

Borough Council of
**King's Lynn &
West Norfolk**



Cabinet

Agenda

Tuesday, 18th June, 2019
at 5.30 pm

in the

**Council Chamber
Town Hall
Saturday Market Place
King's Lynn**



King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200
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CABINET AGENDA

DATE: CABINET - TUESDAY, 18TH JUNE, 2019

**VENUE: COUNCIL CHAMBER - TOWN HALL, SATURDAY
MARKET PLACE, KING'S LYNN PE30 5DQ**

TIME: 5.30 pm

As required by Regulations 5 (4) and (5) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 - Items (part of 13 and 21-24) below will be considered in private.

Should you wish to make any representations in relation to the meeting being held in private for the consideration of the above item, you should contact Democratic Services

1. MINUTES

To approve the Minutes of the Meeting held on 26 March 2019 (previously circulated).

2. APOLOGIES

To receive apologies for absence.

3. URGENT BUSINESS

To consider any business, which by reason of special circumstances, the Chairman proposes to accept, under Section 100(b)(4)(b) of the Local Government Act 1972.

4. DECLARATIONS OF INTEREST

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it

relates. If a disclosable pecuniary interest is declared, the member should withdraw from the room whilst the matter is discussed.

These declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on an item or simply observing the meeting from the public seating area.

5. CHAIRMAN'S CORRESPONDENCE

To receive any Chairman's correspondence.

6. MEMBERS PRESENT UNDER STANDING ORDER 34

To note the names of any Councillors who wish to address the meeting under Standing Order 34.

7. CALLED IN MATTERS

To report on any Cabinet Decisions called in.

8. FORWARD DECISIONS (Pages 6 - 10)

A copy of the Forward Decisions List is attached

9. MATTERS REFERRED TO CABINET FROM OTHER BODIES (Pages 11 - 12)

To receive any comments and recommendations from other Council bodies which meet after the dispatch of this agenda.

Recommendations to Cabinet from the Regeneration and Development Panel meeting 12th March 2019 on RD94: Report of the River Informal Working Group

10. KLIC EXTERNAL ENQUIRY - TERMS OF REFERENCE AND APPOINTMENT OF CHAIR (Pages 13 - 20)

11. MAJOR PROJECTS BOARD TERMS OF REFERENCE (Pages 21 - 33)

12. REVENUE OUTTURN 2018-23 (Pages 34 - 53)

13. CAPITAL PROGRAMME AND RESOURCES 2018-2023 (Pages 54 - 75)

14. FOOD AND GARDEN WASTE TREATMENT - PROCUREMENT (Pages 76 - 82)

15. KING'S LYNN AREA CONSULTATIVE COMMITTEE - REVIEW (Pages 83 - 86)

16. COUNCIL GOVERNANCE (Pages 87 - 90)

17. **AMENDMENTS TO THE SCHEME OF DELEGATION** (Pages 91 - 127)
18. **CABINET APPOINTMENTS TO OUTSIDE BODIES** (Pages 128 - 133)
19. **APPOINTMENTS TO LOCAL PLAN TASK GROUP, JOINT SAFETY & WELFARE COMMITTEE AND JOINT EMPLOYEE COMMITTEE** (Pages 134 - 135)
20. **EXCLUSION OF THE PRESS AND PUBLIC**

The Cabinet is asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the items below on the grounds that they involve the likely disclosure of exempt information as defined by paragraphs 1 & 3 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

PRIVATE ITEM

Details of any representations received about why the following reports should be considered in public will be reported at the meeting.

21. **EXEMPT - CABINET OUTTURN REPORT 2018-2019** (Pages 136 - 139)
22. **INTERIM MANAGEMENT OF THE KLIC BUILDING** (Pages 140 - 148)
23. **CINEMA DEVELOPMENT** (Pages 149 - 160)
24. **MANAGEMENT RESTRUCTURE - SUCCESSION PLANNING** (Pages 161 - 167)

To: Members of the Cabinet

Councillors R Blunt, I Devereux, P Gidney, P Kunes, A Lawrence, B Long (Chair), G Middleton and Mrs E Nockolds

For Further information, please contact:

Sam Winter, Democratic Services Manager 01553 616327
Borough Council of King's Lynn & West Norfolk
King's Court, Chapel Street
King's Lynn PE30 1EX

FORWARD DECISIONS LIST

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
18 June 2019						
	Appointments to Outside Bodies	Non	Cabinet	Leader Chief Executive		Public
	Appointments to Joint Safety & Welfare Cttee, Joint Employee Committee and Task Group	Non	Cabinet	Leader Chief Executive		Public
7	Cinema Development Tender arrangements	Key	Cabinet	Culture, Heritage & Health Exec Dir – C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Management Re-Structure	Non	Cabinet	Leader Chief Executive		Private - Contains exempt Information under para 1 – information relating to the business affairs of any person (including the authority)
	Major Projects Board Terms of Reference	Non	Cabinet	Leader Chief Executive		Public
	Revenue Outturn	Key	Cabinet	Leader Deputy Chief Executive		Public
	Capital Outturn	Key	Cabinet	Leader Deputy Chief Executive		Public

	Food and Garden Waste Treatment – Procurement	Non	Cabinet	Environment C Bamfield – Exec Dir		Public
	King’s Lynn Area Consultative Committee	Non	Council	Leader Chief Executive		Public
	Management of the KLIC building	Non	Cabinet	Leader Chief Executive		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	KLIC External Enquiry – Terms Of Reference, Selection Of Chair	Non	Council	Leader Chief Executive		Public
	Amendments to the Scheme of Delegation	Non	Council	Leader Chief Executive		Public
∞	Council Governance	Non	Council	Leader and Chief Executive		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
6 August 2019						
	Strategic Property Acquisition	Key	Cabinet	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

	Major Housing Phase 3 – Enabling Work for Lynnsport 1	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Major Housing Project 2	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
6	Audit Committee effectiveness	Non	Cabinet	Leader Deputy Chief Executive		Public
	Nar Ouse Enterprise Zone Implementation & Delivery	Key	Council	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Nelson Quay King's Lynn - Planning and Delivery	Key	Cabinet	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

	Development Options - Hunstanton	Key	Council	Performance and Economic Development Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Hunstanton Coastal Management Plan	Key	Cabinet	Environment Exec Dir – G Hall		Public
	Heritage Action Zone – Unlocking Brown Field Sites and Chapel Street	Key	Cabinet	Project Delivery Exec Dir- C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
10	Capital Strategy	Key	Council	Leader Deputy Chief Executive		Public
	Waste Contract Procurement (if no negotiation needed)	Key	Cabinet	Environment C Bamfield – Exec Dir		Public
	Code of Corporate Governance	Non	Council	Leader Exec Dir – D Gates		Public
	CIL Governance	Key	Council	Development Exec Dir – G Hall		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
24 September 2019						

	Cinema Development Tender Results	Key	Cabinet	Culture, Heritage & Health Exec Dir – C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
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Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
12 November 2019						

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RECOMMENDATIONS TO CABINET FROM THE REGENERATION AND DEVELOPMENT PANEL MEETING 12th MARCH 2019

RD94: Report of the River Informal Working Group

The Chairman of the Informal Working Group, Councillor Westrop, presented the findings of the Informal Working Group, as attached.

The Chairman thanked Councillor Westrop for her presentation and invited questions and comments from the Panel, as summarised below.

Councillor Manning commented that he supported the recommendations put forward by the Panel and hoped that they would link in with the Nelson Quay redevelopment to improve the area as a whole. Councillor Westrop acknowledged that the work of the Informal Working Group was only a small part of improving the area and she felt that an overall strategy for the River was required.

Councillor Smith explained that the use of the Sea Cadets building would provide much needed facilities. He also asked if the facilities proposed for Saddlebow could be brought closer to the town centre. Councillor Westrop explained that potential extension to the Pontoons, and discussions with the Conservancy Board, could result in more flexible operation of the Pontoons, for example longer stays and different types of craft could be accommodated, therefore there was perhaps no need to bring the facilities at Saddlebow closer, and instead the existing cycle paths and walkways from Saddlebow to the town centre could be better utilised. It was explained that the benefit of Saddlebow was that it was not tidal, connected to inland waterways and there were small improvements which could be made to improve the facilities available.

Councillor Mrs Watson asked if the Informal Working Group had explored commercial activities such as a Chandlery. It was commented that this had not been explored by the Group as it was felt that generating activity along the River needed to come before any commercial activities.

In response to a question from Councillor Crofts it was explained that the result of the CCF bid was expected in April 2019.

Councillor Mrs Collingham commented that it was difficult to navigate the Wash, therefore people needed a reason to come to King's Lynn. She felt that more should be done to use the river as an amenity including leisure facilities and commented that the promotion of Saddlebow for inland vessels would be good to increase visitors.

RESOLVED: The Regeneration and Development Panel support the recommendations from the Informal Working Group, as set out below:

1. That the Council endorse the vision and objectives set out in the Sail the Wash initiative and that the Council continue to support and encourage further marine leisure activity of the river and the Wash.
2. Support longer term development of marine leisure activity at Boal Quay.
3. Endorse the recommendations set out in the 'Development of Marine Leisure Activity in the Wash' by P D Harvey Consulting, 2018.
4. Develop further the facilities at King's Lynn Visitor Pontoons. The Informal Working Group put forward options for this:
 - a. Support the Stage 2 application to the Coastal Community Fund to:
 - i. Extend the existing visitor pontoons to accommodate demand at peak times.

- ii. Install swing moorings to start the provision of permanent mooring facilities in King's Lynn.
 - iii. Improve mooring and anchorage in the Wash.
 - iv. Develop further the marketing of Sail the Wash
 - v. Employment of Marine Officer to deal with marketing and meet and greet.
 - b. Discussions to be held with the owners of the Sea Cadets building regarding potential use of the facilities they had available for toilet and shower facilities (preferred option).
 - c. Provide a solution for waste disposal at Baker Lane.
- 5. That the Council acknowledge that the existing slipway is not fit for general marine purposed and give consideration to the installation of a new slipway, or relocation of the existing slipway to Boal Quay or an alternative appropriate location as part of the Nelson Quay redevelopment.
- 6. Support the Environment Agency to make improvements to the facilities available at Saddlebow including the installation of additional moorings and better utilisation of the existing pedestrian and cycle link between Saddlebow and King's Lynn including marketing and promotion.
- 7. The relevant Portfolio Holder engage in initial discussions with ABP regarding the potential provision of lift and store facilities in King's Lynn.
- 8. Officers engage with the Environment Agency to monitor the effect of the Denver visioning statement on the development of the river.
- 9. That if the CCF Bid is unsuccessful the Regeneration and Development Panel give consideration to reconvening the Informal Working Group to explore if there are any alternative options.

REPORT TO CABINET

Open/Exempt		Would any decisions proposed :		
Any especially affected Wards	Mandatory/	Be entirely within Cabinet's powers to decide	YES/NO	
	Discretionary/	Need to be recommendations to Council	YES/NO	
	Operational	Is it a Key Decision	YES/NO	
Lead Member: Cllr Brian Long E-mail: <i>Cllr.Brian.Long@west-norfolk.gov.uk</i>		Other Cabinet Members consulted:		
Lead Officer: Ray Harding E-mail: <i>ray.harding@west-norfolk.gov.uk</i> Direct Dial:01553 616 671		Other Officers consulted:		
Financial Implications YES/NO	Policy/Personnel Implications YES/NO	Statutory Implications YES/NO	Equal Impact Assessment YES/NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES/NO

Date of meeting: 18th June 2019

KLIC EXTERNAL ENQUIRY – TERMS OF REFERENCE, SELECTION OF CHAIR

Summary

This report responds to the Council's decision of 26th March That the Council establish an independent inquiry into the partnership with Norfolk and Waveney Enterprise Services (NWES) and its subsidiaries and associated companies and those with common shareholders or directors, regarding the award of and administration of the KLIC project and all aspects of its (their) financial relationship with the Borough Council of King's Lynn and West Norfolk.

To ensure the impartiality and independence of the Inquiry, the Chair and personnel of such an Inquiry to be chosen by an outside body, such as the Local Government Association (LGA) and consideration be given to requesting further assistance from such an outside body if required.

This enables the proposed Audit Committee Task Group to focus on the future composition and operation of the Major Projects Board, the Major Projects Progress overview and other lessons learnt from the 'KLIC Lessons Learnt Review'.

The independent Inquiry will have access to all council documents associated with NWES, subsidiaries etc as detailed above.

Members will be aware that the Audit Committee established a cross party Audit Committee working group to further examine the findings of the Internal Audit Committee report into the KLIC project. This group held an initial meeting prior to the May elections and recommended terms of reference for the review to the Audit Committee meeting of the 3rd June. These are

attached at appendix 1.

This report presents proposed terms of reference to cabinet for the external review which seek to build upon and add value to the work of the Audit Committee Cross Party Working Group. This approach is designed to be cost effective and to focus the external enquiry onto areas not covered by the Working Group. The draft terms of reference are set out at Appendix 2 report. The report also makes proposals for the selections of a Chair for the inquiry from the persons identified by the Local Government Association.

Recommendation

Cabinet is invited to recommend to Council:

1. The terms of reference for the external KLIC inquiry as set out in Appendix 2 of this report
2. To delegate to the leaders of the Councils three groups the appointment of the Chair of the External Inquiry.

Reason for Decision

To respond to the Notice of Motion agreed by Council on 26th March 2019. To ensure that external expertise and insights are utilised to assist the council in improving its systems procedures for the management of large scale capital projects and partnerships.

1 Background

The Borough Council provided loan and grant finance to Norfolk and Waveney Enterprise Services in 2012 in order to assist NWES to build an innovation centre to nurture and support new and early stage businesses in West Norfolk. Subsequently, a further £250,000 was loaned to NWES in 2016. The loans fell due for payment in full on 30th November 2018 unfortunately by this point NWES had found itself financial difficulty and defaulted on the loan. The Council had a legal charge on the building and following inconclusive attempts to reach a negotiated surrender of the lease, a Land and Property Act Receiver was appointed by the council and the receiver took possession in lieu of the money outstanding. The receiver (at the time this request was written) is in the process of transferring the lease of the building to the Borough Council. The jointly appointed valuation of the building undertaken by Savills concluded that the value was £1.87 million leaving a balance outstanding against the loan and accrued interest and legal costs of over £1million. Negotiations are underway with NWES to finalise a settlement agreement for the repayment of the outstanding balance; this is likely to extend over a number of years.

The building itself has been a remarkable success story and is fully occupied and will provide a six figure financial return to the Council. NWES continue to manage the building on the Councils behalf (at no additional cost to the Council) to provide continuity to the tenants and in part settlement of the money owing.

An Internal Audit report was commissioned by the Chief Executive in June 2018 when it became apparent that there were issues and weaknesses in the

councils arrangements with NWES and oversight of the loan. This report was presented to the Audit Committee in March of this year. The Audit Committee determined that it would establish a Working Group to consider the internal Audit report in more detail and to ensure that the lessons learned are fully implemented.

Subsequently, full Council agreed to establish an independent inquiry into 'the partnership with NWES.

This report presents draft terms of reference for Cabinet to consider, amend if required, and recommended to Council. These are attached at appendix 2 for Cabinets consideration.

The Council resolution also proposed that the LGA be invited to put forward proposals for a suitably experienced, knowledgeable and qualified chair of the Independent Enquiry. Following discussions with the Borough Councils LGA liaison officer they have put forward six names for consideration, supported by detailed CV's.

It is proposed that in order to continue with the Cross Party consensus in dealing with this matter that the appointment be undertaken by the leaders of the three political groups represented on the Council.

2 Options Considered

No alternative options were considered in light of the clarity of the Council's decision.

3 Policy Implications

There are no policy implications arising from this report.

4 Financial Implications

There will be a cost associated with the running of the independent inquiry of up to £1,000 per day plus expenses and support costs. It is difficult at this stage to estimate the total cost but it is likely to fall within a range of £25-40,000 dependant upon how far they rely on the work of Internal Audit and the Internal Audit Working Group and how much original work they undertake/commission.

5 Personnel Implications

6 Statutory Considerations

There are no statutory implications.

7 Equality Impact Assessment (EIA)

There are no equality implications

8 Risk Management Implications

There are no risk implications arising from this report, although the inquiry itself is likely to consider the Council risk management processes and their application to this project as part of their work.

