outturn of 2122.
Collection Fund Adjustments	0	0	0	0	0	
Accounting Adjustments - soft loans, acc absences	0	0	0	0	0	
Vacancy Management & Apprenticeship Levy	49,689	49,689	20,288	49,689	0	
	(1,097,024)	(1,811,844)	(14,887,213)	(2,075,897)	(264,053)	
Income						
Council Tax - Parishes	(596,030)	(596,030)	(596,030)	(596,030)	0	
Council tax - Borough	(5,085,693)	(5,085,693)	584,449	(5,085,693)	0	
Business Rates	(5,092,629)	(5,092,629)	7,936,127	(5,092,629)	0	
Revenue Support Grant	(2,136,919)	(2,136,919)	(1,282,151)	(2,136,919)	0	
New Homes Bonus	(495,249)	(495,249)	(495,249)	(495,249)	0	
Other Grants and contributions	(440,467)	(440,467)	(367,049)	(440,467)	0	
	(13,846,987)	(13,846,987)	5,780,097	(13,846,987)	0	
(Surplus)/Deficit	208,205	227,795	3,430,558	338,250	110,455	

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23**Note 1 Significant variances requiring commentary:**

Significant variances of +/- £20,000 full year variances require commentary. This is based on the total variance for the service line level for the services as Heads of Service are able to vire 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.

Executive

Executive Team	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	700,904	715,904	738,150	22,246
Non-pay	13,242	13,242	18,242	5,000
Gross Direct Income	0	0	(1,600)	(1,600)
Net Direct Expenditure/(Income) Total:	714,146	729,146	754,792	25,646
Support Services Recharges	(722,880)	(722,880)	(722,880)	0
Capital Charges	0	0	0	0
Total:	(8,734)	6,266	31,912	25,646

Overspend from using agency staff to fill a vacancy. Position now filled at rate higher than originally budgeted for PA to Chief Executive.

Legal	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	489,846	489,846	496,906	7,060
Gross Direct Income	(35,000)	(35,000)	0	35,000
Net Direct Expenditure/(Income) Total:	454,846	454,846	496,906	42,060
Support Services Recharges	(454,840)	(454,840)	(454,840)	0
Capital Charges	0	0	0	0
Total:	6	6	42,066	42,060

No income now expected to be received from the profit share with NP Law for the financial year.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Equinox	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	58,370	58,370	58,370	0
Non-pay	25,000	25,000	25,000	0
Gross Direct Income	(129,000)	(129,000)	(129,000)	0
Net Direct Expenditure/(Income) Total:	(45,630)	(45,630)	(45,630)	0
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	(45,630)	(45,630)	(45,630)	0

No significant variance.

GYBS company	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	67,236	67,236	67,236	0
Non-pay	34,616	34,616	34,616	0
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	101,852	101,852	101,852	0
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	101,852	101,852	101,852	0

No significant variance.

Corporate Costs	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	148,108	148,108	147,662	(446)
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	148,108	148,108	147,662	(446)
Support Services Recharges	(148,080)	(148,080)	(148,080)	0
Capital Charges	0	0	0	0
Total:	28	28	(418)	(446)

No significant variance.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

COVID-19 costs	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	1,086,384	1,086,384	0
Non-pay	0	316,354	316,354	0
Gross Direct Income	0	(971,684)	(971,684)	0
Net Direct Expenditure/(Income) Total:	0	431,054	431,054	0
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	431,054	431,054	0

No significant variance.

Finance	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	631,806	631,806	674,296	42,490
Non-pay	387,978	387,978	382,553	(5,425)
Gross Direct Income	(5,000)	(5,000)	(6,000)	(1,000)
Net Direct Expenditure/(Income) Total:	1,014,784	1,014,784	1,050,849	36,065
Support Services Recharges	(1,033,060)	(1,033,060)	(1,033,060)	0
Capital Charges	0	0	0	0
Total:	(18,276)	(18,276)	17,789	36,065

Vacancy savings of £18k are not achievable due to limited staff vacancies in year. Agency staff cost to cover an accountancy role incurred costs of £16k which had not been budget for. Increased costs of Employees Liability Insurance of £12k for the year.

North Quay/Conge Project	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	0	0	2,000	2,000
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	0	0	2,000	2,000
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	0	2,000	2,000

No significant variance.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

ICT	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	447,374	447,374	366,442	(80,932)
Non-pay	839,502	839,502	845,502	6,000
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	1,286,876	1,286,876	1,211,944	(74,932)
Support Services Recharges	(1,405,850)	(1,405,850)	(1,405,850)	0
Capital Charges	107,504	107,504	107,504	0
Total:	(11,470)	(11,470)	(86,402)	(74,932)

Variance reflects vacancies within the service.

Member Services	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	183,541	183,541	134,891	(48,650)
Non-pay	374,044	381,468	386,691	5,223
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	557,585	565,009	521,582	(43,427)
Support Services Recharges	(523,420)	(523,420)	(523,420)	0
Capital Charges	0	0	0	0
Total:	34,165	41,589	(1,838)	(43,427)

Variance reflects vacancies within the service.

Corporate Strategy	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	90,405	90,405	77,655	(12,750)
Non-pay	3,952	3,952	3,952	0
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	94,357	94,357	81,607	(12,750)
Support Services Recharges	(96,660)	(96,660)	(96,660)	0
Capital Charges	0	0	0	0
Total:	(2,303)	(2,303)	(15,053)	(12,750)

No significant variance.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Elections	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	114,197	114,197	100,197	(14,000)
Non-pay	74,472	74,472	64,072	(10,400)
Gross Direct Income	(700)	(700)	(19,724)	(19,024)
Net Direct Expenditure/(Income) Total:	187,969	187,969	144,545	(43,424)
Support Services Recharges	38,310	38,310	38,310	0
Capital Charges	0	0	0	0
Total:	226,279	226,279	182,855	(43,424)

No elections held in 22/23 - focus has been on registration. Underspend to be carried forward and supplement years with Borough elections that receive no grant support from Central Government.

Human Resources	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	406,263	406,263	425,189	18,926
Non-pay	75,684	75,684	118,684	43,000
Gross Direct Income	0	0	(9,168)	(9,168)
Net Direct Expenditure/(Income) Total:	481,947	481,947	534,705	52,758
Support Services Recharges	(493,570)	(493,570)	(493,570)	0
Capital Charges	0	0	0	0
Total:	(11,623)	(11,623)	41,135	52,758
Total Executive:	264,294	717,772	701,322	(16,450)
Total Executive excluding capital charges and recharges:	4,996,840	5,450,318	5,433,868	(16,450)
Total Executive excluding recharges:	5,104,344	5,557,822	5,541,372	(16,450)

Overspend on staff welfare (e.g. visual display unit checks and payments, occupational health appointments/assessments). Overspend on corporate training of £8k which is fully funded from earmarked reserves.

A new payroll system was due to be implemented in 2022/23 however the new payroll system is now expected to be operational from April 2023. Additional costs have been incurred as a result of continuing with the old system for longer than originally budgeted for. Additional expenditure on equality, diversity & inclusion of £18k has been incurred which was not anticipated when the budget was set.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23**Housing**

Housing Needs	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	930,061	930,061	1,173,900	243,839
Non-pay	465,993	465,993	987,967	521,974
Gross Direct Income	(744,103)	(744,103)	(1,582,325)	(838,222)
Net Direct Expenditure/(Income) Total:	651,951	651,951	579,542	(72,409)
Support Services Recharges	420,790	420,790	420,790	0
Capital Charges	18,137	18,137	18,137	0
Total:	1,090,878	1,090,878	1,018,469	(72,409)

Increased staffing levels to reach the current service demand. Increased costs are covered by increased funding as seen under income increase below.

These are demand led services, with B&B accommodation also being heavily subject to increased summer price rises. Increased demand has been received for this service, resulting in an increased budget forecast of £465k for increased accommodation charges. This is partly mitigated by an increase of income, including any outstanding demand being financed by homelessness grant funding, as reflected in the income below.

Increased income recovery forecast from B&B and temporary accommodation of £152k due to increase in service demand as per above. Also this is a lower recovery rate of accommodation cost than anticipated when the budget was set. Grant funding received is £734k more than anticipated when the budget was set. The forecast has been updated to reflect this. The increase funding will support the increased service expenditure as forecast above.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Housing Strategy	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	136,798	136,798	124,775	(12,023)
Non-pay	31,513	31,513	32,638	1,125
Gross Direct Income	0	0	(19,176)	(19,176)
Net Direct Expenditure/(Income) Total:	168,311	168,311	138,237	(30,074)
Support Services Recharges	83,740	83,740	83,740	0
Capital Charges	23,859	23,859	23,859	0
Total:	275,910	275,910	245,836	(30,074)

No significant variance.

Traveller's Site/Gapton Hall	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	60,244	60,244	58,741	(1,503)
Non-pay	69,969	69,969	121,774	51,805
Gross Direct Income	(87,250)	(87,250)	(81,845)	5,405
Net Direct Expenditure/(Income) Total:	42,963	42,963	98,670	55,707
Support Services Recharges	50,310	50,310	50,310	0
Capital Charges	0	0	0	0
Total:	93,273	93,273	148,980	55,707

Utility price increases year to date have resulted in an increased forecast of £20k. Ongoing maintenance of the site is exceeding budgeted provisions by £25k, increasing the forecast. Options to rectify the issues resulting in the increased maintenance costs are being investigated.

Refugees	Original Budget 2019/20 £	Current Budget 2019/20 £	Full Year Forecast £	Full Year Forecast Variance £
Gross Direct Expenditure:				
Non-pay	0	40,000	40,000	0
Gross Direct Income	0	(40,000)	(40,000)	0
Net Direct Expenditure/(Income) Total:	0	0	0	0
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	0	0	0

No significant variance.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Better Care Fund (NEW)	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	99,669	99,669	97,448	(2,221)
Non-pay	24,244	24,244	11,103	(13,141)
Gross Direct Income	(145,216)	(145,216)	(145,216)	0
Net Direct Expenditure/(Income) Total:	(21,303)	(21,303)	(36,665)	(15,362)
Support Services Recharges	59,690	59,690	59,690	0
Capital Charges	0	0	0	0
Total:	38,387	38,387	23,025	(15,362)

No significant variance.

Safe at Home	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	274,455	274,455	245,554	(28,901)
Non-pay	55,299	55,299	42,223	(13,076)
Gross Direct Income	(221,247)	(221,247)	(216,980)	4,267
Net Direct Expenditure/(Income) Total:	108,507	108,507	70,797	(37,710)
Support Services Recharges	89,210	89,210	89,210	0
Capital Charges	0	0	0	0
Total:	197,717	197,717	160,007	(37,710)

Vacancy in year which is not forecast to be filled.

Total Housing:	1,696,165	1,696,165	1,596,317	(99,848)
Total Housing excluding capital charges and recharges:	950,429	950,429	850,581	(99,848)
Total Housing excluding recharges:	992,425	992,425	892,577	(99,848)

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Inward Investment

Project Management Office	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	124,188	141,188	117,269	(23,919)
Non-pay	1,802	1,802	1,802	0
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	125,990	142,990	119,071	(23,919)
Support Services Recharges	45,200	45,200	45,200	0
Capital Charges	0	0	0	0
Total:	171,190	188,190	164,271	(23,919)

Vacancy in year which will not be filled.

Projects and Programmes	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	152,080	152,080	79,195	(72,885)
Non-pay	3,040	3,040	3,040	0
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	155,120	155,120	82,235	(72,885)
Support Services Recharges	437,060	437,060	437,060	0
Capital Charges	0	0	0	0
Total:	592,180	592,180	519,295	(72,885)

Vacancy in year which will not be filled.

Future High Street Fund	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	0	0	0	0
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	0	0	0	0
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	0	0	0

No significant variance.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Offshore Wind Project	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	49,268	49,268	49,268	0
Non-pay	155,000	155,000	191,882	36,882
Gross Direct Income	(205,416)	(205,416)	(242,298)	(36,882)
Net Direct Expenditure/(Income) Total:	(1,148)	(1,148)	(1,148)	0
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	(1,148)	(1,148)	(1,148)	0

Increase to expenditure in year to match increased funding as noted below.

Funding increased in line with spend as per above.

No significant variance.

Towns Fund	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	0	248,054	248,054	0
Gross Direct Income	0	(248,054)	(248,054)	0
Net Direct Expenditure/(Income) Total:	0	0	0	0
Support Services Recharges	0	0	0	0
Capital Charges	1,000,000	1,000,000	1,000,000	0
Total:	1,000,000	1,000,000	1,000,000	0

No significant variance.

Winter Programme - Different Light	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	0	33,430	33,430	0
Gross Direct Income	0	(33,430)	(33,430)	0
Net Direct Expenditure/(Income) Total:	0	0	0	0
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	0	0	0

No significant variance.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Levelling Up	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	0	125,000	125,000	0
Gross Direct Income	0	(125,000)	(125,000)	0
Net Direct Expenditure/(Income) Total:	0	0	0	0
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	0	0	0

No significant variance.

CCTV	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	101,021	101,021	103,021	2,000
Gross Direct Income	(4,000)	(4,000)	(4,000)	0
Net Direct Expenditure/(Income) Total:	97,021	97,021	99,021	2,000
Support Services Recharges	31,340	31,340	31,340	0
Capital Charges	35,967	35,967	35,967	0
Total:	164,328	164,328	166,328	2,000

No significant variance.

Culture and Leisure	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	130,944	175,944	322,584	146,640
Gross Direct Income	0	0	(146,640)	(146,640)
Net Direct Expenditure/(Income) Total:	130,944	175,944	175,944	0
Support Services Recharges	30,750	30,750	30,750	0
Capital Charges	0	0	0	0
Total:	161,694	206,694	206,694	0

New project expenditure in the last quarter of the year, fully funded by UK Shared Prosperity Fund for 2022/23.

UK Share Prosperity Fund grant funding allocation for 2022/23.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Indoor Leisure - Phoenix Pool & Marina Centre	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	55,883	55,883	37,905	(17,978)
Non-pay	207,970	233,970	236,064	2,094
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	263,853	289,853	273,969	(15,884)
Support Services Recharges	83,450	83,450	83,450	0
Capital Charges	86,348	86,348	86,348	0
Total:	433,651	459,651	443,767	(15,884)

No significant variance.

Neighbourhood Management	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	298,815	298,815	291,815	(7,000)
Non-pay	296,019	305,606	132,839	(172,767)
Gross Direct Income	(236,000)	(236,000)	(56,000)	180,000
Net Direct Expenditure/(Income) Total:	358,834	368,421	368,654	233
Support Services Recharges	(43,910)	(43,910)	(43,910)	0
Capital Charges	0	0	0	0
Total:	314,924	324,511	324,744	233

Budget reflected projects anticipated to be undertaken in 2022/23. Presently the forecast reflects those projects that have had funding secured and are underway, such as the Community Champions and Early Help Hub.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Conservation	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	150,100	175,100	204,100	29,000
Non-pay	683,155	1,085,473	835,473	(250,000)
Gross Direct Income	(625,740)	(1,008,337)	(787,337)	221,000
Net Direct Expenditure/(Income) Total:	207,515	252,236	252,236	0
Support Services Recharges	41,960	41,960	41,960	0
Capital Charges	1,160,660	1,160,660	1,160,660	0
Total:	1,410,135	1,454,856	1,454,856	0

In line with requirements for the Trees for Cities project, two new employees have been employed and are fully funded by the project to the end of March.