9 Declarations of Interest / Dispensations Granted

None

10 Background Papers

Internal Audit Report and Background papers

Audit Committee report 2019

Cabinet Reports – 4 Dec 2012 and 14 June 2016

Council Notice of Motion – March 2019

Pre-Screening Equality Impact Assessment

Borough Council of
King's Lynn & West Norfolk



Name of policy/service/function	Regeneration Audit				
Is this a new or existing policy/service/function?	Existing				
<p>Brief summary/description of the main aims of the policy/service/function being screened.</p> <p>Please state if this policy/service is rigidly constrained by statutory obligations</p>	<p>Establish the Terms of Reference of the relationship with NWES regarding the loan/finance provided to part fund the KLIC building</p>				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age			X	
	Disability			X	
	Gender			X	
	Gender Re-assignment			X	
	Marriage/civil partnership			X	
	Pregnancy & maternity			X	
	Race			X	
	Religion or belief			X	
	Sexual orientation			X	
	Other (eg low income)			X	

Question	Answer	Comments
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No	
3. Could this policy/service be perceived as impacting on communities differently?	No	
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No	
5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	No	Actions:
		Actions agreed by EWG member:
If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:		
Decision agreed by EWG member:		
Assessment completed by:		
Name Ray Harding		
Job title Chief Executive		
Date 29 May 2019		

KLIC Independent Inquiry – Terms of Reference and Appointment of Chair

Terms of Reference for the Independent Inquiry into the partnership with NWES and its subsidiary and associated companies and those with common shareholders or directors regarding the award of and administration of the KLIC project and all aspects of their financial relationship with BKLWN,

1. Utilising the Internal Audit Report presented to Audit Committee on 11 March, the associated background evidence and papers, together with any further information subsequently prepared for and presented to the Audit Committee Cross Party Working Group as source documentation, together with any further information/evidence gathered on behalf of the Inquiry Panel, undertake a review of the precise nature of the Partnership between the NWES LTD and BCKLWN

2. Identify whether and if so to what extent, the partnership extended to other companies (and if so which companies) within the NWES 'group', assess and report upon the impact/implications of this/these arrangements.

3. Identify whether, and if so to what extent, the partnership arrangements encompassed other companies outside the NWES group of companies where common shareholders and/or directors can be identified. Assess and report upon the impact/implications of any such arrangements

4. Consider and comment upon the administration of the KLIC project in terms of:-

- Procurement of professional team and construction company
- Administration/management of the build phase
- Subsequent operation and management of the KLIC building

Consider and report on the financial arrangements established between NWES and the BCKLWN and in particular the loan of £2,500,000 and subsequent loan of £250,000, the arrangements to secure the loan in the event of any repayment default, the due diligence conducted prior to the agreement of each loan, and the subsequent monitoring of the financial robustness of the NWES group of companies.

5. Consider and report on the member involvement in the establishment, approval, oversight and scrutiny of the arrangement between NWES and the BKLWN with regards to all aspects of the KLIC project.

6. Consider the 'lessons learned' set out in the Internal Audit Committee Task Group and make further recommendations as considered appropriate.

7. Consider the arrangements for the development, management and monitoring of large scale capital projects now adopted and utilised at the Borough Council and make appropriate recommendations for any further steps considered necessary, in terms of both the Officer arrangements and member oversight and determination.

8. In the context of the Council's Capital Strategy and Risk Management Strategy consider the Council's arrangement for the identification, management and mitigation of risk in relation to large scale capital projects and make recommendations as appropriate for enhancements.

REPORT TO CABINET

Open		Would any decisions proposed :		
Any especially affected Wards	Operational	Be entirely within Cabinet's powers to decide	YES	
		Need to be recommendations to Council	NO	
		Is it a Key Decision	NO	
Lead Member: Cllr Brian Long E-mail: cllr.brian.long@west-norfolk.gov.uk		Other Cabinet Members consulted: Cabinet		
		Other Members consulted:		
Lead Officer: Ray Harding (Chief Executive) E-mail: ray.harding@west-norfolk.gov.uk Direct Dial: 01553 616245		Other Officers consulted: Management Team		
Financial Implications	Policy/Personnel Implications	Statutory Implications	Equal Impact Assessment	Risk Management Implications
NO	YES	YES	NO	YES

Date of meeting: 18 June 2019

MAJOR PROJECTS WITHIN THE BOROUGH COUNCIL

Summary

This report provides Members with an overview of the way that Major Projects are managed and monitored within the borough council and proposes a new Major Projects Member Board to ensure rigorous oversight of the process.

Recommendation

1. That Cabinet approves the process in place for managing and monitoring Major Projects
2. That a new Major Projects Member Board is established. The Member Board will consist of 7 elected members as shown at 2.9 within this report

Reason for Decision

To provide assurance that the council's major projects programme is run in accordance with the Major Projects (Officer) Board¹ Terms of Reference.

1. Background

- 1.1 The Borough Council continues to face significant financial pressures due to reductions in Revenue Support Grant along with greater volatility in income streams, particularly business rates.
- 1.2 To help meet these challenges, a decision was taken in 2016, as part of the Financial Sustainability Plan, to focus not only on achieving revenue cost reductions, but also to identify capital investment

¹ An officer Board, consisting of Executive Directors and representatives from Property Services, Legal, Planning and Finance

opportunities to maximize the use of the council's assets and generate a revenue return, in excess of that achieved from traditional banking investments.

- 1.3 The proposed capital investment focus will help to promote new housing and commercial premises development and drive an increased council tax base, new homes bonus, increased business rates and will help promote local economic activity and business growth. Delivery of new and ongoing revenue streams are key in containing costs and generating additional income as the Council moves towards a position of funding based on locally generated resources.
- 1.4 In addition to the above, some of the council's Major Projects will help bring forward sites for sale and the capital receipts generated will reduce the council's borrowing position.
- 1.5 The borough council has an existing programme of projects that are identified within the approved Capital Programme. In addition to this, there are many other projects that are being worked on by a variety of officers, some are operational (e.g. replacing boilers) and are largely "internal", quickly delivered, or do not involve large sums of money. These types of projects are 'everyday' in an organization the size of the council.
- 1.6 However, other projects, outside of largely operational scope, need additional focus particularly as one of the council's main funding sources, Revenue Support Grant (RSG) is being phased out by Central Government by 2021. This report aims to explain what has already been put into place, and proposes a new member group to provide an appropriate level of oversight.
- 1.7 Projects which are defined as schemes that
 - are not primarily operational but deliver new or enhanced facilities or generate new or additional revenue;
 - can involve partnership working and external funding;
 - are delivered over a period in excess of 12 months;
 - include a key decision with a budget of £250,000 or more²

have been pulled together into a programme, known as Major Projects. Pulling the projects together has highlighted the scale of the Council's ambitions and the potential impact both upon its finances and existing staff resources.

² Definition taken from the Capital Strategy

1.8 With such an expansive programme of projects it is necessary to put in place a rigorous appropriate framework to manage deliverability, finances, and expectations.

2. Major Projects Boards – Officer Board and Member Board

2.1 Council projects of varying size have historically been reported through to the team of Executive Directors via the weekly Management Team meeting. The Management Team meetings tend to have a wide-ranging, extensive agenda.

2.2 It has been identified that there are, due to the decision to focus on capital investment opportunities, a significant volume of projects that need to be assessed, managed and monitored. The Major Project Board has therefore been set up, outside of the usual weekly Management Team meetings, in order for Management Team to adequately deal with this important work stream. The Board comprises of all Executive Directors and also has senior representatives from Legal, Finance, Property and Planning so that relevant disciplines can input to the projects and process at an early stage.

2.3 Minutes of the Board will be provided to Management Team at the earliest possible opportunity within the usual weekly timeframe of Management Team meetings for agreement.

2.4 In making decisions, the Major Projects (Officer) Board is expected to take a number of factors into consideration in its evaluation, including, but not limited to: technical feasibility, impact on overall borrowing, resources, timelines and cost/benefit. The benefits may not be purely financial, due to the ‘place shaping’ role of the Borough Council.

2.5 The Terms of Reference for the Major Project (Officer) Board are attached at Appendix A. The Terms of Reference contain many points that have emanated from the lessons learned review of the King’s Lynn Innovation Centre (KLIC) project. In summary the following process will be adopted:

Step	Major Projects Officer Board	Management Team	Major Projects Member Board
Initial ideas considered by Major Projects Officer Board	Major Project Board agrees (or otherwise) the merits of developing the idea further	Project Board decision sanctioned by Management Team	See 2.7 below
Ideas to be translated into a	Major Project Board proposes to progress the	Project Board decision	See 2.7 below

Project Brief	project further – or not	sanctioned by Management Team	
Project Initiation Document developed. Will include information on business case, budget, timescales, tolerances and variations, and a 'compliance checklist'	Major Project Officer Board reviews PID and comments taken into account. Agrees to develop PID	Project Board decision sanctioned by Management Team	See 2.7 below
Project delivery phase – regular monitoring by exception, including risk issues	Programme Monitoring – progress will be monitored by the Major Projects Officer Board by exception, using a RAG+BW rating (shown at Appendix A). Detail will be given on individual projects, on an exception basis, as / when appropriate.	Monitoring reviewed by Management Team	See 2.7 below
Monitoring of risk	Individual projects will have a Risk Register, an overall Risk Register will also be run for the overall programme, picking up on issues that are cross-cutting or of significant potential impact to the programme. The programme will be linked into the existing Corporate Risk Register process.	Monitoring reviewed by Management Team and joined up with Corporate Risk Register	See 2.7 below
Project completion and lessons learned	Project review will be an on-going effort throughout the life of each project. At the end of each, a "Lessons Learned" process will be undertaken and reported to the Project Board.	Project Board views reviewed by Management Team and ensured that lessons learned are taken forward	See 2.7 below

- 2.6 It is proposed to establish a Major Projects Member Board. The Board will, subject to statutory provisions, operate on behalf of the Council to provide assurance that the Council's Major Projects Programme is run in accordance with the Major Projects Officer Board Terms of Reference (Appendix A).
- 2.7 The Major Projects Member Board proposed Terms of Reference are attached at Appendix B.
- 2.8 The Member Board proposed will consist of 7 elected members as shown below, subject to proportionality considerations.

Group members:	Number
• Chair of the Audit Committee	1
• Chairman of the Regeneration and Environment Panel (Policy Review and Development Panel)	1
• Leader of the Council	1
• 1 other Portfolio Holder	1
• Representative(s) from other political groups ³	3
TOTAL	7

- 2.9 The full process, including detail on where Panels and Cabinet input and oversee the programme is contained in the overview chart shown at Appendix C.

3. Options Considered

- 3.1 The proposal for a Major Projects Member Board has been developed following lessons learned from recent reviews and audits.

4. Policy Implications

- 4.1 The process outlined for managing and monitoring the council's Major Projects programme, plus the associated Major Projects Member Board have no policy implications.
- 4.2 The role of the Policy Review and Development Panels, Audit Committee, Cabinet and Council are not affected by the proposal.

³ To achieve appropriate proportionality

5. Financial Implications

- 5.1 None in relation to the way that Major Projects are managed and monitored. All financial implications for the projects themselves will follow the usual process.

6. Personnel Implications

- 6.1 None

7. Statutory Considerations

- 7.1 Statutory provisions are not altered

8. Equality Impact Assessment (EIA)

- 8.1 Pre-screening report attached. No requirement for a full equality impact assessment necessary.

9. Risk Management Implications

- 9.1 Risk management is built-in to each project, with Management Team, the Corporate Risk Register and the Audit Committee all featured within the process and the proposed Major Projects Member Board.

10. Declarations of Interest / Dispensations Granted

- 10.1 None

11. Background Papers

- 11.1 None

Pre-Screening Equality Impact Assessment



Name of policy/service/function	Process for dealing with Major Projects				
Is this a new or existing policy/ service/function?	New				
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service rigidly constrained by statutory obligations	Process for dealing with Major Projects, including set up of Major Projects Member Board				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age			✓	
	Disability			✓	
	Gender			✓	
	Gender Re-assignment			✓	
	Marriage/civil partnership			✓	
	Pregnancy & maternity			✓	
	Race			✓	
	Religion or belief			✓	
	Sexual orientation			✓	
	Other (eg low income)			✓	
Question	Answer	Comments			
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No				
3. Could this policy/service be perceived as impacting on communities differently?	No				
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No				
<p>5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	No	Actions:			
		Actions agreed by EWG member:			
Assessment completed by: Name Matthew Henry					
Job Title : Assistant Director Regeneration & Property	Date 17.05.2019				

Please Note: If there are any positive or negative impacts identified in question 1, or there any 'yes' responses to questions 2 – 4 a full impact assessment will be required.

Appendix A – Terms of Reference for the Major Projects Officer Board

The purpose of the board is to oversee and ensure delivery of the outcomes of the council's property related major projects programme. The major projects programme is defined as schemes that are not primarily operational but deliver new or enhanced facilities or generate new or additional revenue; can involve partnership working and external funding; are delivered over a period in excess of 12 months; include a key decision with a budget of £250,000 or more⁴.

1. The Board will not consider those capital projects that are concerned with routine maintenance or the day-to-day business operation of the council, including minor capital schemes with a budget below £250,000 such as small scale public realm enhancements⁵.
2. Membership of the Board will be as follows:
 - Management Team
 - Ray Harding – Chief Executive
 - Lorraine Gore – Deputy Chief Executive & Chief Finance Officer
 - Debbie Gates – Executive Director
 - Geoff Hall – Executive Director
 - Chris Bamfield – Executive Director
 - A representative from Eastlaw – Legal
 - Matthew Henry – Property Services Manager

The Board should have a representative from Planning, Finance, Legal and Property present; therefore, if relevant Executive Directors are unavailable, substitutes will be required from these professional areas.

3. Meetings will be held monthly; the Democratic Services team will provide support for the Board, including agenda and minute production and circulation.
4. To provide a management and monitoring role, sharing expertise and good practice, ensuring due diligence and will make appropriate recommendations to Management Team to subsequently ratify.
5. To receive initial project ideas from different sources, e.g. Extended Management Team Officers, Portfolio Holders. Consider these ideas and approve further development of the project into a **Project Brief**.

⁴ Definition taken from the Capital Strategy 29

⁵ Definition taken from the Capital Strategy

6. To consider the Project Brief(s) and to assess project proposals in line with :
 - a. Corporate priorities and objectives
 - b. Financial viability – with regard to the project and the Council’s budgets
 - c. Deliverability – with regard to existing staff resources including: capacity, experience, capability, and qualificationsand determine whether or not to take the project forward and request the production of the **Project Initiation Document (PID)**.
7. To consider the Project Initiation Document(s) including :
 - a. The project plan
 - b. The business case
 - c. Communications
 - d. Quality
 - e. Risk
 - f. Compliance checklist
8. To develop the Council’s overall programme of major projects, most of which are likely to be property related, and monitor the overall impact and deliverability of the **project programme**.
9. To manage and oversee the project programme by
 - a. Maintaining a schedule of the council’s major projects programme, which will be held jointly by the Deputy Chief Executive and the Property Services Manager
 - b. Receiving updates on progress, risks and budgets from relevant officers, based on exception reporting
 - c. Identifying issues with individual projects and/or the overall programme
 - d. Prioritising projects and project spend
 - e. Maintaining an overall view of the programme to ensure the programme remains achievable, and is resourced effectively
 - f. Reporting to Cabinet on a half-yearly basis and updates via the capital reporting process.
10. To escalate issues identified during the programme management process to the relevant decision-maker/body.
11. To ensure there is a clear, robust and transparent project and programme management process in place that is readily auditable to include risk management, financial management issues and ensures that all necessary contract documentation is completed and in place, prior to commencement.

12. To ensure there is an appropriate reporting interface with Cabinet, the three Policy Review and Development Panels, and Audit Committee.
13. Where a project involves partnering with a third party, the Board will determine the most appropriate method of delivery. The Board will ensure that
- a. a due diligence exercise on the financial position of the partner(s) is built into the feasibility stages of the project
 - b. annual due diligence checks are made on the credit worthiness / financial position of the partner(s)
 - c. critical documents relating to the financial checks are retained on a central file⁶
 - d. termination clauses are linked to events that may indicate the third party's non-compliance with the Companies Act 2018⁷
 - e. any potential conflicts of interest are considered at the earliest opportunity and any implications for the partnership are explored and monitored as deemed appropriate.
14. If, following acceptance of a partnering agreement with a third party, a partner organisation wishes to alter the terms, the Major Projects Board Officer must be consulted to endorse or authorise any proposed changes.
15. To review projects on completion and sign-off lessons learned reports.
16. To ensure that all relevant project documents are stored on the Major Projects Board Project Site, on Insite (the Council's intranet).
17. The Terms of Reference will be reviewed by the Board 6 months after adoption and thereafter on a 12 month basis.

Categories for monitoring

The categories agreed by Management Team to use for Programme Monitoring. **RAG+BW:**

RED	AMBER	GREEN	BLUE	WHITE
<p>Significant issues exist requiring consideration by Project or Programme Board and immediate action to be taken.</p> <p>Benefits – it is probable that the intended benefit will not be achieved</p>	<p>Some (actual or anticipated) variation from the project plan but actions in hand to maintain progress.</p> <p>Benefits - some of the intended benefit may not be achieved</p>	<p>On schedule – progress in line with agreed project plan</p> <p>Benefits – it is forecast that this benefit will be achieved</p>	<p>Project / Work Package / Benefit completed</p>	<p>Being developed - Project has been approved but is in Initiation Stage</p>

⁶ Critical project documents will be stored by the Project Manager for the duration of the project, adhering to the ToR above.

⁷ Events may include accounts not being filed on time, credit rating level not being above correct level, etc.

Appendix B – Terms of Reference for Major Projects Member Board

1. Composition

The Major Projects Member Board shall consist of 7 elected members as shown below, subject to proportionality considerations.

Group members:	Number
• Chair of the Audit Committee	1
• Chairman of the Regeneration and Environment Panel (Policy Review and Development Panel)	1
• Leader of the Council	1
• 1 other Portfolio Holder	1
• Representative(s) from other political groups ⁸	3
TOTAL	7

The Major Projects Member Board shall:

- Appoint its own Chairman and Vice-Chairman
- Meet quarterly
- Be supported by officers including Management Team representative, S151 Officer, Internal Audit, Legal and lead officers for specific projects

2. Aims and Terms of Reference

2.1 The objective of the Major Projects Member Board, subject to statutory provision, is to:

- (a) operate on behalf of the Council, to provide assurance that the council's major projects programme is run in accordance with the Major Projects Board⁹ Terms of Reference.
- (b) form an integral part of the governance of the major projects programme.
- (c) monitor delivery of the major projects programme.

2.2 To achieve its aims, the Major Projects Member Board shall:

- (a) consider the agenda items and minutes produced from the previous meetings¹⁰ of the Major Projects Board and decide whether appropriate recommendations have been made by the Board and subsequently agreed by Management Team on those specific items and reported to Panel and/or Cabinet as appropriate.

⁸ To achieve appropriate proportionality

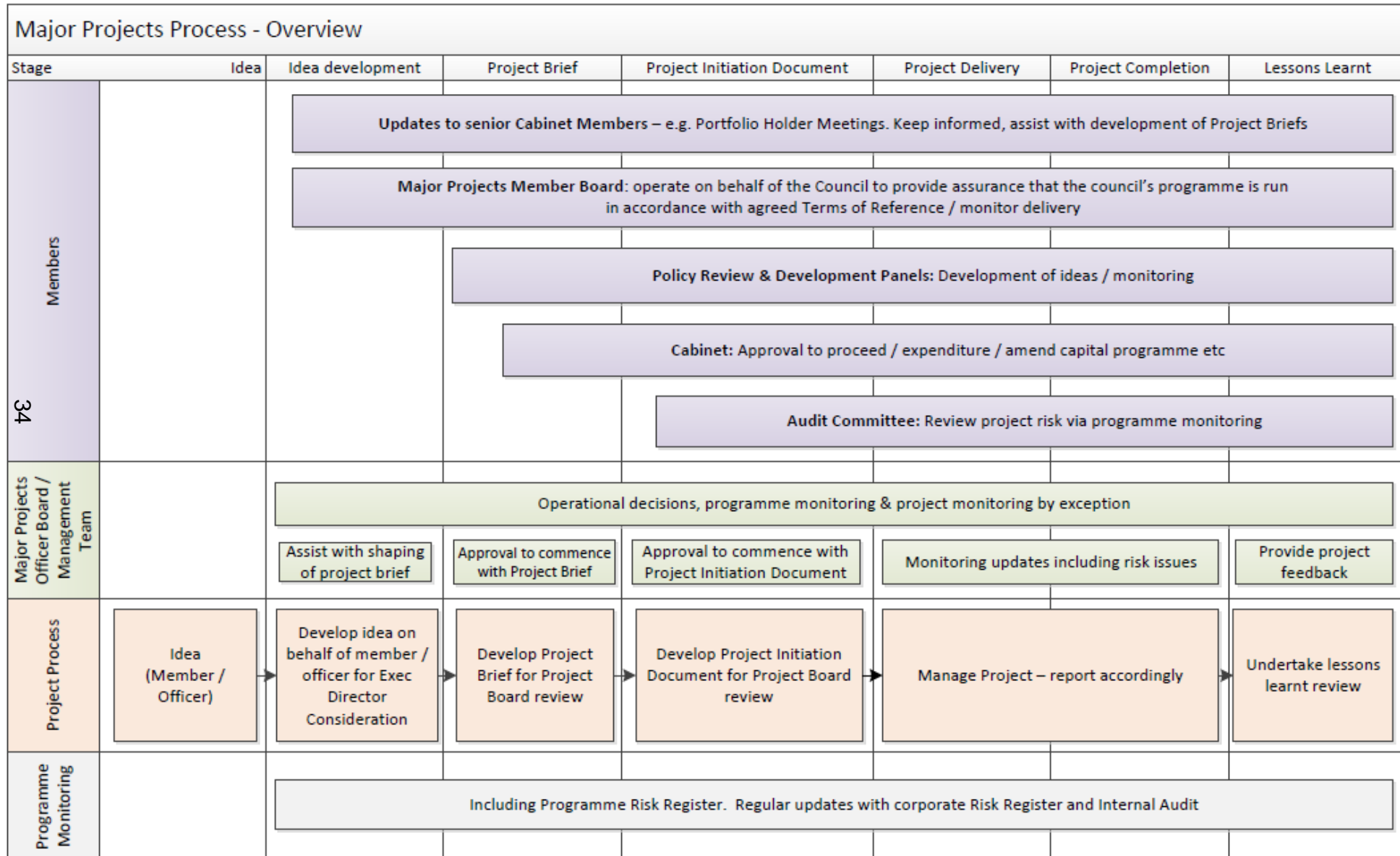
⁹ An officer Board, consisting of Executive Directors and representatives from Property Services, Legal, Planning and Finance

¹⁰ This would usually be the three previous meetings; as this Member group is due to meet quarterly.

- (b) consider the exception reporting that the Major Projects Board have received at its previous meetings and whether appropriate action has been identified and taken place.
- (c) consider the forward programme for the Major Projects Board and decide whether alternative priorities should be set.
- (d) consider post project evaluations and lessons learnt.
- (e) consider risk associated with delivery of the major projects programme.
- (f) make reports and/or recommendations to Panels and/or Cabinet in connection with the discharge of any of their functions.

Appendix C - Overview diagram of Major Projects Process

Further details are contained within Terms of Reference documents and the covering Cabinet Report.
The bars shown indicate at what stage each body may become involved in the process.



REPORT TO CABINET

Open		Would any decisions proposed :		
Any especially affected Wards	Mandatory/	(a) Be entirely within Cabinet's powers to decide	YES	
	Operational	(b) Need to be recommendations to Council	NO	
	None	(c) Be partly for recommendations to Council and partly within Cabinet's powers –	NO	
Lead Member: Cllr B Long E-mail:		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: Lorraine Gore E-mail: Lorraine.Gore@west-norfolk.gov.uk Direct Dial: 01553 616432		Other Officers consulted: Management Team. Service Managers.		
Financial Implications YES	Policy/Personnel Implications NO	Statutory Implications (incl S.17) YES	Equal Opportunities Implications NO	Risk Management Implications NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)				

Cabinet Date: 18 June 2019

REVENUE OUTTURN 2018/2019

Summary

The report sets out in summary the revenue outturn 2018/2019 for the General Fund (council tax accounts). The report shows details of the major differences between actual costs/income and the revised estimates for 2018/2019 reported in February 2019 monitoring.

The accounts show actual Borough spend of £18,337,319 which is £10,251 less than the February Revised Estimate for 2018/2019. This additional saving will be held within the General Fund balance that is carried forward to 2019/2020.

The Council's continuing strategy is to identify budget savings in year, as part of the monitoring process and at year end. These savings are then transferred to the General Fund Balance for use in future years.

Recommendation

It is recommended that Cabinet approves:

- 1. The revenue outturn and proposed transfers to reserves for 2018/2019.**
- 2. Review and agree the amendments to the Earmarked Reserves policy**

Reason for Decision

To approve the revenue outturn for 2018/2019 of the Council.

1 Introduction

- 1.1 This report sets out the revenue outturn for 2018/2019, the details of which will be used to form the Statement of Accounts.
- 1.2 The pre-audit Statement of Accounts for 2018/2019 will be presented to the Audit Committee on the 29 July 2019.

The Accounts and Audit (England) Regulations 2015 require that the pre-audit Statement of Accounts are published on the council's website by 31 May 2019 and be available for public inspection for 30 days, including the first 10 days of June. Owing to clarification issues of business relationships surrounding King's Lynn Innovation Centre (KLIC) and other operational and resourcing matters there has been a short delay with the draft accounts expected to be published by 17 June 2019. Given that the draft accounts were not published by the due date of 31 May, the statutory inspection period was also not met. The Council will make available the accounts and supporting documentation for 30 working days from the first working day following the date of publication of those draft accounts.

The Regulations also require that the council's Statement of Accounts are approved and published (which must include publication on the council's website) by 31 July 2019.

Where an audit of accounts has not been concluded before 31 July an authority must publish (which must include publication on the authority's website) as soon as reasonably practicable on or after that date a notice stating that it has not been able to publish the statement of accounts and its reasons for this.

The Council's external auditor Ernst & Young have advised that the external audit will not commence until August 2019. The delay in the external audit is due to Ernst & Young resourcing issues and their requirement to undertake additional value for money work around the loan to Norfolk and Waveney Services (NWES) for the construction of the King's Lynn Innovation Centre (KLIC). The Auditors' report will now not be presented to the Audit Committee until 7 October 2019. The draft accounts will therefore remain on the Council's website until the external audit has concluded and the accounts are approved by the Audit Committee.

2 Outturn 2018/2019

2.1 The following table compares the revised estimate (February monitoring) to the actual outturn for 2018/2019.

	Revised Estimate 2018/19	Actual Outturn 2018/19	(Surplus) Deficit	Note
	£	£	£	
Corporate	(1,174,570)	(518,513)	656,057	3.1
Democracy	1,458,730	1,442,832	(15,898)	3.2
Services Areas:				
Central and Community Services	1,235,100	2,754,776	1,519,676	3.3
Chief Executive	1,520,570	1,530,985	10,415	3.4
Commercial Services	4,309,950	5,559,233	1,249,283	3.5
Environment and Planning	2,111,560	2,010,996	(100,564)	3.6
Finance Services	2,566,220	2,631,989	65,769	3.7
Service Area Totals	12,027,560	15,412,298	3,384,738	
Financing Adjustment	1,568,360	(1,825,832)	(3,394,192)	3.8
Internal Drainage Boards	2,714,880	2,714,860	(20)	
Council Tax Support to Parishes	43,680	42,903	(777)	
Subtotal	16,354,480	16,344,229	(10,251)	
Reimbursement of lump sum Pension Payment	1,415,000	1,415,000	0	
Contribution to Balances as reported in February 2019	578,090	578,090	0	
Borough spend for 2018/2019	18,347,570	18,337,319	(10,251)	
Additional contribution to Balances	0	10,251	10,251	
Revenue Outturn 2018/2019	18,347,570	18,347,570	0	

2.2 Service managers over the year ending 31 March 2019 have continued to look for opportunities to produce in year budget savings. The budget savings have been reported as part of the monthly monitoring process. The original budget for 2018/2019 (approved by Council in February 2018) included a transfer to general fund balances of £102,390. Additional transfers to general fund balance as reported as part of the monthly monitoring process total £485,951, £475,700 reported to February 2019 monitoring plus the outturn £10,251, and are detailed in Appendix 1a.

2.3 Additionally, service managers have been identifying opportunities for ongoing budget savings. The 2018/2019 target for these savings was £147,966. During the year savings of £119,230 have been achieved.

- 2.4 The 2018/2019 outturn is within budget and allows the Council to set aside funds for future demands in addition to carrying forward a General Fund balance that is higher than originally estimated.

3. Major differences between the revised estimates and the actual costs

The following pages show the major differences between the revised estimates and the actual costs. Under each budget heading the format shows “Movements to be explained”, which are outlined as major variances and explained in the narrative that follows.

The Budget heading summaries also show items for “Additional Transfers to Reserves” and “Grants Transferred to Reserves”. These sums are listed separately at Appendix 2 with the relevant comments.

Two other categories appear in certain budget heading summaries, “REFCUS” (Revenue Expenditure Funded from Capital Under Statute) and “Unsupported Borrowing”. Both of these items deal with accounting requirements that show Capital items being recorded as revenue spending. There is no impact on the accounts of the Council or Council Tax as the charges are reversed out as a part of the Financing Adjustment as shown in paragraph 3.8. Additionally see Appendix 3 for a further explanation.

3.1 CORPORATE SERVICES – Deficit £656,057

	£
Bank Charges	82,341
Additional transfers to reserves	544,514
Grant funding transferred to reserves	17,484
Minor Variances	11,718
Deficit	656,057

The major variances are as follows:

- **Bank Charges**
Costs charged centrally, underspend reported in services as individual budgets were not moved, overall bank charges are within budget.
- Additional transfers to reserves and grant funding transferred to reserves as detailed at Appendix 2.

3.2 DEMOCRACY – Surplus £15,898

	£
Member Services	(21,000)
Grant funding transferred to reserves	13,100
Minor Variances	(7,998)
Surplus	(15,898)

The major variances are as follows:

- **Member Services**
Underspend on Members’ allowances, travel and seminars.

- Grant funding transferred to reserves as detailed at Appendix 2.

3.3 CENTRAL and COMMUNITY - Deficit £1,519,676

	£
Unsupported borrowing	(28,510)
REFCUS (<i>Appendix 3</i>)	1,640,253
Personnel Services	(35,000)
Care & Repair and Careline	(89,000)
Community Safety	(20,000)
Additional transfers to reserves	1,653
Grant funding transferred to reserves	77,530
Minor Variances	(27,250)
Deficit	1,519,676

The major variances are as follows:

- **Unsupported Borrowing**
Lower than anticipated capital expenditure has resulted in reduced unsupported borrowing charges.
- **Personnel Services**
Training costs recharged to services, underspend reported against personnel services as individual budgets were not moved, overall training costs are within budget.
- **Care and Repair**
Lower than estimated expenditure mainly due to additional income and reduced expenditure on staffing. In addition grant funding for the LILY project (£70,600) will be transferred to reserves for use in 2019/2020.
- **Community Safety**
A underspend is reported mainly on small projects.

3.4 CHIEF EXECUTIVE – Deficit £10,415

	£
Housing Enabler Role	(26,000)
Housing Options	(164,130)
Housing Standards	(21,100)
Additional transfers to reserves	22,345
Grant funding transferred to reserves	198,184
Minor Variances	1,116
Deficit	10,415

The major variances are as follows:

- **Housing Enabler Role**
Underspend due to unspent grant money received from the Ministry of Housing, Communities and Local Government (MHCLG) for 'Custom Build Housing'. It is proposed to transfer £26,000 of this grant to reserve for use in future years.

- **Housing Options**
Surplus mainly due to unspent grant funding:

• Housing Options	£10,000
• Homelessness Prevention	£74,160
• Homeless Support	£55,900
• Rough Sleeper Fund	£10,000
• Public Health Outreach	£ 4,500
• Early Help Hub coordinator	£ 4,570
• Mental Health Outreach Nurse	£ 5,000

It is proposed to transfer this grant funding to reserves for use in 2019/2020.

- **Housing Standards**
Unspent grant funding (£8,100) and underspend on agency expenditure. It is proposed to transfer the balance of grant funding to reserves for use in 2019/2020.

Additional transfers to reserves and grant funding transferred to reserves as detailed at Appendix 2.

3.5 COMMERCIAL SERVICES – Deficit £ 1,249,283

	£
Movements to be explained	
Unsupported borrowing	(186,191)
REFCUS (<i>Appendix 3</i>)	1,343,340
Car Parks	(25,000)
CCTV	(24,000)
Crematorium and Cemeteries	100,000
General Properties and Industrial Units	(58,500)
Tourist Information Centre	(35,500)
Office Accommodation	(97,000)
Parks, Open Spaces and Play Areas	(77,000)
Refuse and Recycling	182,950
Town Centre Promotions	(25,000)
King's Lynn Town Hall	(104,500)
Leisure	(125,500)
Additional transfers to reserves	372,978
Grant funding transferred to reserves	38,118
Minor Variances	(29,912)
Deficit	£1,249,283

The major variances are as follows:

- **Car Parks**
Savings are reported mainly on repairs and maintenance.
- **CCTV**
Additional income has been achieved.
- **Crematorium and Cemeteries**
Lower than estimated income has been achieved.
- **General Properties and Industrial Units**
Additional income has been achieved.
- **Tourist Information Centre**
Underspend mainly due to savings on repairs and utility costs.
- **Council Accommodation**
Additional backdated rental income achieved.
- **Parks, Sports Grounds and Open Spaces**
Underspend on overall operating costs.

- **Refuse and Recycling**
Overall higher than anticipated operating costs mainly due to additional processing costs on domestic waste.
- **Town Centre Promotions**
Lower than estimated project costs
- **Town Hall and Stories of Lynn**
A underspend is reported mainly due to higher than anticipated income being achieved.
- **Leisure Management Costs**
A underspend is reported mainly due to lower maintenance and insurance costs and backdated income at Downham Market leisure centre for the school use.

Additional transfers to reserves and grant funding transferred to reserves as detailed at Appendix 2.

3.6 ENVIRONMENT AND PLANNING – Surplus £100,564

	£
Development Control	(359,000)
Coastal Defence	(79,000)
Licensing	(26,000)
Additional transfers to reserves	314,508
Grant funding transferred to reserves	80,687
Minor Variances	(31,759)
Deficit	(100,564)

- **Development Control**
Underspend mainly due to:

Increase in planning fees £157,000
Savings on staffing, project costs and advertising £109,000
Enforcement - saving on costs £56,000
Major Planning Appeals - saving on costs and additional income due to successful appeals £37,000
- **Coastal Defence**
Lower than estimated expenditure on repairs and grant income received.
- **Licensing**
Additional income achieved.