Reduction in spend forecasted for Winter Gardens project and on the town wall repairs, underspent budgets to be carried forward into 2023/24 to be fully utilised. Winter Gardens has been granted an extension by the National Lottery Heritage Fund to submit the development stage report and the town wall repairs has been delayed due to tendering for works.

Project grant funding has been reprofiled in line with the changes above.

Economic Development	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	66,313	131,476	106,478	(24,998)
Non-pay	1,502	34,002	70,000	35,998
Gross Direct Income	0	(98,163)	(109,163)	(11,000)
Net Direct Expenditure/(Income) Total:	67,815	67,315	67,315	0
Support Services Recharges	111,990	111,990	111,990	0
Capital Charges	0	0	0	0
Total:	179,805	179,305	179,305	0

Underspend to budgeted staff costs will fund UK Community Renewal external support, on the line below.

UK Community Renewal Fund forecast spend updated to include external support and marketing spend.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Enterprise Zone	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	1,140,612	1,140,612	1,140,612	0
Gross Direct Income	(1,261,791)	(1,261,791)	(1,261,791)	0
Net Direct Expenditure/(Income) Total:	(121,179)	(121,179)	(121,179)	0
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	(121,179)	(121,179)	(121,179)	0
Total Inward Investment:	4,305,580	4,447,388	4,336,933	(110,455)
Total Inward Investment excluding capital charges and recharges:	1,284,765	1,426,573	1,316,118	(110,455)
Total Inward Investment excluding recharges:	3,567,740	3,709,548	3,599,093	(110,455)

No significant variance.

Planning and Growth

Building Control	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	248,196	222,810	254,365	31,555
Non-pay	29,666	29,666	34,691	5,025
Gross Direct Income	(308,377)	(308,377)	(173,977)	134,400
Net Direct Expenditure/(Income) Total:	(30,515)	(55,901)	115,079	170,980
Support Services Recharges	88,740	88,740	88,740	0
Capital Charges	0	0	0	0
Total:	58,225	32,839	203,819	170,980

Regraded posts and pay award costs.

Problems in filling vacancies is impacting on the departments ability to complete works to gain income, as well as works being lost to external inspectors.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Development Control	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	656,583	621,321	661,814	40,493
Non-pay	39,719	39,719	41,919	2,200
Gross Direct Income	(591,597)	(591,597)	(526,950)	64,647
Net Direct Expenditure/(Income) Total:	104,705	69,443	176,783	107,340
Support Services Recharges	268,790	268,790	268,790	0
Capital Charges	0	0	0	0
Total:	373,495	338,233	445,573	107,340

Regraded posts and pay award costs.

Inflationary pressures, the cost of living crisis and a downturn in construction industry has lead to reduced planning applications.

Land Charges	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	48,476	(1)	(1)	0
Non-pay	44,901	44,901	36,091	(8,810)
Gross Direct Income	(144,923)	(144,923)	(124,923)	20,000
Net Direct Expenditure/(Income) Total:	(51,546)	(100,023)	(88,833)	11,190
Support Services Recharges	48,230	48,230	48,230	0
Capital Charges	0	0	0	0
Total:	(3,316)	(51,793)	(40,603)	11,190

No significant variance.

Planning business support	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	0	144,125	105,606	(38,519)
Non-pay	0	0	0	0
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	0	144,125	105,606	(38,519)
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	144,125	105,606	(38,519)

Variance reflects vacancies within the service.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Strategic Planning	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	279,621	279,621	299,164	19,543
Non-pay	120,890	120,890	132,890	12,000
Gross Direct Income	(22,850)	(22,850)	(88,878)	(66,028)
Net Direct Expenditure/(Income) Total:	377,661	377,661	343,176	(34,485)
Support Services Recharges	89,820	89,820	89,820	0
Capital Charges	1,582	1,582	1,582	0
Total:	469,063	469,063	434,578	(34,485)
Total Planning and Growth:	897,467	932,467	1,148,973	216,506
Total Planning and Growth excluding capital charges and recharges:	400,305	435,305	651,811	216,506
Total Planning and Growth excluding recharges:	401,887	436,887	653,393	216,506

Neighbourhood plan funding income will be transferred to earmarked reserves to be utilised in 2023/24.

Customer Services

Benefits	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	593,108	593,108	598,108	5,000
Non-pay	20,508,685	20,508,685	19,350,985	(1,157,700)
Gross Direct Income	(21,243,980)	(21,243,980)	(20,099,394)	1,144,586
Net Direct Expenditure/(Income) Total:	(142,187)	(142,187)	(150,301)	(8,114)
Support Services Recharges	172,576	172,576	172,576	0
Capital Charges	0	0	0	0
Total:	30,389	30,389	22,275	(8,114)

Currently benefit claims expenditure has been lower than budgeted for. The subsidy income received to cover the benefits cost will therefore also be lower. The forecast allows expected under recovery of benefit payments, most should be covered by final year end claim.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Crematorium and Cemeteries	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	200,415	200,415	233,479	33,064
Non-pay	663,890	663,890	736,313	72,423
Gross Direct Income	(1,620,150)	(1,620,150)	(1,528,500)	91,650
Net Direct Expenditure/(Income) Total:	<u>(755,845)</u>	<u>(755,845)</u>	<u>(558,708)</u>	<u>197,137</u>
Support Services Recharges	231,420	231,420	231,420	0
Capital Charges	70,543	70,543	70,543	0
Total:	<u>(453,882)</u>	<u>(453,882)</u>	<u>(256,745)</u>	<u>197,137</u>

No vacancies in current year and additional costs of unbudgeted casual staffing.

£40k unexpected costs for rebuild of a cremator following a major failure and additional repairs in year. The forecast reflects an estimated £6k overspend on gas charges as a result of the raising utilities costs that could not have been foreseen when the budget was set.

Demand for services lower than anticipated to date so forecast amended to reflect this.

Customer Services	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	615,244	615,244	656,044	40,800
Non-pay	12,229	12,229	5,047	(7,182)
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	<u>627,473</u>	<u>627,473</u>	<u>661,091</u>	<u>33,618</u>
Support Services Recharges	(651,500)	(651,500)	(651,500)	0
Capital Charges	0	0	0	0
Total:	<u>(24,027)</u>	<u>(24,027)</u>	<u>9,591</u>	<u>33,618</u>

Unforeseen costs relating to the Energy Bills Support Scheme, large proportion of this should be covered by funding. At this time it is not possible to estimate the level of this so no forecast on income made.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Support Services	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	153,429	153,429	163,429	10,000
Non-pay	44,257	44,257	27,726	(16,531)
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	197,686	197,686	191,155	(6,531)
Support Services Recharges	(207,170)	(207,170)	(207,170)	0
Capital Charges	2,985	2,985	2,985	0
Total:	(6,499)	(6,499)	(13,030)	(6,531)

No significant variance.

Car Parks	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	432,242	432,242	457,804	25,562
Non-pay	890,007	890,007	882,377	(7,630)
Gross Direct Income	(2,501,473)	(2,501,473)	(2,459,873)	41,600
Net Direct Expenditure/(Income) Total:	(1,179,224)	(1,179,224)	(1,119,692)	59,532
Support Services Recharges	356,060	356,060	356,060	0
Capital Charges	46,827	46,827	46,827	0
Total:	(776,337)	(776,337)	(716,805)	59,532

Pay award and no vacancies within year, roughly 50% of this is shared with Norfolk County Council.

Penalty charge notice income is lower than budgeted for. Seafront car parking areas have had increased income for the year but town centre location income is slightly lower due to capital project developments.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Revenues	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	718,651	718,651	851,151	132,500
Non-pay	224,788	224,788	249,733	24,945
Gross Direct Income	(596,752)	(579,449)	(686,894)	(107,445)
Net Direct Expenditure/(Income) Total:	346,687	363,990	413,990	50,000
Support Services Recharges	447,610	447,610	447,610	0
Capital Charges	0	0	0	0
Total:	794,297	811,600	861,600	50,000
Total Customer Services:	(436,059)	(418,756)	(93,114)	325,642
Total Customer Services excluding capital charges and recharges:	(905,410)	(888,107)	(562,465)	325,642
Total Customer Services excluding recharges:	(785,055)	(767,752)	(442,110)	325,642

Increased costs on establishment partially covered by grant funding and contribution from Norfolk County Council, noted below.

Increased grant and contributions from Norfolk County Council to cover increased costs as per above.

Property and Asset Management

Public Toilets	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	200,778	200,778	202,176	1,398
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	200,778	200,778	202,176	1,398
Support Services Recharges	25,740	25,740	25,740	0
Capital Charges	153,447	153,447	153,447	0
Total:	379,965	379,965	381,363	1,398

No significant variance.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Repairs and Maintenance	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	25,074	25,074	18,064	(7,010)
Gross Direct Income	(97,572)	(97,572)	(97,572)	0
Net Direct Expenditure/(Income) Total:	(72,498)	(72,498)	(79,508)	(7,010)
Support Services Recharges	61,530	61,530	61,530	0
Capital Charges	205,389	205,389	205,389	0
Total:	194,421	194,421	187,411	(7,010)

No significant variance.

Footway Lighting	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	183,321	183,321	183,196	(125)
Gross Direct Income	0	0	(1,000)	(1,000)
Net Direct Expenditure/(Income) Total:	183,321	183,321	182,196	(1,125)
Support Services Recharges	64,400	64,400	64,400	0
Capital Charges	69,718	69,718	69,718	0
Total:	317,439	317,439	316,314	(1,125)

No significant variance.

Coastal Protection	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	178,435	178,435	107,130	(71,305)
Non-pay	112,324	128,284	128,284	0
Gross Direct Income	(135,309)	(188,835)	(128,436)	60,399
Net Direct Expenditure/(Income) Total:	155,450	117,884	106,978	(10,906)
Support Services Recharges	60,040	60,040	60,040	0
Capital Charges	362,693	362,693	362,693	0
Total:	578,183	540,617	529,711	(10,906)

This underspend is due to vacancies held during the first part of the year. These positions have now been filled.

As above.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Community Centres	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	2,056	2,056	3,749	1,693
Gross Direct Income	(3,774)	(3,774)	0	3,774
Net Direct Expenditure/(Income) Total:	<u>(1,718)</u>	<u>(1,718)</u>	<u>3,749</u>	<u>5,467</u>
Support Services Recharges	35,390	35,390	35,390	0
Capital Charges	25,213	25,213	25,213	0
Total:	<u>58,885</u>	<u>58,885</u>	<u>64,352</u>	<u>5,467</u>

No significant variance.

Council Offices - Town Hall	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	168,966	168,966	174,216	5,250
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	<u>168,966</u>	<u>168,966</u>	<u>174,216</u>	<u>5,250</u>
Support Services Recharges	(184,790)	(184,790)	(184,790)	0
Capital Charges	15,821	15,821	15,821	0
Total:	<u>(3)</u>	<u>(3)</u>	<u>5,247</u>	<u>5,250</u>

No significant variance.

Council Offices - Greyfriars	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	112,303	112,303	89,585	(22,718)
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	<u>112,303</u>	<u>112,303</u>	<u>89,585</u>	<u>(22,718)</u>
Support Services Recharges	(120,010)	(120,010)	(120,010)	0
Capital Charges	7,710	7,710	7,710	0
Total:	<u>3</u>	<u>3</u>	<u>(22,715)</u>	<u>(22,718)</u>

Overspend forecast on electricity usage and repairs and maintenance.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Council Offices - Maritime House	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	23,739	31,739	34,350	2,611
Gross Direct Income	0	(8,000)	(1,000)	7,000
Net Direct Expenditure/(Income) Total:	23,739	23,739	33,350	9,611
Support Services Recharges	14,470	14,470	14,470	0
Capital Charges	4,560	4,560	4,560	0
Total:	42,769	42,769	52,380	9,611

No significant variance.

Council Offices - Catalyst Centre	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	49,934	49,934	49,934	0
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	49,934	49,934	49,934	0
Support Services Recharges	(53,730)	(53,730)	(53,730)	0
Capital Charges	3,797	3,797	3,797	0
Total:	1	1	1	0

No significant variance.

Beach Huts	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	29,456	29,456	45,814	16,358
Non-pay	15,358	15,358	9,358	(6,000)
Gross Direct Income	(63,438)	(63,438)	(58,438)	5,000
Net Direct Expenditure/(Income) Total:	(18,624)	(18,624)	(3,266)	15,358
Support Services Recharges	29,960	29,960	29,960	0
Capital Charges	0	0	0	0
Total:	11,336	11,336	26,694	15,358

No significant variance.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Easter Fayre	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	2,000	2,000	0	(2,000)
Non-pay	20,686	20,686	19,186	(1,500)
Gross Direct Income	(15,265)	(15,265)	(19,265)	(4,000)
Net Direct Expenditure/(Income) Total:	7,421	7,421	(79)	(7,500)
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	7,421	7,421	(79)	(7,500)

No significant variance.

Markets	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	69,411	69,411	76,935	7,524
Non-pay	225,041	225,041	206,809	(18,232)
Gross Direct Income	(157,974)	(157,974)	(107,474)	50,500
Net Direct Expenditure/(Income) Total:	136,478	136,478	176,270	39,792
Support Services Recharges	64,400	64,400	64,400	0
Capital Charges	4,820	4,820	4,820	0
Total:	205,698	205,698	245,490	39,792

The forecast impact is a result of the delay in the delivery of the next phase of the capital project. Also the impact on the demand for two day and casual markets.

Go Trade	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	0	5,736	6,726	990
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	0	5,736	6,726	990
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	5,736	6,726	990

No significant variance.

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Novus Centre	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	0	0	0	0
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	0	0	0	0
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	0	0	0

No significant variance.

Bretts	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	145,693	145,693	2,272	(143,421)
Gross Direct Income	(131,387)	(131,387)	(23,195)	108,192
Net Direct Expenditure/(Income) Total:	14,306	14,306	(20,923)	(35,229)
Support Services Recharges	12,330	12,330	12,330	0
Capital Charges	0	0	0	0
Total:	26,636	26,636	(8,593)	(35,229)

Expectation was to begin a refurbishment program in 22/23, however tenant still in building delaying works until beyond current reporting year.

Courts	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	7,290	7,290	11,671	4,381
Gross Direct Income	(14,670)	(14,670)	0	14,670
Net Direct Expenditure/(Income) Total:	(7,380)	(7,380)	11,671	19,051
Support Services Recharges	11,500	11,500	11,500	0
Capital Charges	0	0	0	0
Total:	4,120	4,120	23,171	19,051

No significant variance.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

South Denes Energy Park	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	2,878	2,878	2,878	0
Gross Direct Income	(8,004)	(8,004)	(8,004)	0
Net Direct Expenditure/(Income) Total:	(5,126)	(5,126)	(5,126)	0
Support Services Recharges	24,110	24,110	24,110	0
Capital Charges	0	0	0	0
Total:	18,984	18,984	18,984	0

No significant variance.