Additional transfers to reserves and grant funding transferred to reserves as detailed at Appendix 2.

3.7 FINANCE SERVICE – Deficit £65,769

	£
REFCUS (Appendix 3)	68,356
Bank Charges	(79,143)
Financial Services	(54,500)
Revenues and Benefits	45,000
Additional transfers to reserves	46,110
Grant funding transferred to reserves	54,168
Minor Variances	(14,222)
Surplus	65,769

The major variances are as follows:

- **Bank Charges**
Costs charged centrally, underspend reported in services as individual budgets were not moved, overall bank charges are within budget.
- **Financial Services**
Underspend mainly due to savings on salary and consultants costs.
- **Revenues and Benefits**
Additional expenditure has been incurred on postage costs.

Additional transfers to reserves and grant funding transferred to reserves as detailed at Appendix 2.

3.8 Financing Adjustment – Surplus (£3,394,192)

The major element of the surplus can be explained as follows:

	£
REFCUS (Appendix 3)	(3,051,951)
Net surplus in interest receivable/payable	(358,248)
MRP (minimum revenue provision) (Appendix 3)	(38,743)
Unsupported Borrowing	54,750
TOTAL	(3,394,192)

4. Amendments to the Earmarked Reserves Policy

The Council's policy on earmarked reserves states that the maximum balance to be held in each policy area is:

Reserves Policy Area	Balance as at 31 March 2019	Current maximum balance to be held	Proposed new maximum balance to be held
	£000	£000	£000
Amenity Areas	261	300	300
Capital Programme Resources	10,760	10,000	11,000
West Norfolk Partnership	1,002	1,000	1,100
Insurance Reserve	203	300	300
Restructuring Reserve	478	1,000	1,000
Repairs and Renewals Reserve	1,096	2,500	2,500
Holding Accounts	2,599	2,600	2,600
Ring Fenced Reserves	1,106	1,500	1,500
Planning Reserves	407	1,000	1,000
Grants Reserves	2,909	3,000	3,000
Collection Fund Adjustment Reserve	2,564	4,000	4,000
Projects Reserve	970	2,000	2,000
Other Total	11	100	100
	24,366	29,300	30,400

It is proposed to amend the earmarked reserves policy balance as follows:

- Capital programme resources held in reserves from £10,000,000 to £11,000,000
- West Norfolk Partnership contributions held in reserves from £1,000,000 to £1,100,000.

5. General Fund Working Balance

The underspend on the budget for 2018/2019 results in an increase to the General Fund working balance of £10,215 which provides for a revised balance of the General Fund as at 31 March 2019 of £7,740,127 (£5,736,785 as at 31 March 2018).

It is worth noting that the triennial payment to the Norfolk Pension Fund of £4,250,000 was paid in 2017/2018. This reduced the balance on the general fund by £2,932,000. A transfer of £1,415,000 to the general fund balance for reimbursement of the lump sum pension payment was included in the financial plan for 2018/2019.

As per the Financial Plan 2018 - 2023 the Council is forecasted to fund its budget by using part of the General Fund over the next 4 years.

6. Policy Implications

None

7. Statutory Considerations

As detailed above, the external audit of the accounts for 2018/2019 will not be completed by 31 July 2019. We are in discussions with Ernst & Young, the council's external auditor, in respect of the timetable for the 2018/2019 audit.

Following a tender by PSAA Ernst and Young LLP were appointed as the Council's auditors for the period 2018/2019 to 2022/2023.

8. Consultations

Leader of Council
Management Team
Service Managers

9. Access to Information

Council Agenda/Minutes
Council Financial Plan 2018 – 2023
Monthly Monitoring Reports 2018/2019

Detail	Monitoring Report	£
Opening position 2018/2019	01/04/2018	(102,390)
ICT Services	May	30,000
Housing Standards	May	(5,250)
Legal Services	May	14,610
Resorts	May	(32,000)
Economic Regeneration	May	(16,000)
Financial Assistance	May	1,000
Benefits	May	(62,700)
Corporate Costs and Provisions	June	5,000
Local Land Charges	June	(10,000)
Internal Drainage Board (IDB)	June	(1,710)
Unsupported Borrowing	August	(2,020)
Revenues and Benefits	August	(28,330)
Council Accommodation	September	8,270
Museums	September	(3,000)
Parking Operations	September	47,620
Local Land Charges	September	(10,000)
Interest Payments	September	(85,000)
Apprenticeship Scheme	October	(6,000)
Credit Card Administration Fees	October	9,550
External Audit	October	(25,000)
Printing and Graphics	October	9,940
Shops and Offices	October	47,860
Coastal Defence	October	10,000
CIL	October	43,560
Financial Assistance	October	(10,000)
Turnover Savings	October	(79,910)
Turnover Savings	December	(63,200)
Turnover Savings	January	(211,720)
Careline additional income	January	(20,000)
Customs House repairs	January	25,000
Resorts repairs	January	40,000
Food Hygiene reduced income	January	9,190
Training	February	(33,960)
Turnover Savings	February	(113,500)

Detail	Monitoring Report	£
Care and Repair – supplies and services saving	February	(10,000)
Careline additional income	February	(55,000)
ICT additional income	February	(50,000)
Legal costs	February	50,000
Markets reduced income	February	16,000
General Properties repairs	February	(10,000)
Industrial Estates repairs and business rates	February	56,500
Public Conveniences repairs and utility savings	February	(10,000)
Regeneration Projects reduced expenditure	February	(7,000)
Town Centre Shops reduced income and business rates	February	61,500
Impact on Funding Increase in contribution to the General Fund Balance		(578,090)
Additional contribution to Balances as at year end 2018/2019	31/3/2019	(10,251)

Service Area	2018/2019 Saving £	2019/2020 Saving £	2020/2021 Saving £
Revenue			
January:			
Care and Repair	9,130	0	0
Parish Council Elections	0	18,500	(1,500)
Total January	9,130	18,500	(1,500)
December:			
Policy, Performance and Personnel	59,000	0	0
Total December	59,000	0	0
August:			
Energy Efficiency	21,100	33,600	21,640
Total August	21,100	33,600	21,640
July:			
Parish Council Elections	0	2,000	2,000
Total July	0	2,000	2,000
May:			
Car Parking	30,000	30,000	30,000
Total May	30,000	30,000	30,000
Savings to Date	119,230	84,100	52,140
Target savings to be achieved	147,966	337,196	361,336
Variance (under) to Date	(28,736)	(253,096)	(309,196)

Proposed Transfers to Reserves as at 31 March 2019

Appendix 2

As part of closing the accounts the opportunity has been taken to set up additional transfers to reserves:

The additional amounts proposed to be transferred to reserves are:

Service Head	Service	Description	Amount to reserve £
Corporate Services	Corporate Costs and Provisions	Interest on balances	10,514
Corporate Services	Apprenticeship Scheme	Monies to be used to fund continuation of apprenticeships programme	34,000
Corporate Services	Corporate Costs and Provisions	Transfer to corporate projects/investment opportunities	500,000
	3.1	Total Corporate Services	544,514
Central and Community	Care and Repair	Monies to be used to fund assistive technology scheme in future years	1,653
	3.3	Total Central and Community Services	1,653
Chief Executive	Housing Standards	To fund agency staff on a 6 month basis	13,000
Chief Executive	Enabler Role	To fund staffing in future years	6,535
Chief Executive	Strategic Housing	To fund staffing in future years	2,810
	3.4	Total Chief Executive	22,345
Commercial Services	Industrial Estates - Hardwick	Balance on service statements moved to fund future years	700
Commercial Services	Industrial Estates - North Lynn	Balance on service statements moved to fund future years	900
Commercial Services	Industrial Estates - Fritcham	Balance on service statements moved to fund future years	300
Commercial Services	Industrial Estates	Repairs and refurbishment to industrial units	60,000
Commercial Services	Crematorium and Open Cemeteries	Cemeteries survey works	30,000
Commercial Services	Car Parks Other - Upwell Community car park	Contributions to be used for future repairs	9,727

Service Head	Service	Description	Amount to reserve £
Commercial Services	Car Parks Other	Hunstanton car park - event	10,000
Commercial Services	Town Centre Promotions	Future events	30,000
Commercial Services	South Lynn Community Centre	Marketing budget to be used in future years	1,000
Commercial Services	South Lynn Community Centre	To be used to fund repairs and maintenance in future years	7,250
Commercial Services	Resorts	Special Events – Equipment	13,560
Commercial Services	Town Centre Promotion	Big Screen purchase for special events	35,000
Commercial Services	Town Hall	Funding for exhibition projects	50,000
Commercial Services	Stories of Lynn	Project costs not spent in 2018/19, required in 2019/20	41,720
Commercial Services	Custom House	To cover repairs to the Custom House floor in 2019/20	10,000
Commercial Services	CCTV	To fund renewal programme	17,500
Commercial Services	CCTV	To fund renewal programme	6,069
Commercial Services	Office Accommodation – King's Court	To fund future redecoration/furniture costs	19,632
Commercial Services	Lynnsport General Account	Repairs and maintenance commitments now due to be undertaken in 2019/2020	29,620
	3.5	Total Commercial Services	372,978
Environment and Planning	Coastal Defence/Protection	To fund future years expenditure	21,900
Environment and Planning	Coastal Defence/Protection	To fund future remedial works to Hunstanton Promenade/sea defences	100,000
Environment and Planning	Section 106 Contributions	S106 contribution to spend in future years	28,420
Environment and Planning	Planning	Extra planning Income from 20% fee ring fenced to fund future years expenditure	122,819

Service Head	Service	Description	Amount to reserve £
Environment and Planning	Habitat Regulations	Ring fenced monies moved to fund future years	41,368
	3.6	Total Environment and Planning	314,508
Finance Services	Financial Services	Monies required to fund temporary staffing and implementation of new ledger	34,510
Finance Services	Internal Audit	Monies required to fund an External Assessment in 2019/20	3,000
Finance Services	Community Projects CRS	Balance required to fund spend in future years	8,600
	3.7	Total Finance Services	46,110
		Total proposed transfers to reserves	1,302,108

The additional grants / third party contributions received in year, proposed transfers to reserves are:

Service Head	Service	Description	Amount to Reserves £
Corporate Services	Corporate costs and provisions funding re BREXIT	To be used in future years	17,484
	3.1	Total Corporate Services	17,484
Democracy	Elections	Moved forward to fund spend on elections	13,100
	3.2	Total Democracy	13,100
Central and Community	Care and Repair - LILY Phase 4	Grant monies to be used to fund future spend	70,600
Central and Community	Policy and Partnerships - LILY Phase 1	Grant monies to be used to fund future spend	6,930
	3.3	Total Central and Community Services	77,530
Chief Exec	Housing Standards	Grant monies moved forward to spend in future years	8,103
Chief Exec	Housing Options Programme	Grant monies moved forward to spend in future years	10,000
Chief Exec	Rough Sleeper Fund	Grant monies moved forward to spend in future years	10,000
Chief Exec	Homelessness Prevention	Grant monies moved forward to spend in future years	74,166
Chief Exec	Public Health- BJJ Outreach	Grant monies moved forward to spend in future years	4,466
Chief Exec	Flexi homeless Support Grant	Grant monies moved forward to spend in future years	55,879
Chief Exec	Early Help Hub Co-ordinator	Grant monies moved forward to spend in future years	4,570
Chief Exec	Mental Health Outreach Nurse	Grant monies moved forward to spend in future years	5,000
Chief Exec	Custom Build - Housing	Grant monies moved forward to spend in future years	26,000
	3.4	Total Chief Executive	198,184
Commercial	Grounds Maintenance - Central Area	Parks improvement funding moved to spend in future years	38,118
	3.5	Total Commercial Services	38,118

Service Head	Service	Description	Amount to Reserves £
Environment and Planning	Coastal Defence/Protection	Unspent funds required to fund spend in 2019/20 - as part of the Coastal Management Plan	57,000
Environment and Planning	Neighbourhood Planning Grant	Funds required for Snettisham Parish Neighbourhood Plan	20,000
Environment and Planning	Brownfield Sites - New Burdens	Monies to fund upkeep of Brownfield Site Register - required in 2019/20	3,687
	3.6	Total Environment and Planning	80,687
Finance Services	Welfare Reform Funding	Grant monies moved forward to use in future years	24,168
Finance Services	Cost of Collection – Council Tax	Grant monies moved to fund 2 year post	30,000
	3.7	Total Finance Services	54,168
			-
		Total proposed transfers to reserves	479,271

- **Unsupported Borrowing**

A form of capital finance funded by revenue either by increased income or a reduction in costs. There is no Government grant to support this form of funding.

- **Revenue Expenditure Funded from Capital Under Statute (REFCUS)**

Capital expenditure that does not result in a new or enhanced asset in the Authority's accounts. An example is Disabled Facilities Grants made to individuals. These are charged to the Income and Expenditure Account and reversed out as part of the Financing Adjustment.

- * **Minimum Revenue Provision (MRP)**

The Council is required to pay off an element of its underlying need to borrow (the Capital Financing Requirement) each year through a revenue charge (MRP).

A variety of options for MRP calculation are available to councils, so long as there is a prudent provision. The Council uses the Asset Life Method as set out below.

Asset Life Method – MRP will be based on the estimated life of the assets, in accordance with the proposed regulations which provides for a reduction in the borrowing need over approximately the asset's life.

REPORT TO CABINET

Open		WOULD ANY DECISIONS PROPOSED :		
Any especially affected Wards None	Mandatory	(a) Be entirely within Cabinet's powers to decide	YES	
		(b) Need to be recommendations to Council	NO	
		(c) Be partly for recommendations to Council and partly within Cabinet's powers	NO	
Lead Member: Councillor Brian Long E-mail: cllr.brian.long@west-norfolk.gov.uk		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: Lorraine Gore E-mail: lorraine.gore@west-norfolk.gov.uk Direct Dial: 01553 616432		Other Officers consulted: Management Team		
Financial Implications YES	Policy/Personnel Implications NO	Statutory Implications (incl S.17) NO	Equal Opportunities Implications NO	Risk Management Implications YES
If not for publication, the paragraph of Schedule 12A of the 1972 Local Government Act considered to justify that is 16-20.				

Date of meeting: 18 June 2019

Capital Programme and Resources 2018-2023

Summary

The report provides details of the outturn of the 2018/2019 capital programme and outlines amendments and rephrasing to the spending on schemes, revising the programme for 2018/2023. The capital programme outturn for 2018/2019 totalled £29,232,450 (£29,857,985 including Exempt) against an approved budget of £34,353,730 (£41,238,730 including Exempt). It has been necessary to rephrase a total of £5,150,630 (£11,414,470 including Exempt) of scheme costs to future years. Useable capital receipts generated in the year totalled £19,594,403. The capital resources available to fund expenditure in 2018/2019 are detailed in section 3 of the report.

RECOMMENDATION

That Cabinet :

1. note the outturn of the capital programme for 2018/2019 of £29,232,450.
2. note the financing arrangements for the 2018/2019 capital programme.
3. approve the revised 2018/2023 capital programme and financing as detailed in the report.

Reason for Decision

To report the outturn 2018/2019 for the Capital Programme and update members on capital spending and resources for 2019/2023.

1 Introduction

- 1.1 This report presents the outturn of the 2018/2019 capital programme and provides details of amendments and rephasing resulting from under and overspends and their impact on the 2018/2023 programme. The report also outlines the financing of the 2018/2019 programme.

2 Capital Programme 2018/2019

- 2.1 The full capital programme for 2018/2019 is shown at Appendix 1 and provides details of the outturn for individual schemes, together with amendments and rephasing to/from future years.
- 2.2 A full updated Capital Programme 2018/2019 of £36,387,900 was reported at the Cabinet meeting on 5 February 2018 and approved by Council on 21 February 2018. In February 2019 monitoring report, an amendment was reported to the budget provision for the Major Housing Project of £995,610; rephasing of £3,029,780 was also reported, revising the Capital Programme 2018/2019 to £34,353,730.

Scheme	Capital Programme (Cabinet February 2019)	Monitoring - Amendments	Monitoring - Rephasing	Revised Capital Programme 2018/2019
	£	£	£	£
Core Programme	36,387,900	995,610	(3,029,780)	34,353,730
Exempt Schemes	6,885,000	-	-	6,885,000
Total	43,272,900	995,610	(3,029,780)	41,238,730

- 2.3 The final figures for the outturn on the capital programme show that it has been necessary to carry forward net budget provision of £5,150,630 to 2018/2019 and future years. £6,263,840 has been carried forward to spend on the exempt schemes. In a number of cases there were over or under spends which net to a £29,350 over spend across the capital programme (£33,725 including exempt schemes).

The main schemes where over/(underspends) are reported are detailed in the table below.