Factory Units	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	13,658	13,658	38,779	25,121
Gross Direct Income	(100,651)	(100,651)	(109,426)	(8,775)
Net Direct Expenditure/(Income) Total:	(86,993)	(86,993)	(70,647)	16,346
Support Services Recharges	28,410	28,410	28,410	0
Capital Charges	0	0	0	0
Total:	(58,583)	(58,583)	(42,237)	16,346

Includes £15k settlement on refurbishment works.

Minerva House	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	8,451	8,451	7,904	(547)
Gross Direct Income	(65,626)	(65,626)	(79,905)	(14,279)
Net Direct Expenditure/(Income) Total:	(57,175)	(57,175)	(72,001)	(14,826)
Support Services Recharges	9,870	9,870	9,870	0
Capital Charges	0	0	0	0
Total:	(47,305)	(47,305)	(62,131)	(14,826)

No significant variance.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Corporate Estates	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	20	20	20	0
Non-pay	439,390	439,390	549,477	110,087
Gross Direct Income	(2,481,633)	(2,481,633)	(2,501,133)	(19,500)
Net Direct Expenditure/(Income) Total:	<u>(2,042,223)</u>	<u>(2,042,223)</u>	<u>(1,951,636)</u>	<u>90,587</u>
Support Services Recharges	401,660	401,660	401,660	0
Capital Charges	34,945	34,945	34,945	0
Total:	<u><u>(1,605,618)</u></u>	<u><u>(1,605,618)</u></u>	<u><u>(1,515,031)</u></u>	<u><u>90,587</u></u>

This overspend is due to costs being higher than budgeted for on electricity £43k, repairs and maintenance £31.5k and consultancy fees £15k. Recharges of various costs have resulted in increased income forecast for the year.

Onians	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	1,273	1,273	1,273	0
Gross Direct Income	(9,900)	(9,900)	(9,900)	0
Net Direct Expenditure/(Income) Total:	<u>(8,627)</u>	<u>(8,627)</u>	<u>(8,627)</u>	<u>0</u>
Support Services Recharges	10,160	10,160	10,160	0
Capital Charges	0	0	0	0
Total:	<u><u>1,533</u></u>	<u><u>1,533</u></u>	<u><u>1,533</u></u>	<u><u>0</u></u>

No significant variance.

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Property Services	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	871,817	881,817	806,817	(75,000)
Non-pay	51,959	51,959	51,959	0
Gross Direct Income	(287,605)	(287,605)	(212,605)	75,000
Net Direct Expenditure/(Income) Total:	636,171	646,171	646,171	0
Support Services Recharges	(659,410)	(659,410)	(659,410)	0
Capital Charges	0	0	0	0
Total:	(23,239)	(13,239)	(13,239)	0

Underspend from vacancies held during the year however this is offset by the resulting fall in income from recharging staff to the Housing Revenue Account or capital projects, as per below.

As noted above.

Beacon Park	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	202,637	202,637	167,439	(35,198)
Gross Direct Income	(1,100,232)	(1,100,232)	(1,124,232)	(24,000)
Net Direct Expenditure/(Income) Total:	(897,595)	(897,595)	(956,793)	(59,198)
Support Services Recharges	51,820	51,820	51,820	0
Capital Charges	167,469	167,469	167,469	0
Total:	(678,306)	(678,306)	(737,504)	(59,198)

Underspends on electricity costs as these are now being paid by the tenants. Also promotional costs have been lower than anticipated.

Recharges of relevant costs (insurance, electricity etc) and full rental of site leading to slight increase in income received.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

37-39 Market Place (Palmers)	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	0	0	62,500	62,500
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	0	0	62,500	62,500
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	0	62,500	62,500

Costs for business rates and utilities are being incurred whilst the site is under development. A decision on whether these cost will be funded from earmarked reserves will be made at the yearend.

Property Building Services	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	473,541	473,541	473,541	0
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	473,541	473,541	473,541	0
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	473,541	473,541	473,541	0

No significant variance.

Waterways	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	29,010	29,010	37,010	8,000
Gross Direct Income	(1,000)	(1,000)	(8,840)	(7,840)
Net Direct Expenditure/(Income) Total:	28,010	28,010	28,170	160
Support Services Recharges	15,340	15,340	15,340	0
Capital Charges	0	0	0	0
Total:	43,350	43,350	43,510	160

No significant variance.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Housing Asset Team	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	625,404	625,404	560,404	(65,000)
Non-pay	30,000	30,000	88,000	58,000
Gross Direct Income	(836,221)	(836,221)	(829,221)	7,000
Net Direct Expenditure/(Income) Total:	(180,817)	(180,817)	(180,817)	0
Support Services Recharges	165,200	165,200	165,200	0
Capital Charges	0	0	0	0
Total:	(15,617)	(15,617)	(15,617)	0
Total Property and Asset Management:	(64,386)	(86,216)	21,782	107,998
Total Property and Asset Management excluding capital charges and recharges:	(1,188,358)	(1,210,188)	(1,102,190)	107,998
Total Property and Asset Management excluding recharges:	(132,776)	(154,606)	(46,608)	107,998

Underspend on vacancies are offset by increased agency costs to cover the vacant posts, and also reduced income from recharges to the Housing Revenue Account.

Communications, Marketing and Events

Communications	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	166,270	173,270	191,379	18,109
Non-pay	16,193	16,193	15,024	(1,169)
Gross Direct Income	(5,345)	(5,345)	(545)	4,800
Net Direct Expenditure/(Income) Total:	177,118	184,118	205,858	21,740
Support Services Recharges	(180,550)	(180,550)	(180,550)	0
Capital Charges	0	0	0	0
Total:	(3,432)	3,568	25,308	21,740

No significant variance.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Print and Design	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	188,014	188,014	186,516	(1,498)
Non-pay	57,244	60,431	60,431	0
Gross Direct Income	(25,122)	(25,122)	(25,122)	0
Net Direct Expenditure/(Income) Total:	220,136	223,323	221,825	(1,498)
Support Services Recharges	(226,490)	(226,490)	(226,490)	0
Capital Charges	0	0	0	0
Total:	(6,354)	(3,167)	(4,665)	(1,498)

No significant variance.

Tourism	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	66,727	59,727	37,079	(22,648)
Non-pay	173,896	194,692	182,949	(11,743)
Gross Direct Income	(117,256)	(117,256)	(112,993)	4,263
Net Direct Expenditure/(Income) Total:	123,367	137,163	107,035	(30,128)
Support Services Recharges	217,380	217,380	217,380	0
Capital Charges	0	0	0	0
Total:	340,747	354,543	324,415	(30,128)

Tourist Information Centre is permanently closed.

Civic and Portering	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	157,537	157,537	166,115	8,578
Non-pay	31,677	47,767	56,212	8,445
Gross Direct Income	(3,000)	(3,000)	(8,233)	(5,233)
Net Direct Expenditure/(Income) Total:	186,214	202,304	214,094	11,790
Support Services Recharges	(191,830)	(191,830)	(191,830)	0
Capital Charges	0	0	0	0
Total:	(5,616)	10,474	22,264	11,790

No significant variance.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Mayor	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	7,974	7,974	9,974	2,000
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	7,974	7,974	9,974	2,000
Support Services Recharges	16,020	16,020	16,020	0
Capital Charges	0	0	0	0
Total:	23,994	23,994	25,994	2,000

No significant variance.

Events	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	42,220	42,220	46,106	3,886
Non-pay	10,226	11,074	13,674	2,600
Gross Direct Income	(35,920)	(35,920)	(38,420)	(2,500)
Net Direct Expenditure/(Income) Total:	16,526	17,374	21,360	3,986
Support Services Recharges	106,210	106,210	106,210	0
Capital Charges	0	0	0	0
Total:	122,736	123,584	127,570	3,986

No significant variance.

Tearooms	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	47,298	47,298	34,298	(13,000)
Non-pay	34,078	34,078	13,175	(20,903)
Gross Direct Income	(101,857)	(101,857)	(26,857)	75,000
Net Direct Expenditure/(Income) Total:	(20,481)	(20,481)	20,616	41,097
Support Services Recharges	0	0	0	0
Capital Charges	9,060	9,060	9,060	0
Total:	(11,421)	(11,421)	29,676	41,097

Variance reflects vacancies within the service at the being of the year, prior to the Tea Rooms opening.

Lost income from first quarter of the year following delayed opening.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Total Communications, Marketing and Events:	460,654	501,575	550,562	48,987
Total Communications, Marketing and Events excluding capital charges and recharges:	1,136,491	1,187,139	1,361,681	48,987
Total Communications, Marketing and Events excluding recharges:	719,914	760,835	809,822	48,987

Environmental Services

Environmental Health	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	1,163,920	1,185,587	1,194,515	8,928
Non-pay	834,468	832,724	839,104	6,380
Gross Direct Income	(116,012)	(106,285)	(103,913)	2,372
Net Direct Expenditure/(Income) Total:	1,882,376	1,912,026	1,929,706	17,680
Support Services Recharges	309,640	309,640	309,640	0
Capital Charges	10,168	10,168	10,168	0
Total:	2,202,184	2,231,834	2,249,514	17,680

No significant variance.

Selective Licensing	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	59,244	59,244	59,244	0
Non-pay	8,799	8,799	8,799	0
Gross Direct Income	(10,000)	(10,000)	(10,000)	0
Net Direct Expenditure/(Income) Total:	58,043	58,043	58,043	0
Support Services Recharges	6,480	6,480	6,480	0
Capital Charges	0	0	0	0
Total:	64,523	64,523	64,523	0

No significant variance.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Grounds Maintenance	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	625,688	625,688	614,180	(11,508)
Gross Direct Income	(54,450)	(54,450)	(55,909)	(1,459)
Net Direct Expenditure/(Income) Total:	571,238	571,238	558,271	(12,967)
Support Services Recharges	27,550	27,550	27,550	0
Capital Charges	75,485	75,485	75,485	0
Total:	674,273	674,273	661,306	(12,967)

No significant variance.

Street Cleansing	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	664,534	664,534	694,158	29,624
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	664,534	664,534	694,158	29,624
Support Services Recharges	14,710	14,710	14,710	0
Capital Charges	0	0	0	0
Total:	679,244	679,244	708,868	29,624

Overspend is due to contractual inflation omitted from budget workings.

Waste Management	Original Budget 2022/23 £	Current Budget 2022/23 £	Full Year Forecast £	Full Year Variance £
Gross Direct Expenditure:				
Pay	101,160	101,160	101,160	0
Non-pay	3,096,252	3,132,445	2,993,606	(138,839)
Gross Direct Income	(1,741,994)	(1,741,994)	(1,724,703)	17,291
Net Direct Expenditure/(Income) Total:	1,455,418	1,491,611	1,370,063	(121,548)
Support Services Recharges	146,030	146,030	146,030	0
Capital Charges	20,050	20,050	20,050	0
Total:	1,621,498	1,657,691	1,536,143	(121,548)

Recycling gate fees now a variable rate and currently less than estimated when budget set.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Parks and Outdoor spaces	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	202,417	202,417	190,111	(12,306)
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	202,417	202,417	190,111	(12,306)
Support Services Recharges	35,940	35,940	35,940	0
Capital Charges	3,411	3,411	3,411	0
Total:	241,768	241,768	229,462	(12,306)

No significant variance.

Outdoor Sports	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	429,669	429,669	423,423	(6,246)
Gross Direct Income	(95,590)	(95,590)	(100,676)	(5,086)
Net Direct Expenditure/(Income) Total:	334,079	334,079	322,747	(11,332)
Support Services Recharges	38,230	38,230	38,230	0
Capital Charges	62,458	62,458	62,458	0
Total:	434,767	434,767	423,435	(11,332)

No significant variance.

Licensing	Original Budget 2022/23	Current Budget 2022/23	Full Year Forecast	Full Year Variance
	£	£	£	£
Gross Direct Expenditure:				
Pay	183,128	183,128	189,918	6,790
Non-pay	31,873	33,617	51,117	17,500
Gross Direct Income	(270,941)	(280,668)	(291,981)	(11,313)
Net Direct Expenditure/(Income) Total:	(55,940)	(63,923)	(50,946)	12,977
Support Services Recharges	129,380	129,380	129,380	0
Capital Charges	0	0	0	0
Total:	73,440	65,457	78,434	12,977

No significant variance.

Appendix B - General Fund Services - Budget monitoring and commentary 2022/23

Total Environmental Services:	5,991,697	6,049,557	5,951,685	(97,872)
Total Environmental Services excluding capital charges and recharges:	5,112,165	5,170,025	5,072,153	(97,872)
Total Environmental Services excluding recharges:	5,283,737	5,341,597	5,243,725	(97,872)
Total for Services:	13,115,412	13,839,952	14,214,460	374,508
Total for Services excluding capital charges and recharges:	11,787,227	12,521,494	13,021,557	374,508
Total for Services excluding recharges:	15,152,216	15,876,756	16,251,264	374,508

Appendix C - Summary of General Fund Services Income & Expenditure (detail within Appendix B) for Month 10 2022/23

	Original Budget 2022/23 £	Current Budget 2022/23 £	Forecast 2022/23 £	Variance £
Employee	12,995,996	14,271,210	14,399,671	128,461
Premises	5,550,118	5,724,710	5,907,243	182,533
Transport	134,972	146,092	135,028	(11,064)
Supplies & Services	6,423,104	7,620,282	8,029,566	409,284
Third Party Payments	3,471,893	3,471,893	3,464,879	(7,014)
Transfer Payments	21,463,820	21,473,407	20,136,569	(1,336,838)
Support Services	140,000	140,000	132,500	(7,500)
Capital Charges	3,790,626	3,790,626	3,790,626	0
Support Services - Recharges Out	(12,049,774)	(12,049,774)	(12,049,774)	0
Support Services - Recharges In	12,049,774	12,059,644	12,059,644	0
Income	(38,818,313)	(40,761,464)	(39,744,818)	1,016,646
	15,152,216	15,886,626	16,261,134	374,508