	£
	(Under)/Over
Broad Street Conversion – Additional fire safety measures were necessary.	8,190
Hunstanton Heritage Gardens Parks for People – An element of work could not be reclaimed from Heritage Lottery Funding. This was accrued in 2017/18 outturn and has been written back now this scheme has been successfully completed.	12,780
NORA Phase 3 – This will be funded from additional income in 2019/20.	23,611
Acquisition of Sommerfield & Thomas Warehouse Site at S Quay - Acquisition costs (stamp duty) were higher than forecast.	34,424
Town Centre Development – H&M Store. Delays in delivery. Further details in 5.2.	6,272
NORA Remediation – Additional costs	19,205
S106 Schemes – The S106 funds have been moved to revenue to meet costs against the relevant projects.	(54,081)
Miscellaneous movements	(21,051)
	29,350

- 2.4 The following tables show the summary of the programme and actual spend to 31 March 2019. The detailed outturn for the Capital Programme 2018/2019 is presented at Appendix 1.

Table 1

	Budget 2018/2019	Outturn 2018/2019	Rephasing (to)/from 2018/2019	Variance (Under)/Over
	£	£	£	£
Major Projects	30,102,980	25,458,502	(4,686,220)	41,742
Central and Community Services	2,796,430	2,454,609	(340,410)	(1,411)
Commercial Services	1,335,340	1,251,914	(73,380)	(10,046)
Environment and Planning	0	(931)	0	(931)
Finance Services	118,980	68,356	(50,620)	(4)
Capital Programme Outturn	34,353,730	29,232,450	(5,150,630)	29,350

	Budget 2018/2019	Outturn 2018/2019	Rephasing (to)/from 2018/2019	Variance (Under)/Over
	£	£	£	£
Exempt Schemes (Major Projects)	6,885,000	625,535	(6,263,840)	4,375

- 2.5 The main areas for the proposed rephasing are detailed below. The detailed outturn is presented at Appendix 1. Exempt schemes are in a separate section of this report and also in Appendix 3.1.

Major Projects

Enterprise Zone

Norfolk County Council have been appointed to design the infrastructure works, this is due to be tendered via the Eastern Highways Alliance later this summer. Reserved matters application for the wider site was submitted in February and due to be determined shortly. Relocation of the high voltage power cables and the gas mains works were completed late summer 2018. The balance of the budget provision of £932,520 will be rephased to 2019/2020.

Major Housing Development

There are currently three sites being developed by the Council. These are Marsh Lane (130 units); Lynnsport 4 and 5 (89 units); Lynnsport 3 (54 Units). A total of £3,464,880 has been rephased to 2019/2020. The table below details the units by site.

	<i>Total Units</i>	<i>Sold pre 2018/19</i>	Units in Current Capital Programme
<u>Joint Venture</u>			
NORA 1	54	54	-
NORA 2 ¹	58	56	2
NORA 3 ²	50	23	27
<u>Major Housing</u>			
Marsh Lane ²	130	78	52
Lynnsport 3	54	-	54
Lynnsport 4&5 ²	89	13	76
Lynnsport 1	82	-	82
NORA 4	94	-	94
Columbia Way ³	76	-	76
Alexandra Road, Hunstanton	30	-	30
	717	224	493

¹ 2 show homes have been retained – 1 of these has been reserved for purchase

² NORA 3 – As at 7 June 2019 - 6 reserved

Marsh Lane – As at 7 June 2019 - 12 exchanged and 10 reserved

Lynnsport 4&5 – As at 7 June 2019 – 3 exchanged and 7 reserved

³ Planning has not been completed so the number of units has not been confirmed.

South (Nelson) Quay Redevelopment – King’s Lynn Riverfront

£110,640 has been rephased to 2019/2020. Following soft market testing and ongoing investor interest the Council is currently reviewing the possible options for the development of Nelson Quay.

Townscape Heritage Lottery Initiative

Works have been slower than originally estimated and will now be completed in 2019/2020. The balance of the budget £178,180 has been rephased to 2019/2020 to cover these costs.

Central and Community Services

Careline Replacement Alarm Units

Not all replacements scheduled for the year were completed. £29,200 has been rephased to 2019/20 to continue the replacement programme.

ICT Development Programme

A number of ICT projects have commenced and it is proposed to bring forward budget provision of £23,790 from 2019/20 (progressed quicker than anticipated).

Lily Project

The Living Independently in Later Years project. To enable the grant award criteria to be met £25,000 has been carried forward to 2019/20. This is matched from third party contributions.

Private Sector Housing Assistance

These budgets are committed for grant applications that are either approved but the works are not yet complete, applications are being assessed or cases on the waiting list. Budget provision of £310,000 is to be carried forward to 2019/2020.

Commercial Services

Health and Safety – Council Facilities

£21,240 will be carried forward to 2019/2020 and used to fund asbestos removal works in Heacham public conveniences.

Refit

This scheme is aimed at reducing CO2 emissions, energy consumption and cost. The balance of the budget provision of £23,200 will be carried forward to meet anticipated expenditure in 2019/20.

Refuse and Recycling Bins

More bins were purchased during 2018/19 than forecast. This was due to a number of requests for additional recycling bins and garden waste bins which create additional revenue. £39,960 has been rephased from the budget for 2019/20.

Vehicles

The balance of the budget provision of £11,280 has been carried forward to 2019/20 to meet the cost of the on-going vehicle replacement programme..

Corn Exchange and Leisure Facilities

The capital programme includes a number of schemes at the Corn Exchange and Leisure facilities. Several of these projects will now be completed during 2019/2020. The balance of the budget provision of £47,190 will be carried forward to 2019/2020 to meet the cost of the ongoing works.

Replacement Christmas Lights 2019/2020

The remaining replacements are now scheduled for 2019/20. The balance of the budget provision of £7,550 will be carried forward to fund these works.

Finance Services

Community Projects – Financial Assistance

The capital budget for community projects has been committed for contributions to a number of different projects including improvements/extension/new build community facilities. The grants are administered by Norfolk Foundations on behalf of the council and will be paid to the community organisations on completion of the projects. The balance of the budget provision of £50,620 is carried forward to 2019/2020 to meet the grant commitments.

- 2.6 Total useable capital receipts generated in 2018/2019 from preserved right to buy sales of former council houses and land sales were £701,692. The table below shows the summary of useable capital receipts generated in 2018/2019.

Table 2

	2018/2019	2018/2019
	Budget	Outturn
	£'000	£'000
Council Houses Preserved Right to Buy	150	702
General Fund – Land	2,160	1,109
General Fund – Land (NORA)	878	552
General Fund – Land (Lynnsport 4&5)	-	390
General Fund – Land (Marsh Lane)	1,315	1,087
Total	4,503	3,840

- 2.7 There were 23 houses on the Nar Valley Park (NORA Development) which were sold in 2018/2019 (Phase 3). The total amount received in respect of the house sales was £4,020,660 (this includes £552,000 in respect of the land receipt which is reported as part of the general fund land sales to the Council in 2.6 above). The sales receipts received in 2018/2019 have been used to meet expenditure incurred on the NORA Housing Development in 2018/2019, and to partly repay temporary borrowing which relates to expenditure on the project from prior years. The NORA Housing Development is a joint arrangement with Norfolk County Council.
- 2.8 67 houses were sold on the Marsh Lane Development for a total of £13,038,190 (this includes £1,087,461 in respect of the land receipt which is reported as part of the general fund land sales to the Council in 2.6 above). 13 houses were sold on the Lynnsport 4/5 Development for a total of £2,390,202 (this includes £390,000 in respect of the land receipt). The sale receipts are used to fund expenditure on the Major Housing Project alongside temporary borrowing.

Table 3

Capital Receipts	£'000
Council Houses Preserved Right to Buy	702
General fund - Land	1,109
Vehicles and Equipment	69
Housing Sales Receipts including land	17,714
	<u>19,594</u>

3 Financing of the Capital Programme 2018/2019

- 3.1 The following table details the sources of finance used to fund capital spending during the year. The strategy adopted in financing is designed to make full use of all specific grants and thereby protect future allocations. Funding is taken from capital and revenue reserves for those specific schemes identified with resources. The strategy is then to make full use of useable capital receipts and the balance of funding to be taken from capital and revenue reserves.

Table 4

	£
Total Capital Programme Outturn to be Funded 2018/2019	30,454,366
Less Third Party Contributions	(596,380)
Capital Programme Expenditure to be Funded	<u>29,857,986</u>
Sources of Finance:	
Specific Capital Grant - Better Care Fund	1,668,488
Unsupported Borrowing	900,614
Temporary Borrowing	5,075,221
Capital Reserves	2,322,799
S106 Contributions from Reserves	578,539
Capital Receipts in year	17,162,719
NCC Share of NORA Joint Venture	1,987,674
Business Rates Pool	435,899
Capital Creditors	(418,529)
Capital Debtors	201,531
Capital Advance Receipts	69,677
Capital Prepayments	(126,646)
Total	<u>29,857,986</u>

- Specific capital grant is for Disabled Facilities Grants (DFGs) which is allocated directly from the Government as part of the Better Care Funding and paid via Norfolk County Council.
- Unsupported Borrowing is the level of loans taken on by the Council and paid from within the budgets of services. During 2018/2019 unsupported borrowing was used to purchase vehicles and equipment where previously lease payments were made. In effect the lease payments now pay the debt charge. No help is available from Government to pay the costs – therefore they are classed as unsupported.
- The temporary borrowing included in the funding of the capital programme for 2018/2019 relates to the Major Housing Project. Temporary borrowing is included for cash flow purposes to ensure a balanced funding of the capital programme in advance of capital

receipts. Internal borrowing will be used whenever it is most financially advantageous to do so. Internal borrowing is the use of internal funds (short term cash flows and reserves and balances not immediately required) rather than taking external debt. Funds currently in short term investments may be withdrawn and used in place of external borrowing.

- Capital Reserves have been previously set aside for particular schemes, in some cases regular annual contributions are made to the reserves (e.g. sports and arts facilities, offices). Useable capital receipts received in previous years are held in reserves until applied to capital financing.
- S106 contributions from reserves are S106 contributions received in prior periods.
- Capital Receipts come from the sale of assets and the preserved rights from the sale of former council houses.

3.2 The capital debtors and creditors represent payments that will be made or received during 2019/2020. The net sum is actually funded from capital reserves when payments are made/income received in 2018/2019.

4 Minimum Revenue Provision

4.1 A requirement of capital controls is that details of the minimum revenue provision (MRP) calculation are reported to Cabinet. The MRP is the minimum amount that must be charged to the Council's revenue accounts each year as a provision to repay debt. Changes to the basis of calculating MRP were made by the Local Authorities (Capital Finance and Accounting) (Amendment) (England) Regulations 2008. A local authority is required to calculate an amount of MRP which they consider to be prudent, prepare a statement of its policy on making MRP and submit it to full Council. The Treasury Management Strategy 2018-2019 approved at Council on 13 March 2018 (amended Council 21 August 2018) set out the policy proposals for the Borough for 2018/2019.

4.2 The amount of MRP charged to the accounts in 2018/2019 is £281,257 against a budget of £320,000. The actual MRP charge 2018/2019 has been calculated in accordance with the Council's policy based on the capital financing requirement as at 1 April 2018.

5 Capital Programme 2019/2023

5.1 The Capital Programme 2018/2023 was approved by Council on 21 February 2019. As detailed at section 2 above, it is proposed to carry forward budget provision from 2018/2019 to 2019/2020. In addition rephasing between years across the period 2019/2020 to 2022/2023 is also reported as the timing of schemes has been reviewed and updated.

5.2 The following amendments have been included in the capital programme 2019/2020 and detailed at Appendix 2:

Redevelopment of the Vancouver Centre (H&M)

Following the collapse of Chalcroft (main contractor) earlier this year LTS have been contracted together with sub-contractors to complete the re-development of the Vancouver Centre (H&M) the works are due to be completed to unit 1 for handover to H&M in summer 2019 – the four remaining units will be completed shortly after. The capital programme 2019/2020 has been increased by £491,480 to meet the revised project costs.

West Winch Growth Area

A budget of £500,000 was provided in 2019/2020, this has been moved to revenue as the costs are revenue in nature including legal and consultants fees.

- 5.3 Table 5 shows in summary form the proposed programme 2019/2023 after allowing for rephrasing and amendments. Details of the individual schemes for 2019/2023 are given at Appendix 2 and 3.2 (Exempt).

Table 5

	2019/2020	2020/2021	2021/2022	2022/2023
	£	£	£	£
Major Projects	48,704,390	20,829,110	0	0
Central and Community Services	2,868,070	2,430,000	2,360,000	2,360,000
Commercial Services	2,970,520	513,540	575,800	131,300
Environment and Planning	0	0	0	0
Finance Services	100,620	50,000	50,000	50,000
Total Excluding Exempt	54,643,600	23,822,650	2,985,800	2,541,300
Exempt Schemes	20,449,750	28,769,550	18,181,670	15,361,660
Total Including Exempt	75,093,350	52,592,200	21,167,470	17,902,960

6 Capital Resources 2019-2023

- 6.1 Table 6 below provides details of the revised estimated capital resources for 2019/2023 updated after funding the 2018/2019 capital programme, and including amendments and rephrasing as detailed above. Exempt schemes shown in a separate report.

Table 6

	2019/2020	2020/2021	2021/22	2022/23
	£'000	£'000	£'000	£'000
Capital Programme: Operational Schemes, S106 and Other Major Projects Expenditure	8,364	3,244	2,986	2,541
SOURCES OF FINANCE				
Specific Capital Grants (Better Care Fund)	1,456	1,456	1,456	1,456
Capital Receipts Housing	150	150	150	150
Capital Receipts General	1,458	764	764	250
Reserves	3,730	562	288	539
Unsupported Borrowing	1,570	312	328	146
Total Funding	8,364	3,244	2,986	2,541
Joint Venture – NORA Housing				
Opening Borrowing brought forward	4,562			
Prior Year Borrowing brought forward		53	53	53
In year expenditure	0	0	0	0
In year sale	(4,509)	0	0	0
Net Borrowing Position	53	53	53	53
Major Housing Development				
Opening Borrowing brought forward	23,459			
Prior Year Borrowing brought forward		16,781	5,512	0
In year expenditure	37,144	20,579	0	0
Sale Receipts	(49,571)	(36,965)	(5,786)	0
Land Value to BCKLWN	7,295	5,117	274	0
Funded from Reserves	(1,546)			
Net Borrowing Position	16,781	5,512	0	0
Enterprise Zone (25 Year Project)				
Opening Borrowing brought forward	2,622			
Prior Year Borrowing brought forward		11,662	11,314	10,966
In year expenditure	9,135	0	0	0
Business Rates Receipts 85% (via NALEP)	(95)	(348)	(348)	(348)
Net Borrowing Position	11,662	11,314	10,966	10,618
TOTAL NET BORROWING POSITION	28,496	16,879	11,019	10,671

Capital Receipts				
	2019/2020	2020/2021	2021/22	2022/23
	£'000	£'000	£'000	£'000
Capital Receipts Major Housing Land Sales	7,295	5,117	274	0
Capital Receipts General	4,723	828	550	250
Capital Receipts Applied for Financing in Year	(1,458)	(764)	(764)	(250)
Balance of Useable Capital Receipts	10,560	5,181	60	0

The total cumulative amount available for funding the capital programme is £15,801,000.

6.2 The table below provides a summary of the funding position.

Table 7

	2019/2020	2020/2021	2021/2022	2022/2023
	£'000	£'000	£'000	£'000
Capital Programme: S106 and Other Major Projects and Operational schemes	8,364	3,244	2,986	2,541
Joint Venture – NORA Housing	0	0	0	0
Major Housing Development	37,144	20,579	0	0
Enterprise Zone	9,135	0	0	0
Total Expenditure	54,643	23,823	2,986	2,541
Cumulative Borrowing/(Receipt) Position (Temporary Internal/External Borrowing)	28,496	16,879	11,019	10,671

6.3 The funding for the period 2018/2023 was agreed by Council on 21 February 2019. The above table does contain some changes. Where schemes within the programme have been rephased the funding has followed and the figures changed accordingly.

7. Equality Impact Assessment

7.1 The Council has a statutory requirement to carry out Equality Impact Assessments (EIAs) as part of the service planning and policy proposal processes. This includes significant policy or significant changes to a service

and includes potential capital bids, revenue growth bids and proposed reductions in service.

7.2 The Council may be required to carry out an impact assessment if the proposal impacts on any of the following:

- Equalities (including impact on issues of race, gender, disability, religion, sexual orientation, age)
- Community cohesion (whether there is a potential positive or negative impact on relations between different communities)

8 Financial Implications

8.1 The financing arrangements for the capital programme are within budget. Where rephasing to/from 2018/2019 is to be made then the funding will follow. As previously noted the MRP charge for 2018/2019 can be met from within the overall revenue outturn for the year.

8.2 The revenue implications of all capital schemes will be met from within existing budgets.

9. Risk Implications and Sensitivity Analysis

9.1 Risk is inherent in any projection of future funding. The estimated resources available to fund the capital programme 2018-2023 and the risk implications and sensitivity/consequences are detailed in the table below. The level of risk is based on the impact on the funding of the capital programme if the resources are not achieved at the estimated level or at the time expected.