General Fund Reserves Schedule - 2022/23		Opening Balance 01/04/22	Budgeted Movement 2022/23	Committed Expenditure 2022/23	Actual Movement (inc forecast) 2022/23	Updated Closing Balance 31/03/23	Budgeted Movement 2023/24	Updated Closing Balance 31/03/24	Budgeted Movement 2024/25	Updated Closing Balance 31/03/25	Budgeted Movement 2025/26	Updated Closing Balance 31/03/26
Summary and Purpose of Reserve		£	£	£	£	£	£	£	£	£	£	£
Planning Delivery Grant	The reserve is planned to be used to provide service improvements in Planning, and deliver the Local Development Framework.	136,389	0	0	(25,000)	111,389	0	111,389	0	111,389	0	111,389
Insurance Fund	The Council budgets for a level of excess being charged to the Service Accounts annually. Any under provision is met from the Insurance Fund, and any surplus is transferred to the fund.	382,990	0	0	0	382,990	0	382,990	0	382,990	0	382,990
DFG top-up capital loans and grant fund	The Council will utilise this funding for capital expenditure incurred in the Wellesley Rd, Sandown Rd, Euston Rd & Paget Rd areas.	400,000	0	0	0	400,000	0	400,000	0	400,000	0	400,000
Restricted use grant	This reserve holds unspent grants received for specific purposes for which the spend has not yet been incurred.	564,981	(54,000)	(205,965)	(54,000)	305,016	(52,000)	253,016	(22,000)	231,016	(20,000)	211,016
Invest to Save	To be used to fund one-off costs associated with projects that will deliver future efficiencies and savings including costs associated with restructures.	1,553,339	0	(292,960)	(41,406)	1,218,973	(49,747)	1,169,226	(25,047)	1,144,179	0	1,144,179
Specific budget	This reserve is utilised as expenditure is incurred.	264,722	(59,142)	(30,453)	(59,142)	175,127	(62,967)	112,160	0	112,160	0	112,160
Repairs and Maintenance	This reserve is utilised as expenditure is incurred.	317,638	0	0	0	317,638	0	317,638	0	317,638	0	317,638
Waste Management	This reserve is utilised as expenditure is incurred in relation to the service.	13,795	(11,375)	170	(11,375)	2,590	(2,420)	170	0	170	0	170
Collection Fund (Business Rates)	Earmarked to mitigate the fluctuations in business rate income between years.	1,976,810	(93,000)	0	(93,000)	1,883,810	0	1,883,810	0	1,883,810	0	1,883,810
Community Housing Fund	This represents grants previously received to assist with the delivery of Community Housing.	551,242	(10,000)	0	(10,000)	541,242	(30,000)	511,242	(30,000)	481,242	0	481,242
Enforcement	Earmarked for enforcement related works to address issues and bring properties back into use.	33,302	0	(4,822)	0	28,480	0	28,480	0	28,480	0	28,480
Special Project Reserve	Earmarked for projects and for use as matched funding as appropriate to access external funding, Includes capital and revenue projects.	429,043	(182,978)	(193,200)	(197,778)	38,065	(35,000)	3,065	0	3,065	0	3,065
Benefits/Revenues Reserve	Earmarking of grants and underspends to be used for the service and mitigation of subsidy impacts.	200,000	0	0	0	200,000	0	200,000	0	200,000	0	200,000
Homelessness	Utilised for service expenditure from previous grant allocations	1,872,198	(95,000)	0	(95,000)	1,777,198	(642,323)	1,134,875	0	1,134,875	0	1,134,875
Treasury Management reserve	Used to mitigate fluctuations in investment income received.	267,895	0	0	0	267,895	0	267,895	0	267,895	0	267,895
Asset Management reserve	This reserve is held to mitigate the impact of fluctuations between financial years from income received from Council assets and properties, in addition it includes re-allocation from other reserves to be used for investments in Council assets including current and future asset enhancements.	936,859	(230,825)	(1,147,086)	(236,621)	(446,848)	(247,745)	(694,593)	0	(694,593)	0	(694,593)
Coast Protection	Held for match funding and mitigate one-off costs in relation to coast protection.	104,275	0	(34,275)	37,566	107,566	0	107,566	0	107,566	0	107,566

General Fund Reserves Schedule - 2022/23		Opening Balance 01/04/22	Budgeted Movement 2022/23	Committed Expenditure 2022/23	Actual Movement (inc forecast) 2022/23	Updated Closing Balance 31/03/23	Budgeted Movement 2023/24	Updated Closing Balance 31/03/24	Budgeted Movement 2024/25	Updated Closing Balance 31/03/25	Budgeted Movement 2025/26	Updated Closing Balance 31/03/26
Summary and Purpose of Reserve		£	£	£	£	£	£	£	£	£	£	£
Empty Business Property Incentive Fund	Earmarking of funds to be used for incentivising bringing properties back into use.	100,000	0	0	0	100,000	0	100,000	0	100,000	0	100,000
Covid	Balance of covid funding held prior to draw down against spend areas.	543,218	0	(112,164)	(431,054)	0	0	0	0	0	0	0
Collection fund income compensation	To be utilised to fund deficit in collection fund. Significant movement in 2020/21 reflects the collection fund adjustment account in respect of Covid to be utilised in 2021/22.	5,911,969	0	(5,237,311)	(50,000)	624,658	0	624,658	0	624,658	0	624,658
Other Reserves	These Reserves are budget carry forwards to be used in future years.	2,461,682	(24,742)	(61,201)	(249,202)	2,151,279	(22,472)	2,128,807	(15,083)	2,113,724	0	2,113,724
Total GF Earmarked Reserves		19,022,345	(761,062)	(7,319,267)	(1,516,012)	10,187,066	(1,144,674)	9,042,392	(92,130)	8,950,262	(20,000)	8,930,262
General Fund Reserve	Current recommended balance of £3.5 million*	4,020,411	(751,205)	0	(19,591)	3,269,206	515,000	3,784,206	0	3,784,206	0	3,784,206
Total GF Reserves		23,042,756	(1,512,267)	(7,319,267)	(1,535,603)	13,456,272	(629,674)	12,826,598	(92,130)	12,734,468	(20,000)	12,714,468
Excluding the B Rates Adjustment		13,110,376										

*Movement on the general reserves allows for the reallocation from the collection fund reserves and the required transfer from the general reserve forecast in the 2022/23 and 2023/24 financial years

Appendix E - General Fund Capital Programme - Detail - 2022/23

Services & Projects	Revised 22/23 Budget	2022/23 Expenditure £000			22/23 Financing - £000			
		Actuals to 31-01-23	Forecast 22/23	Budget remaining to date	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts
Capital Loans & Company Financing	3,494	129	1,100	3,365	3,344	-	-	150
Total: Executive	3,494	129	1,100	3,365	3,344	-	-	150
Wellesley 3G Pitch & Tennis Pavilion	1,002	375	1,002	627	255	747	-	-
Gorleston Tennis Courts Refurbishment	116	-	116	116	-	116	-	-
Refurbishment of Park at Diana Way, Caister	142	-	142	142	-	142	-	-
UK Prosperity Fund	15	-	15	15	-	15	-	-
Safer Streets 4	128	21	128	106	-	128	-	-
Total: Communities	1,403	396	1,403	1,007	255	1,147	-	-
St Nicholas Minster West Boundary Wall	85	13	15	73	85	-	-	-
St Nicholas car park north Boundary Wall	25	0	-	25	25	-	-	-
Crematorium Main Roof Works	-	-	-	-	-	-	-	-
Crematorium Tearooms	217	168	217	49	217	-	-	-
Total: Customer Services	327	181	232	146	327	-	-	-

Appendix E - General Fund Capital Programme - Detail - 2022/23

Services & Projects	Revised 22/23 Budget	2022/23 Expenditure £000			22/23 Financing - £000			
		Actuals to 31-01-23	Forecast 22/23	Budget remaining to date	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts
Health and Leisure (Marina) Centre	3,814	3,524	3,814	291	2,956	858	-	-
Health and Fitness Centre - South Car Park	290	290	290	-	290	-	-	-
The Waterways	4	-	4	4	-	4	-	-
Phoenix Pool & Gym car park extension	-	-	-	-	-	-	-	-
Town Deal - O&M	1,500	-	1,500	1,500	1,500	-	-	-
Town Deal - Incubator Units	180	110	180	70	-	180	-	-
Town Deal - North Quay	250	23	250	227	-	250	-	-
Town Deal - Learning Centre	-	-	-	-	-	-	-	-
Town Deal - Wintergardens	-	-	-	-	-	-	-	-
Town Deal - Restoration of Vacant Historic Buildings	50	20	50	30	-	30	20	-
Town Deal - Restoration & Adaptation of the Ice House	110	-	110	110	-	110	-	-
Town Deal - Connectivity & Public Wayfinding	82	-	82	82	-	82	-	-
Town Deal - Train Station Improvements	-	-	-	-	-	-	-	-
Town Deal - Digital Connectivity	-	-	-	-	-	-	-	-
Future High Street Fund - Market Place - 6 Day	2,100	1,681	2,100	419	84	2,016	-	-
Future High Street Fund - Market Place - Realm	216	80	216	136	-	216	-	-
Future High Streets - Library Relocation	1,300	1,043	1,300	257	-	1,300	-	-
Future High Streets - Low Carbon & Digital	-	-	-	-	-	-	-	-
Future High Streets - Conge	576	14	576	562	131	445	-	-
Future High Streets - Densification	1,772	6	125	1,766	-	1,772	-	-
Heritage Action Zone (HAZ)	96	88	96	8	-	96	-	-
Different Light	43	25	43	19	-	43	-	-
Total: Inward Investment	12,384	6,903	10,737	5,481	4,961	7,404	20	-

Appendix E - General Fund Capital Programme - Detail - 2022/23

Services & Projects	Revised 22/23 Budget	2022/23 Expenditure £000			22/23 Financing - £000			
		Actuals to 31-01-23	Forecast 22/23	Budget remaining to date	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts
Disabled Facilities Grants	1,300	956	1,300	344	-	1,300	-	-
Better Care Fund Projects	4	3	4	0	-	4	-	-
Empty Homes	-	-	-	-	-	-	-	-
DFG Top-up Grants	-	-	-	-	-	-	-	-
DFG Top-up Loans	-	-	-	-	-	-	-	-
Norfolk & Waveney Equity Loan Scheme	50	-	50	50	-	-	-	50
Equity Home Improvement Loans	50	14	50	36	-	-	-	50
HMOs /Guesthouse Purchase & Repair Scheme	100	21	100	79	100	-	-	-
Housing First Scheme	284	262	284	23	209	76	-	-
Acquisition of property for transitional housing	350	5	350	345	152	165	-	33
Sustainable Warmth - LAD funding	1,655	5	1,655	1,649	-	1,655	-	-
Homes Upgrade Grants (HUG)	2,577	-	2,577	2,577	-	2,577	-	-
Community Housing Fund	-	-	-	-	-	-	-	-
Total: Housing	6,369	1,267	6,369	5,102	461	5,776	-	133
ICT Investment to deliver GYBC ICT Strategy	600	261	400	339	-	-	-	600
Print Room Equipment	37	37	37	0	37	-	-	-
Total: IT, Communications & Marketing	637	298	437	339	37	-	-	600

Appendix E - General Fund Capital Programme - Detail - 2022/23

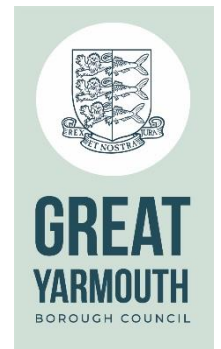
Services & Projects	Revised 22/23 Budget	2022/23 Expenditure £000			22/23 Financing - £000			
		Actuals to 31-01-23	Forecast 22/23	Budget remaining to date	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts
Euston Rd Public Toilet Refurbishment	88	-	-	88	88	-	-	-
Footway Lighting	300	166	300	134	300	-	-	-
External Redecoration & Repair of the Wellesley Grandstand	60	33	60	27	60	-	-	-
Esplanade Resurfacing	70	-	70	70	70	-	-	-
Gorleston Beach Huts	172	124	172	48	150	-	-	22
Great Yarmouth Beach Huts	450	5	450	445	-	-	-	450
Council Chamber relocation	60	42	60	18	60	-	-	-
Claydon Pavilion	299	301	301	2	20	279	-	-
Phoenix Pool Solar Panels	44	22	44	22	-	22	22	-
Changing Places	40	0	-	40	-	40	-	-
Aspire Building & Mkt Row Boiler Replacement	-	-	-	-	-	-	-	-
Peggotty Rd Community Centre Flooring	34	-	-	34	34	-	-	-
Seafront Shelters Landau Station & Britannia Bowls refurb	34	30	34	3	34	-	-	-
Replacement Lighting in the Assembly Rooms	-	-	-	-	-	-	-	-
Beacon Park Projects	100	3	100	97	100	-	-	-
Energy Park - South Denes	-	-	-	-	-	-	-	-
Total: Property & Asset Management	1,751	727	1,591	1,023	916	341	22	472
Mobile CCTV	15	15	15	-	15	-	-	-
Refuse Vehicle Purchases	1,223	-	1,223	1,223	223	-	-	1,000
Total: Environmental Health	1,238	15	1,238	1,223	238	-	-	1,000
Capital Contingency	-	-	-	-	-	-	-	-
Match Funding Capital Allocation	-	-	-	-	-	-	-	-
Projects requiring further approval before commencement	-	-	-	-	-	-	-	-
Overall Total	27,604	9,916	23,107	17,687	10,539	14,668	42	2,355

URN: 23-034

Subject: Appointment of replacement company Director & appointment of Chair of the Board of Directors - Great Yarmouth Services Ltd

**Report to: ELT - 8 March 2023
Policy & Resources Committee – 14 March 2023**

Report by: Head of Legal & Governance, Monitoring Officer



SUBJECT MATTER

Following Kate Blakemore’s resignation as Director, the appointment of a replacement Director for Great Yarmouth Services Limited and appointment of Chair of the Board of Directors

RECOMMENDATIONS

That Committee:

appoint Paula Boyce, the Council’s Strategic Director, as a company Director of Great Yarmouth Services Limited and as Chair of the Board of Directors.

1. INTRODUCTION & CONTEXT

- 1.1 Great Yarmouth Services Limited (“GYS”) is a company limited by guarantee and wholly owned by the Council. It was incorporated on 28 July 2022 and preparations are ongoing for the transfer of assets and personnel from GYB Services Limited (“GYB Services”), the existing joint venture company partly owned by Norse Commercial Services. GYS will take over service delivery from 1 April 2023
- 1.2 The Directors appointed to GYS at the date of incorporation were Chris Silverwood - the Council’s Director of Operational Services, Kate Blakemore – the Council’s Strategic Director (also appointed as Chair of the Board of Directors of GYS) and Karen Sly - the Council’s Finance Director and s151 Officer.
- 1.3 Kate Blakemore left the Council’s employment in February 2023 and accordingly resigned her Directorship of GYS and her role as Chair of the Board. Replacements are required in both roles.
- 1.4 Directors may not be appointed to GYS without the consent of the Council. The company articles of GYS also require the Council, as controlling member of GYS, to appoint a Chair of the Board. By a decision of full Council in October 2022 the Council’s role as sole and controlling member of GYS was delegated to Policy & Resources Committee, which is now asked to make the appointments described above.

1.5 Paula Boyce is particularly well qualified to undertake these roles with GYS, being a Fellow of the Chartered Institute of Wastes Management and holding a Master's degree in Solid Waste Management.

2. **Financial Implications** - none particular

3. **Legal Implications** - none particular

4. **Appendices** - none

5. **Background Documents** - none

Area for consideration	Comment
Monitoring Officer Consultation:	MO's report
Section 151 Officer Consultation:	The s151 officer is a Director of the Board of GYS
Existing Council Policies:	None
Financial Implications (including VAT and tax):	None
Legal Implications (including human rights):	None
Risk Implications:	None
Equality Issues/EQIA assessment:	None
Crime & Disorder:	None
Every Child Matters:	None