Source of Funding	Risk Implications and Sensitivity	Level of Risk
Capital Grants Third Party Contributions Lottery Funding etc	<p>Risk The capital grant and specific grant included in the resources is a contribution towards private sector housing assistance - Disabled Facilities Grants (DFG). The level of grant included for 2019/2020 is based on the confirmed level of grant from the Better Care Fund and future years are included at the same level. The level of grant is confirmed by Central Government annually and can vary from year to year.</p> <p>In addition third party contributions and grants from lottery funding etc of £4.3m are included in the programme 2019/2023.</p> <p>Sensitivity/Consequences This funding represents 59% of total general fund resources over the 4 year period. If the level of grants were to vary significantly the budget allocated for DFGs and the proposed schemes within the programme would need to be revised.</p>	Medium

Source of Funding	Risk Implications and Sensitivity	Level of Risk
Capital Receipts	<p>Risk Capital receipts represent 96% of the general fund resources available over the 4 year period 2019-2023. The actual amount and timing of capital receipts can vary significantly. The achievement of capital receipts is monitored and reported in the monthly monitoring reports to ensure no over commitment.</p> <p>Sensitivity/Consequences Capital receipts represent a high proportion of the total general fund resources available to fund the capital programme. The actual level of capital receipts that are achieved is sensitive to market conditions including demand for land and buildings, values and interest rates. The sum total of capital receipts included in the funding table of £3.8m plus £4.5m of sales receipts from the housing joint venture and £92.3m from the Major Housing Project, is a challenging target in the current economic climate. In the event that capital receipts are not achieved at the level or within the year estimated it may be necessary to take on additional temporary borrowing at the prevailing interest rates.</p>	High
Major Housing Project	<p>Risk The impact of market prices as the scheme proceeds to each phase may increase. The housing market may slow and sales may not be achieved as planned.</p> <p>Sensitivity/Consequences Business case review prior to proceeding to end stage. Local Authority Housing Company, West Norfolk Property Limited, established to hold any surplus units for rent.</p>	High
Unsupported Borrowing	<p>Risk The proposed capital programme 2019-2023 includes unsupported borrowing for the purchase of equipment and vehicles. The unsupported borrowing will be funded through internal borrowing whenever it is most financially advantageous to do so. Internal borrowing is the use of internal funds (short term cash flows and reserves and balances not immediately required) rather than taking external debt.</p> <p>Sensitivity/Consequences The Council will enter into unsupported borrowing where it can demonstrate that financial savings can be achieved by outright purchase of equipment, as opposed to the use of an operating lease and the payment of an annual lease.</p>	Low

Source of Funding	Risk Implications and Sensitivity	Level of Risk
Temporary Borrowing External and Internal	<p>Risk Temporary borrowing is included for cash flow purposes to ensure a balanced funding of the capital programme in each of the financial years and in advance of capital receipts. Internal borrowing will be used whenever it is most financially advantageous to do so. Internal borrowing is the use of internal funds (short term cash flows and reserves and balances not immediately required) rather than taking external debt. Funds currently in short term investments may be withdrawn and used in place of external borrowing.</p> <p>Sensitivity/Consequences The actual required temporary borrowing will depend on rephasing in the capital programme and capital receipts achieved in each year. Temporary borrowing will be maintained at the minimum level required and reported as part of the outturn. The cost of funding planned temporary borrowing is included in the revenue budget and is confirmed as affordable. In the event that additional temporary borrowing is required during the financial year the impact on the revenue budget will be reported in the monthly monitoring reports to Members.</p> <p>Fixed term external borrowing may be taken and drawn down as expenditure is required and rates are favourable. External borrowing will be sourced through market loans or PWLB depending on the most favourable rates.</p>	Low
Reserves	<p>Risk Contributions from reserves are based on actual balances as at 1 April 2019 and take into account budgeted contributions to/from reserves.</p> <p>Sensitivity/Consequences The reserves are available and as such the sensitivity is low. In the event that reserves are available as estimated in the capital resources, temporary borrowing would be incurred to ensure a balanced funding of the capital programme in each of the financial years.</p>	Low

9.2 Experience shows that the costs of schemes can also vary. Expenditure on the capital programme is included as part of the monthly monitoring report. Any significant variations on individual schemes will be reported and appropriate action taken.

10 Policy Implications

The establishment and management of the capital programme are in accordance with the Council's Capital Strategy 2017-2021 which was approved by Council on 23 February 2017.

11 Statutory Consideration

None

12 Consultations

Management Team

13 Access to Information

Cabinet Reports
Background Papers (Government Circulars etc)
Financial Plan 2018-2023
Capital Strategy and Local Property Investment Fund 2017-2021
Monthly Monitoring Reports 2018/2019

APPENDIX 1

Scheme Title	Revised Budget	2018/19	2018/19	2018/19
	2018/19	2018/19	2018/19	2018/19
	As At February	Actual	Budget Rephased	Variance
	Monitoring	£	£	£
	£	£	£	£
Major Projects				
Enterprise Zone				
Gas Main	1,900,000	1,320,183	(579,820)	3
Premises	0	16,099		16,099
Project Mgmt / Marketing	629,500	(25,294)	(352,700)	(302,094)
Roads / Infrastructure	130,000	415,995		285,995
Total Enterprise Zone	2,659,500	1,726,983	(932,520)	3
Total Joint Venture Scheme	3,910,000	3,933,611	0	23,611
Major Housing Development				
Salters Road - Contractor Cost	0	(25,940)		(25,940)
Salters Road - BCKLWN Costs	2,500	25,800	(2,500)	25,800
Alex'dra Rd Hun'ton BCKLWNCost	26,000	1,993	(24,010)	3
Phase 3-Lynnsport 1-Contractor	0	(831,671)		(831,671)
Phase 3-Lynnsport 1-BCKLWN	902,000	2,515	(1,578,450)	678,965
Phase 1-Lynnsport 3-Contractor	0	147,950		147,950
Phase 1-Lynnsport 3-BCKLWN	0	4,760		4,760
Phase 2 -Lynnsport 4 /5 BCKLWN	0	261,712		261,712
Phase -Lynnsport 4 /5 Contract	7,897,140	8,858,724	1,223,300	(261,716)
Phase 1 - Marsh Lane	8,618,760	7,289,435	(1,070,530)	(258,795)
Phase 1 - BCKLWN Costs	0	258,799		258,799
New Road (Adopted NCC)	0	(19,131)		(19,131)
Old Car Park (BCKLWN)	41,610	0		(41,610)
Hockey / Tennis (BCKLWN)	18,680	0		(18,680)
Major Housing S106 IDB Costs	0	87,000		87,000
Nature Areas	0	7,193		7,193
Library	0	16,254		16,254
Major Housing Management	92,150	0	14,310	(106,460)
Major Hous: Add Lynnsprt Works	0	30,375		30,375
Major Housing - Landscaping	0	9,448		9,448
MHP HLF Project	0	195		195
Section 106 NEAP	0	14,616		14,616
Gaywood Community Centre	0	678		678
S106 Unallocated Budget	2,003,680	0	(2,003,680)	0
Affordable Housing Sites	0	1,300		1,300
Parkway - Gaywood	0	18,970		18,970
Nora Phase 4 - BCKLWN Costs	750,000	726,677	(23,320)	(3)
Total Major Housing Development	20,352,520	16,887,652	(3,464,880)	12
Other Major Projects				
Broad St conversion to Houses	547,510	555,700	0	8,190
Burnham Mkt Housing Developmen	10,000	7,489	0	(2,511)
Hunstanton Parks for People	0	12,780	0	12,780
Mayors Parlour/Miles Room	0	5,730	0	5,730
Heritage Room	0	(1,841)	0	(1,841)
King's Court - DWP Specific	0	(25,592)	0	(25,592)
King's Court - ICT Infrastruct	0	959	0	959
King's Court - Meeting Rooms	0	610	0	610
King's Court - Internal Reloca	0	509	0	509
Kings Court Grnd Floor Modify	0	11,755	0	11,755
Land Acquisitions	550,000	584,424	0	34,424
Nelson Quay Redevelopment	500,000	324,637	(175,360)	(3)
Nelson Quay Business Rate Pool Contrib	(225,000)	(160,284)	64,720	(4)
Nelson Quay Redevelopment Net Spend	275,000	164,353	(110,640)	(7)
NORA Remediation	147,710	166,915	0	19,205
Purfleet Floating Restaurant	6,000	5,590	0	(410)
Purfleet Stop Logs	40,500	40,402	0	(98)
H&M New Store	983,280	989,552	0	6,272
Ceiling Repairs Town Hall	29,000	31,225	0	2,225
Townscape Heritage Initiative	1,029,960	712,309	(317,650)	(1)
Townscape Heritage Initiative - Income	(514,920)	(375,453)	139,470	(3)
Total Other Major Projects	3,104,040	2,887,417	(288,820)	72,197
S106 Funded Projects				
Market Contribution Tesco	51,370	20,828	0	(30,543)
Town Centre Promotion	25,550	0	0	(25,550)
Bus Station Improvements Tesco	0	2,012	0	2,012
Total S106 Funded Projects	76,920	22,839	0	(54,081)

Scheme Title	Revised Budget 2018/19 As At February Monitoring	2018/19 Actual	2018/19 Budget Rephased	2018/19 Variance
Total Major Projects	30,102,980	25,458,502	(4,686,220)	41,742
<u>Operational Schemes</u>				
<u>Central and Community Services</u>				
Disabled Facilities Grant	1,499,800	1,048,076	(310,000)	(141,724)
Adapt Grant	618,200	780,107	0	161,907
	2,118,000	1,828,183	(310,000)	20,183
<u>Preventative Works</u>				
Home Repair Assistance Load	0	1,324	0	1,324
Emergency Repair Grant	0	4,779	0	4,779
Careline Grant	25,000	20,870	0	(4,130)
Safe and Secure Grant	0	8,620	0	8,620
Low Level Prevention Fund	125,000	92,798	0	(32,202)
Preventative Works Total	150,000	128,390	0	(21,610)
<u>Total Private Sector Housing Assistance</u>				
	2,268,000	1,956,573	(310,000)	(1,427)
Careline-Replacement Alarm Uni	100,000	70,800	(29,200)	0
Careline - Replacement Vehicles	0	0	0	0
Lily Project	25,000	0	(25,000)	0
ICT Development Programme	403,430	427,236	23,790	16
Total Central and Community Services	2,796,430	2,454,609	(340,410)	(1,411)
<u>Commercial Services</u>				
Arts Centre Complex	15,000	14,304	0	(696)
Car Parks P&D Machine Replace	7,000	6,673	0	(327)
Car Parks-Electronic Handhelds	5,700	2,823	(2,880)	3
Car Prk MS Lighting + Controls	8,000	7,957	0	(43)
CCTV Control Room Upgrade	(62,110)	0	0	62,110
CCTV Kettlewell Gadens	30,000	252	0	(29,748)
CCTV Wardles Chase	13,040	11,921	0	(1,119)
CCTV Multistorey	53,540	38,531	0	(15,009)
CCTV Depot	8,410	7,387	0	(1,023)
CCTV Crem	40,690	24,446	0	(16,244)
Christmas Lights Replacement	15,000	7,452	(7,550)	2
Council Facilities - Health&Sa	42,000	20,764	(21,240)	4
Emerg Plan - Replace Radios	0	0	0	0
Estate Roads - Resurfacing	0	0	0	0
Fairstead CC - Floor Replace	10,000	9,395	0	(605)
Flood Prevention Measures	21,000	21,875	0	875
Gayton Road Cemetary Extension	4,200	4,200	0	0
K/Court Fire Compartmentation	33,600	33,600	0	0
KL Depot - Nursery Building	0	(306)	0	(306)
Mintlyn Crem - Extend Car Park	2,790	2,410	0	(380)
Princess Theatre	5,000	(3,379)	0	(8,379)
Re:Fit Project	70,000	46,796	(23,200)	(4)
Refuse - Black Bins	25,000	31,727	6,730	(3)
Brown Bins/Compost	15,000	26,791	11,790	1
Green Bins/Recycling	18,000	35,402	17,400	2
Trade Bins	10,000	14,038	4,040	(2)
Public Bin Housing (Covers)	35,000	33,472	0	(1,528)
STW Refurb/Connect Pub Sewer	940	940	0	0
Southgates HLF scheme	24,130	47,687	0	23,557
Southgates scheme Income	(23,440)	(47,000)	0	(23,560)
Southgates scheme Net Spend	690	687	0	(3)

Scheme Title	Revised Budget 2018/19 As At February Monitoring	2018/19 Actual	2018/19 Budget Rephased	2018/19 Variance
Grounds Maintenance Equipment	21,640	353,086	331,450	(4)
Grounds Maintenance Vehicles	201,820	0	(201,820)	0
Public Cleansing Vehicles	504,090	363,180	(140,910)	(0)
Corn Exchange - Auditorium Wrks/Dec	5,000	1,681	(3,320)	1
Corn Exchange - Internal Dec	11,130	7,698	(3,430)	(2)
Corn Exchange - Refurbish Seating	10,200	2,216	(7,980)	(4)
Corn Exchange -Pit Lift Brakes Repl	13,520	13,619	0	99
Corn Exchange - Bar Tills+Bar Chiller	10,000	10,823	0	823
DMLC - Refurb Toilets	10,000	(455)	(10,460)	5
DMLC - Flooring Replacement	6,250	5,058		(1,192)
DMLC - HallDance Studio Reseal	10,000	0	(10,000)	0
DMLC -Replacement Media Filter	10,000	13,340	0	3,340
DMLC External Drain & Sump Pum	12,500	15,830	0	3,330
DMLC - CCTV	12,000	0	(12,000)	0
L/sport - Shed Mes. Flooring	0	13,035	0	13,035
L/sport - Shed Mes. Flooring	0	(14,851)	0	(14,851)
L/sport - Playform Lift	0	1,172	0	1,172
L/sport - Bar Furniture	5,700	5,663	0	(37)
L/sport -Replace Sprung Floor	25,000	26,083	0	1,083
L/sport Fire Doors	12,000	6,801	0	(5,199)
Oasis Filter Media	12,000	7,796	0	(4,204)
St James Pool-Filter media change	15,000	19,982	0	4,982
Total Commercial Services	1,335,340	1,251,914	(73,380)	(10,046)
<u>Environment and Planning</u>				
Environmental Monitoring	0	(931)	0	(931)
Total Environment and Planning	0	(931)	0	(931)
<u>Finance Services</u>				
Community & Culture Grant	0	2,667	2,670	(3)
Community Projects	118,980	65,689	(53,290)	(1)
Total Finance Services	118,980	68,356	(50,620)	(4)
Total Operational Schemes	4,250,750	3,773,948	(464,410)	(12,392)
Total Capital Programme	34,353,730	29,232,450	(5,150,630)	29,350

APPENDIX 2

Scheme Title	2019/2020	2020/2021	2021/2022	2022/2023
	Revised £	Original £	Original £	Original £
Major Projects				
Enterprise Zone				
Gas Main	579,820	0	0	0
Premises	0	0	0	0
Project Mmgt / Marketing	402,700	0	0	0
Roads / Infrastructure	8,152,930	0	0	0
Total Enterprise Zone	9,135,450	0	0	0
Major Housing Development				
Salters Road - Contractor Cost	5,620,000	5,620,000	0	0
Salters Road - BCKLWN Costs	350,000	500,000	0	0
Alex'dra Rd Hun'ton BCKLWNCost	3,254,010	1,042,300	0	0
Phase 3-Lynnsport 1-BCKLWN	13,219,070	10,115,860	0	0
Phase -Lynnsport 4 /5 Contract	5,323,800	0	0	0
Phase 1 - Marsh Lane	1,070,530	0	0	0
Major Housing Management	269,130	38,830	0	0
S106 Unallocated Budget	579,680	(455,000)	0	0
Nora Phase 4 - BCKLWN Costs	7,457,560	3,717,120	0	0
Total Major Housing Development	37,143,780	20,579,110	0	0
Other Major Projects				
Better Broadband for Norfolk	250,000	250,000	0	0
Broad St conversion to Houses	0	0	0	0
Burnham Mkt Housing Developmen	0	0	0	0
Chapel Street	350,000	0	0	0
Chapel Street Business Rates Pool Contribution	(175,000)	0	0	0
Chapel Street Net Spend	175,000	0	0	0
Hunstanton Parks for People	0	0	0	0
Mayors Parlour/Miles Room	0	0	0	0
Heritage Room	0	0	0	0
King's Court - DWP Specific	0	0	0	0
King's Court - ICT Infrastruct	0	0	0	0
King's Court - Meeting Rooms	0	0	0	0
King's Court - Internal Reloca	0	0	0	0
Kings Court Grnd Floor Modify	0	0	0	0
Land Acquisitions	0	0	0	0
Nelson Quay Redevelopment	176,250	0	0	0
NORA Remediation	0	0	0	0
Purfleet Floating Restaurant	76,450	0	0	0
Purfleet Stop Logs	0	0	0	0
South Quay Somerfield Thomas Silo	700,000	0	0	0
South Quay Business Rates Pool Contribution	(350,000)	0	0	0
South Quay Somerfield Thomas Silo Met Spend	350,000	0	0	0
South Quay Stage 3	700,000	0	0	0
South Quay Stage 3 Business Rate Pool Contrib	(350,000)	0	0	0
South Quay Stage 3 Net Spend	350,000	0	0	0
Southgate Regeneration Area	450,000	0	0	0
Southgate Regen Area Business Rate Pool Contrib	(225,000)	0	0	0
	225,000	0	0	0
H&M New Store	491,480	0	0	0
Ceiling Repairs Town Hall	0	0	0	0
Townscape Heritage Initiative	330,980	0	0	0
Townscape Heritage Initiative - Income	0	0	0	0
West Winch Growth Area	0	0	0	0
Total Other Major Projects	2,425,160	250,000	0	0
Total Major Projects	48,704,390	20,829,110	0	0

APPENDIX 2

Scheme Title	2019/2020	2020/2021	2021/2022	2022/2023
	Revised	Original	Original	Original
<u>Operational Schemes</u>				
<u>Central and Community Services</u>				
Disabled Facilities Grant	1,691,800	1,381,800	1,381,800	1,381,800
Adapt Grant	618,200	618,200	618,200	618,200
	2,310,000	2,000,000	2,000,000	2,000,000
<u>Preventative Works</u>				
Careline Grant	25,000	25,000	25,000	25,000
Low Level Prevention Fund	125,000	125,000	125,000	125,000
Preventative Works Total	150,000	150,000	150,000	150,000
Total Private Sector Housing Assistance	2,460,000	2,150,000	2,150,000	2,150,000
Careline-Replacement Alarm Uni	89,200	60,000	60,000	60,000
Careline - Replacement Vehicles	27,660	0	0	0
Lily Project	25,000	0	0	0
ICT Development Programme	266,210	220,000	150,000	150,000
Total Central and Community Services	2,868,070	2,430,000	2,360,000	2,360,000
<u>Commercial Services</u>				
Resurfacing	441,800	0	0	0
Car Parks P&D Machine Replace	0	240,000	0	0
Car Parks-Electronic Handhelds	2,880	0	0	0
Car Prk MS Lighting + Controls	172,000	0	0	0
CCTV Control Room Upgrade	0	0	250,000	0
Christmas Lights Replacement	187,550	0	0	0
Council Facilities - Health&Sa	21,240	0	0	0
Emerg Plan - Replace Radios	0	0	30,000	0
Estate Roads - Resurfacing	10,000	0	0	0
Gayton Road Cemetary Extension	140,000	0	0	0
Re:Fit Project	23,200	0	0	0
Refuse - Black Bins	18,270	25,000	25,000	25,000
Brown Bins/Compost	3,210	15,000	15,000	15,000
Green Bins/Recycling	600	18,000	18,000	18,000
Trade Bins	5,960	10,000	10,000	10,000
Refuse Vehicles	12,650	0	0	0
Replacement Play Area Equipment	28,000	0	0	0
Resort - Skate Ramps & Fencing	20,000	20,000	20,000	20,000
Tourist Signs A47	21,000	0	0	0
Southgates scheme Net Spend	0	0	0	0
Grounds Maintenance Equipment	(314,950)	26,790	0	0
Grounds Maintenance Vehicles	363,000	23,790	0	0
Public Cleansing Vehicles	953,010	10,960	144,800	18,300
Off Street Car Parks- Vehicles	60,000	0	0	0
Corn Exchange -Auditorium Wrks/Dec	3,320	0	0	0
Corn Exchange - Repoint Brickwork	45,000	0	0	0
Corn Exchange - Refurbishment Toilets	10,000	0	0	0
Corn Exchange -Internal Dec	3,430	0	0	10,000
Corn Exchange -Refurbish Seating	22,980	15,000	15,000	15,000
Corn Exchange - Table and Chairs	9,700	0	0	0
Corn Exchange - Replace Speakers	110,000	0	0	0
Corn Exchange - Light Desk & Lights	0	40,000	0	0
Corn Exchange - CYC Colr Sourc Lighti	0	12,000	0	0
Corn Exchange - Mobile Elevat Wrk Platf	0	0	15,000	0

APPENDIX 2

Scheme Title	2019/2020	2020/2021	2021/2022	2022/2023
	Revised	Original	Original	Original
DMLC - Refurb Toilets	10,460	0	0	0
DMLC - Replacement Spin Bikes	23,000	0	0	0
DMLC - Fitness Room Flooring	20,000	0	0	0
DMLC - HallDance Studio Reseal	20,000	0	13,000	0
DMLC - CCTV	12,000	0	0	0
DMLC - Fitness Equipment	108,000	0	0	0
L/Sport - Replacement Audio Syst	0	0	10,000	0
L/Sport Fire Alarm Upgrade	15,000	0	0	0
L/Sport - Replacement Flooring	0	12,000	0	0
L/Sport Air Conditioning	15,000	0	0	0
L/Sport Toilets & Changing Room	62,480	0	0	0
L/Sport Spin Bikes	17,000	0	0	0
L/Sport Female Changing Room Sauna	10,000	0	0	0
L/sport Fire Doors	20,000	20,000	0	0
L/Sport Furniture& Bins External	20,000	0	0	0
L/Sport Catering Equipment	0	0	10,000	0
L/Sport Fire Supression Catering/Sauna	15,000	0	0	0
St James - Floor/Surface Replace	0	25,000	0	0
St James Fitness Equipment	30,000	0	0	0
St James Pool Covers	11,000	0	0	0
St James Spin Bikes	20,000	0	0	0
St James CCTV Upgrade	15,000	0	0	0
St James Replacement Plant	13,000	0	0	0
Oasis Replacement Fitness Equipment	55,000	0	0	0
Oasis Plant Room Refurbishment	18,000	0	0	0
Oasis Air Hand Unit/Lights	5,000	0	0	0
Oasis Changing Area	31,730	0	0	0
Oasis Bowl Carpet + Underlay	15,000	0	0	0
Oasis Fire Doors	15,000	0	0	0
Total Commercial Services	2,970,520	513,540	575,800	131,300
Finance Services				
Community & Culture Grant	(2,670)	0	0	0
Community Projects	103,290	50,000	50,000	50,000
Total Finance Services	100,620	50,000	50,000	50,000
Total Operational Schemes	5,939,210	2,993,540	2,985,800	2,541,300
Total Capital Programme	54,643,600	23,822,650	2,985,800	2,541,300

REPORT TO CABINET

Open		Would any decisions proposed :		
Any especially affected Wards	Discretionary	Be entirely within Cabinet's powers to decide	NO	
		Need to be recommendations to Council	YES	
		Is it a Key Decision	NO	
Lead Member: Cllr Ian Devereux E-mail: Cllr.Ian.Devereux@west-norfolk.gov.uk		Other Cabinet Members consulted: Cllr Brian Long		
		Other Members consulted:		
Lead Officer: Barry Brandford E-mail: Barry.Brandford@west-norfolk.gov.uk Direct Dial:01553 782074		Other Officers consulted: Ray Harding, Chris Bamfield, Lorraine Gore, Sam Winter, Becky Box		
Financial Implications YES	Policy/Personnel Implications NO	Statutory Implications YES	Equal Impact Assessment NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES

Date of meeting: 18 June 2019

FOOD WASTE AND GARDEN WASTE TREATMENT PROCUREMENT

Summary

Cabinet previously decided that this council should enter in to a procurement for the provision of a single waste collection contract with North Norfolk District Council and Breckland District Council (Cab 39 dated 1 August 2017 refers). The contract covers collecting all waste but not the treatment of collected garden waste and food waste. The council in preparation of the implementation of any contract awarded under the current procurement must also procure the arrangements for the treatment of any collected food waste and garden waste. These will be procured separately to maximise the economic benefits to the council.

Recommendation

Cabinet recommends to Council that the Executive Director for Commercial Services is authorised to commence two procurements for the Borough Council's treatment of separately collected food waste and separately collected garden waste and grounds maintenance wastes.

- a) Food Waste treatment (anaerobic digestion) is procured within the existing Joint Venture arrangements.
- b) Garden Waste treatment (composting) is procured in the open market

Reason for Decision

The potential for savings in the procurement of the two treatment contracts for the separate waste streams was not delivered in previous procurement and by the very nature of the wastes local sites are required for the receipt of these wastes for treatment. The joint venture company NEWS Ltd operates the only well placed transfer station available for the receipt of food waste and has experience in the receipt and arrangements for the treatment of food waste through anaerobic digestion.

1. Background

- 1.1 The current waste contract procured by the Council in 2009 Included for collection and treatment of organic waste by the successful contractor. In the current joint procurement each Council is to make their own arrangements for the treatment of garden waste and food waste. BCKLWN is currently the only council collecting food waste. Separating out the treatment of garden waste and food waste will be more cost effective for the Borough Council allowing it to deal directly with suppliers.
- 1.2 To meet the procurement timescale for the availability of treatment services at the start of a new collections contract in 2021 procurement activities show now be commenced. The garden waste treatment (composting) contract will also be responsible for the receipt and treatment of grounds maintenance wastes collected by the council's in house operations.

2. Options Considered

- 2.1 Two main options for delivery of the two treatment services have been considered:
 - Direct placement of the service with the Joint Venture Company (NEWS)
 - Individual procurement of new contracts for each individual waste stream.
- 2.2 Direct placement of the service with the JV Co

The council is a partner in the NEWS Joint Venture company and can place work directly with NEWS Ltd as a company that operates as if it were part of the public sector but at arm's length. However, the model used in the JV may not provide the best priced outcome for the each waste stream. NEWS Ltd may engage in a competitive procurement and through this it is possible to test if its offer is the most economically advantageous to the council.

NEWS Ltd are very well placed to provide food waste treatment services because of the need to use a waste transfer station to receive and combine individual loads of collected food waste for transport to treatment facilities. The JV provides similar services to both Norwich City Council and Broadland District Council.

They would be able to offer a comprehensive service, including service enhancements through an Annual Service Improvement Plan to the council to maximise the added value of the Joint venture in terms of finance and tonnage collected. This route maximises the environmental benefits and reduces the financial burden of providing the service.

The use of the transfer station to receive garden waste is however unlikely to offer the most economically advantageous outcome as this is generally achieved by direct delivery of the waste to a treatment site.

2.3 Individual procurement each individual waste stream

Individual contract award offers the opportunity to gain the best available price for the treatment of each of the two waste streams where competition exists.

For food waste there is no facility currently available for direct delivery and treatment. Therefore the procurement of the food waste treatment service will require a suitable transfer station to receive the waste for transfer to a treatment plant.

For the composting of garden waste a facility already exists in the borough and competition may deliver new service providers or the use of existing waste management facilities with new permits to undertake the composting of garden waste delivered on behalf of the council. The competition should deliver savings compared to the current price paid under the contract with Kier.

The partners in the collections contract have included the treatment of collected garden waste within their contract specification but because vehicles collecting garden waste are expected to work across the administrative boundaries of the councils a shared system of cost allocation will be applied.

2.4 Preferred Options

It is considered that maintaining local control of price and delivery points and maintaining the current legal arrangements where the Waste Disposal Authority pays Recycling Credits to the borough as well as keeping in step with our collection contract partners outweighs the benefits of having the County Council make treatment arrangements. Maintaining a frictionless arrangement with our partners in the collections contract is a priority.

The option preferred is to undertake two separate procurements for the receipt and treatment of food waste and garden waste as a replacement for the services currently provided under the contract with Kier which expires in 2021.

3. Garden Waste

3.1 The council collects 10,000 tonnes of garden waste from circa 26,000 customers across the borough. The service currently runs at a surplus which helps offset the cost of the general waste and recyclables collections.

3.2 The current garden waste treatment is carried out at Greenworld Sales Ltd, located on the northern edge of King's Lynn.

3.3 It is proposed to carry out a standard tender for garden waste treatment but with a specific requirement for tipping point to be within 5/7 miles of King's Lynn. Charges for garden waste treatment are £280,000 per year, a saving of circa £50,000 in anticipated from a tender arrangement.

3.4 There are no viable alternative options for garden waste treatment other than for this to be done locally at a point that is central for the borough.

4. Food Waste

- 4.1 The council collects 3,200 tonnes of food waste from circa 25,000 properties who regularly participate in the scheme. The service currently runs at a substantial cost to this Council.
- 4.2 As with garden waste any tipping arrangements for food waste need to be fairly central for the borough area to reduce any non-productive vehicle/staff time and high travel costs.
- 4.3 The current arrangements involve food waste being tipped into containers at the Council's depot and then taken in bulk by NEWS to a treatment plant in Hertfordshire. The Council pays a fixed fee of £304,000 per year, it receives recycling credits of £60 per tonne. This gives the overall cost of £112,000 p.a.
- 4.4 The Waste Joint Venture (JV) with NEWS (County Council 51% Norfolk District Councils 49%) would enable the Council to make arrangements for treatment of food waste without a tender exercise. Officers have held discussions with NEWS who have provided initial budget proposals that would enable food waste to be continued to tip at the depot and a cost effective arrangement for this Council. The proposals would be a reduction of circa £175,000 from the current cost.
- 4.5 The JV has been experiencing substantial losses in its income from falling/fluctuation receipt from recyclable materials. If the JV was to collapse it would have a very negative impact on the dealing of waste and other services in Norfolk. Reaching an arrangement through the JV would seem to be a win win for both this council individually and with a broader view as a participant in the JV. NEWS would share their treatment cost information with this council for full transparency.
- 4.6 The council currently only has one option in West Norfolk for the tipping of food waste at the current depot and through the licences held by NEWS.
- 4.7 It is therefore proposed that the Council enters into a three year contract with the options for an added one year with NEWS for the receipt and treatment of food waste. This would last until 2024/25 allowing consideration of any alternative options as part of the broader treatment/collection of recyclable materials in Norfolk.

5. Financial Implications

- 5.1 The Council's current budget forecast assumes a cost of £304,000 for the treatment of food waste. This would reduce to £128,000 if the proposals are agreed a net saving of £175,000.
- 5.2 A new tender for garden waste will generate a saving of circa £50,000.

- 5.3 The overall impact of the saving of £225,000 can be utilised to contribute towards the cost of the overall waste collection contract that are expected to increase substantially.
- 5.4 The contract will include the requirement for an Annual Service Improvement Plan which can be used to deliver additional value to the council through innovation.

6. Policy Implications

- 6.1 The procurement of the services ensures that cost effective waste treatment services can be delivered to the council at potentially lower cost whilst retaining local control of service provision. This approach entirely adheres to the Councils Corporate Priorities to keep Council Tax increase at or below inflation and to deliver quality and cost effective services.
- 6.2 The procurement of the treatment services whilst in timeframe of the collections procurement provides certainty for bidders, who may also compete for the work, as the period for mobilisation following award commences.
- 6.3 Issues do exist in respect of waste collected across borders but this can be resolved in the specification of the treatment contracts and will be addressed in the Specification and Contract Terms.
- 6.4 Central Government is currently considering policy changes with regard to food and garden waste.

7. Personnel Implications

The procurement process will have no staffing implications and it is expected that the process will not require additional staff resources. Officer time and expertise will need to be placed in to the procurement exercise this will include legal, procurement and finance as well as waste management.

8. Statutory Considerations

Processing of collected food waste and garden waste is a function for which this authority has competency and any failure to provide a service will require direct or alternative methods of delivery. Given the lead time for the mobilisation of the collections contract it is necessary that timely decisions are made.

9 Risk Management Implications

- 9.1 The Council is the waste collection authority for King's Lynn and West Norfolk by virtue of section 30(3) of the Environmental Protection Act 1990. The Council's functions as a waste collection authority includes the opportunity to arrange for the treatment of recyclable household waste in the district and to treat commercial waste from business premises if collected on request.

- 9.2 Treatment of food waste by anaerobic digestion and composting of collected garden waste is recycling.
- 9.3 The council is responsible for the treatment of its grounds maintenance wastes where collected.
- 9.4 All of the services delivered as part of the contracts are significant in terms of the Council's reputational risk and finances. It is important, especially where such significant support services are to be tendered, that due care is taken in the detail and timing of the contract process, especially where environmental outcomes are highlighted as a key concern of local residents.
- 9.5 The proposed procurement process will comply with the requirements of the Public Contracts Regulations 2015, and the Official Journal of the European Commission.
- 9.6 There are a number of more general risks associated with the delivery of a procurement project, such as a lack of competition through the procurement process. These risks will be recorded and managed through the project with oversight and governance from the Executive Director.

Declarations of Interest / Dispensations Granted

None

Background Papers

None

Equality Impact Assessment (EIA)

(Pre screening report template attached)

None

Pre-Screening Equality Impact Assessment

Borough Council of
**King's Lynn &
West Norfolk**



Name of policy/service/function	Procurement of Food waste and Garden waste treatment contract				
Is this a new or existing policy/ service/function?	Existing (delete as appropriate)				
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service rigidly constrained by statutory obligations	Procure a new waste processing contracts, process is rigidly constrained by statutory obligations				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age			x	
	Disability			x	
	Gender			x	
	Gender Re-assignment			x	
	Marriage/civil partnership			x	
	Pregnancy & maternity			x	
	Race			x	
	Religion or belief			x	
	Sexual orientation			x	
Other (eg low income)					
Question	Answer	Comments			
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No				
3. Could this policy/service be perceived as impacting on communities differently?	No				
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No				
5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	No	Actions:			
		Actions agreed by EWG member:			
Assessment completed by: Name	Barry Brandford				
Job title Waste & Recycling Manager	Date 10 April 2019				

REPORT TO CABINET

Open		Would any decisions proposed :		
Any especially affected Wards	Operational	Be entirely within Cabinet's powers to decide		NO
		Need to be recommendations to Council		YES
		Is it a Key Decision		NO
Lead Member: Cllr B Long E-mail: cllr.brian.long@west-norfolk.gov.uk		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: S Ashworth E-mail: stuart.ashworth@west-norfolk.gov.uk		Other Officers consulted:		
Financial Implications NO	Policy/Personnel Implications NO	Statutory /Legal Implications NO	Equal Impact Assessment NO	Risk Management Implications NO

Date of meeting: 18 June 2019

KING'S LYNN AREA CONSULTATIVE COMMITTEE

Summary

At Council on the 1 May 2015, it was resolved that the King's Lynn Area Consultative Committee (KLACC) continue for a further period of 4 years. This report seeks authority for KLACC to continue to operate in accordance with its revised (current) terms of reference, for a further 4 years.

Recommendation

That the King's Lynn Area Consultative Committee continues to operate after 1 May 2019 for a further 4 years.

Reason for Decision

To allow KLACC to continue to operate.

1.0 Background

1.1 The King's Lynn Area Consultative Committee (KLACC) was set up by Cabinet on 1st October 2013, and agreed at Council on 31 October 2013, for an initial period to 1 May 2015, following the recommendations of the King's Lynn Representational Task Group. At

Council on the 1 May 2015 it was resolved to continue KLACC for a further 4 years. That period has expired and this report seeks authority to continue with KLACC for a further 4 year period.

- 1.2 The King's Lynn Area Consultative Committee (KLACC) is comprised of all the Borough Councillors for the unparished area of King's Lynn and West Lynn. It enables these councillors to meet to discuss issues of mutual interest which may have implications beyond the boundaries of individual wards. An example of this is the bi-annual update on policing in the town. Another key aspect for KLACC is acting as a consultative forum on the funding raised by, and the utilisation of the King's Lynn Special Expenses. A special meeting is held annually to discuss special expenses.
- 1.3 The terms of reference for KLACC have altered and expanded during its operation. In March 2014 KLACC set up a Planning Sub-Group which meets approximately monthly to consider major planning applications for King's Lynn and West Lynn, on behalf of the Committee.
- 1.4 The most recent change to the terms of reference was in October 2016, and this related to KLACC being able to make recommendations on Norfolk County Council's Parish Partnership Programme, relating to potential match funding for small-scale highway works in the town.
- 1.5 A copy of the current terms of reference is attached to this report.

2.0 Options Considered

- 2.1 Continue with KLACC - This is the preferred option, given the benefits considered to come from a forum for the unparished area of King's Lynn (including West Lynn).
- 2.2 Discontinue with KLACC – Disbanding KLACC will prevent a forum for discussing issues of mutual interest for King's Lynn (including West Lynn).

3.0 Policy Implications

- 3.1 Relevant corporate priorities are considered to be:

Priority 3: Work with our communities to ensure they remain clean and safe

Priority 6: Work with our partners on important services for the borough

4.0 Financial Implications

- 4.1 There will be minimal financial costs associated with the operation of the Committee. The main costs associated with the proposal relate to officer time in arranging, servicing and supporting the meetings.

5.0 Equality Impact Assessment (EIA)

- 5.1 There are no EIA impacts.

6.0 Risk Management Implications

- 6.1 There are no significant risks associated with this proposal.

7.0 Declarations of Interest / Dispensations Granted

- 7.1 None

Background Papers

Previous Cabinet reports on the King's Lynn Area Consultative Committee (KLACC)
KLACC terms of reference (attached to this report)

King's Lynn Representational Task Group

King's Lynn Area Consultations Committee

Terms of Reference and Operational Model

Role

The role of the Committee is to:

- Enable Borough Councillors from the unparished area of King's Lynn to meet together to discuss issues of mutual interest which have implications beyond the boundaries of individual wards. Recent examples might include the proposed Saddlebow Incinerator.
- To act as a consultative forum on issues affecting the whole or the majority of the unparished area of King's Lynn. Recent examples might include the most appropriate location for the Parkour equipment, and planning applications for major developments.
- To act as a consultative forum on the funding raised by, and utilisation of the King's Lynn Special Expenses, and to offer input on priorities for this expenditure and if appropriate the level of funds to be raised.
- To encourage community engagement within King's Lynn.
- Within the deadlines of the Scheme and in a timely fashion to feed into the Council's budget process, make recommendations to Cabinet on proposed highway improvement schemes, which have been supported by a business case and are within the unparished areas of King's Lynn and West Lynn, for match funding through the County Council's Parish Partnership Programme, or similar parish funding schemes.
- The Committee will meet on a quarterly basis and be supported by Democratic Services and a senior officer. The King's Lynn Area Advisory Committee will continue to operate after 1st May 2015 in its current format for a period of 4 years.

Membership

All of the Borough Councillors representing the unparished area of King's Lynn.

The Committee shall appoint its own Chairman and Vice-Chairman.

Other Bodies

It is not intended that the Committee should usurp or replace the role or responsibility for individual Councillors. In particular to address matters which relate to their individual ward.

REPORT TO CABINET

Open		Would any decisions proposed :		
Any especially affected Wards	Operational	Be entirely within Cabinet's powers to decide	NO	
		Need to be recommendations to Council	YES	
		Is it a Key Decision	YES	
Lead Member: Cllr Long E-mail: clr.brian.long@west-norfolk.gov.uk		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: Ray Harding E-mail: ray.harding@west-norfolk.gov.uk		Other Officers consulted:		
Financial Implications YES	Policy/Personnel Implications YES	Statutory Implications YES	Equal Impact Assessment NO	Risk Management Implications NO

Date of meeting: 18 June 2019

COUNCIL GOVERNANCE – ALTERNATIVE MODELS

Summary

This report makes proposals to Council to set up a non proportional task group of six members (2 Con, 2 Ind and 2 Lab) to review and examine alternative governance models to the current Strong Leader and Cabinet model.

Recommendation

Cabinet is invited to recommend to Council that:

- 1) That a non proportional Council Task Group to consider Governance Models, consisting of 6 members (2 Con, 2 Ind, 2 Lab) be established.**
- 2) That a budget of up to £25,000 is established to provide officer support to the task group.**

Reason for Decision

To enable members to examine alternative governance models and assess their suitability for the Borough Council.

1 Background

Members will be aware that whilst the majority of councils utilise the Strong Leader and Cabinet governance model other alternative models are available including:

Directly Elected Mayor
Committee system

Cabinet/Committee hybrids

All have their own advantages and drawbacks in terms of accountability, visibility, speed of decision making, level and breadth of member involvement/engagement in decision making, transparency and scrutiny of decision making.

Interest amongst members in the most appropriate model for the Borough Council has arisen and in order to respond to this it is proposed to establish a member working group to examine the alternatives currently available and their suitability for the Borough Council.

2 Options Considered

3 Policy Implications

Should the Council ask to change its existing governance model this would represent a significant policy change.

4 Financial Implications

This work is likely to require a significant level of research and support as there is no spare capacity within the organisation it will be necessary to commission external support, through the East of England LGA. A budget of £25,000 should be sufficient to cover necessary costs.

5 Statutory Considerations

Emma please can you give some wording for this??

7 Equality Impact Assessment (EIA)

(Pre screening report template attached)

There are no equality implications arising directly from this report.

8 Risk Management Implications

There are no risk management issues arising from this report.

9 Declarations of Interest / Dispensations Granted

None

10 Background Papers

Pre-Screening Equality Impact Assessment

Borough Council of
King's Lynn & West Norfolk



Name of policy/service/function					
Is this a new or existing policy/service/function?		New / Existing (delete as appropriate)			
<p>Brief summary/description of the main aims of the policy/service/function being screened.</p> <p>Please state if this policy/service is rigidly constrained by statutory obligations</p>					
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age				
	Disability				
	Gender				
	Gender Re-assignment				
	Marriage/civil partnership				
	Pregnancy & maternity				
	Race				
	Religion or belief				
	Sexual orientation				
Other (eg low income)					

REPORT TO CABINET

Open		Would any decisions proposed :		
Any especially affected Wards	Operational	(a) Be entirely within cabinet's powers to decide NO		
		(b) Need to be recommendations to Council		YES
		(c) Is it a Key Decision		NO
Lead Member: Cllr Brian Long E-mail: cllr.brian.long@west-norfolk.gov.uk		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: Samantha Winter E-mail: sam.winter@west-norfolk.gov.uk Direct Dial: 616327		Other Officers consulted: Chief Executive, Legal Services Manager, Management Team		
Financial Implications NO	Policy/Personnel Implications NO	Statutory Implications (incl S.17) NO	Equality Impact Assessment NO	Risk Management Implications YES

Date of meeting: 18 June 2019

SCHEME OF DELEGATION - UPDATE

Summary

The report recommends an updated scheme of delegation for approval. The Scheme has been amended to take account of the changes to the portfolio responsibilities.

Recommendation

- 1) That Council approve the amended Scheme of Delegation
- 2) That the Chief Executive, in consultation with the Leader be given delegated Authority to make minor amendments to the Scheme to resolve any anomalies which may occur.

Reason for Decision

To ensure that the Delegation Scheme mirrors the decision making structure

1 Background

1.1 Following changes to the portfolio responsibilities it is necessary to update the Scheme of Delegation accordingly. The amended version now submitted takes into account those changes in areas of responsibility.

2 Policy Implications

2.1 The alterations to the scheme are within current policies.

3 Financial Implications

3.1 There are no financial implications arising directly out of this report.

4 Statutory Consideration

4.1 The amendments to the scheme ensure that the decision making structure is in line with the structure of the Council.

5 Risk Assessment

5.1 Updating the Scheme ensures decisions are taken in accordance with correct procedures and structures.

6 Access To Information

6.1 Previous Scheme of Delegation.

Borough Council of
**King's Lynn &
West Norfolk**



SCHEME OF DELEGATION

| [24 Jan](#)[16 May](#) 2019

BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK

SCHEME OF DELEGATION

The attached represents the Scheme of Delegation across the Council. It is shown in tabular form with the first 3 columns showing the Council body, its functions and its consultation requirements and the last two columns showing the delegations to officers in respect of those functions and the limits on those delegations. Throughout the following abbreviations are used:-

C	=	Consultation
WM	=	A Ward Member in the Ward affected
PH	=	Portfolio Holder
CE	=	Chief Executive
MO	=	Monitoring Officer
CFO	=	Chief Financial Officer
ED	=	Relevant Executive Director
LAC	=	Licensing and Appeals Committee/Board

PORTFOLIO HOLDER DELEGATIONS

The following Scheme sets out the areas delegated to Portfolio Holders to make decisions and complies with the Council's Financial Regulations. Key Decisions are not delegated to Portfolio Holders and must be considered in Cabinet. Key Decisions are defined as:-

an executive decision which is likely –

- (a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effect on communities living or working in the area comprising two or more wards and electoral divisions in the Council's areas

where significant under a) above is £500,000 or more and significant under b) above is one third of the resident population in a ward.

Decisions involving transfers between budget are limited to £250,000 for individual Portfolio Holders, and additional resources from reserves are permissible for any Portfolio Holder up to a maximum of £50,000 per portfolio in any financial year.

Where a reserve exists for a specific purpose (eg renewal or repair reserve), the Director - Resources may withdraw funds from that reserve, PROVIDED THAT the withdrawal is to finance an item or items of expenditure related to the reasons for the existence of the reserve, up to a value of £100,000 per annum. Any necessary withdrawal that exceeds this amount additionally requires the approval of the relevant Portfolio Holder.

Decisions where more than one Portfolio Holder is required to make a decision must go to Cabinet. For the avoidance of doubt each Portfolio Holder has complete freedom to utilise his or her budget without further recourse to the Leader provided it is not a key decision and subject to the restrictions mentioned above.

It is the responsibility of each Portfolio Holder in consultation with the relevant Executive Director to ensure that every decision is made with the full knowledge of a Democratic Services Officer who shall ensure each decision is properly recorded, reasons given and reference made to the report to the Member concerned.

It is also the responsibility of the Portfolio Holder, in consultation with the relevant Executive Director in making decisions to abide by the Council's Financial Regulations and other policy and procedure documents of the Authority as appropriate.

The Portfolio Holder may make decisions in all the areas set out below subject to the conditions and consultations and onward limits on delegation except where the matter under consideration is in excess of £250,000 or beyond the budget of the Portfolio Holder or has a significant effect on two or more wards in the Borough or where the decision to be reached requires the decision of an additional Portfolio Holder.

General Powers

The exercise of delegated powers is to the person to whom it is expressly delegated under this Scheme.

An officer who is authorised to exercise a delegated power under this scheme may authorise other officers to exercise that power on their behalf. Such authorisation shall be made in writing setting out:

- a. The name(s) of the officers who may exercise a power
- b. The power which may be exercised
- c. Any limitations on the exercise of that power

A copy of every authorisation should be passed to the Monitoring Officer before the officer who is authorised exercises any power

Contracts

An Executive Director may authorise and execute on behalf of the Council a contract for works services or goods provided:

- a. the value of the contract does not exceed £100,000.00 or any limit prescribed at any time by contract standing orders
- b. the contract is not part of a series of agreements for the provision of the same or substantially the same works, goods or services
- c. the Executive Director retains a copy of every contract that they make

OFFICER DECISIONS

It is the responsibility of the officer in making decisions to abide by the Council's Financial Regulations and other policy and procedure documents of the Authority as appropriate.

A delegation of a role when a number of officers hold the job description will mean that for the purposes of the scheme, the power is delegated to all of those officers.

In the absence of the Chief Executive any powers falling to be exercised by them may be exercised by any Executive Director.

Any delegation of power delegated by any Executive Director can be exercised by the Chief Executive.

Portfolio Holder	Functions	Portfolio Holder Consultations	Officer Delegation	Limits on Delegation
1 Corporate /Strategic Issues, Resources THE LEADER	1.1 Review of Corporate Policy including the budget or the Corporate Plan having first been recommended by Cabinet and approved by Council	CE/CFO/MO Requires rec to Council for any change.	1.1.1 Management Team / Monitoring Officer/Executive Directors / CFO – Ensure Executive decisions are taken in accordance with the law and financial and policy guidelines.	
	1.2 Cross Cutting /Cross Remit issues	CE & ED & Portfolio holders		
	1.3 Democratic Processes	MO	1.3.1 Executive Directors Day to day management of the Council's democratic processes. Timetable of Meetings	
	1.4 Legal	CE and MO	1.4.1 Chief Executive / Monitoring Officer Sign and serve any notice, order or document or act as proper officer under Section 234 of the Local Government Act 1972 where no other officer is currently appointed. To affix and attest the common seal of the Council where the common seal is required pursuant to any decision of the Council. To take any measures necessary to recover possession of land owned or leased by the Council, including encampments (whether or not on Council owned land). Authorise the postponement of charges made on Council property. Day to Day management of assigning budget resources to all legal matters.	
	1.5 Treasury Management including banking, revenue	CFO	1.5.1 Executive Directors / CFO Write Off irrecoverable debts	See authorisations given effect by

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	and capital programmes		<p>Administration of banking arrangements Manage insurance for the Council, its property and employees Exchequer services including raising and repayment of loans. Approval and publication of Statement of Accounts Authorisation of virements and budget transfers Authorise urgent payments</p> <p>1.5.2 Executive Directors / CFO Collect, administer, demand and recover Council Tax and National Non Domestic Rate precepts and any other Tax or Charge levied by the Council. Collection of rents.</p>	Financial Regulations
	1.6 Fees and Charges	CFO	<p>1.6.1 Executive Directors</p> <p>Variation of fees and charges</p>	
	1.7 Procurement	ED	<p>1.7.1 Executive Directors / CFO</p> <p>Day to day management and enforcement of the Council's Procurement Strategy.</p>	
	1.8 Public and Civil Emergencies	Civil Emergency Liaison and CE Leader, Deputy Leader, MO	<p>1.8.1 Chief Executive To exercise any power to protect the interests and well-being of the inhabitants of the Borough in cases of emergency</p> <p>1.8.2 Executive Directors Day to day management of the Civil Emergency Plan</p>	<i>C – Cabinet as soon as reasonably practical</i>
	1.9 Business Continuity	ED	<p>1.9.1 Executive Directors</p> <p>Day to day management of the process</p>	

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	1.10 Policies relating to Employment, Personnel, salaries, Pensions, Training and equalities (as an employer)	ED	<p>1.10.1 Executive Directors Implementation of service re-organisations and re-structuring within budget.</p> <p>Approval for the funding of training courses for both full and part time study for all employees</p> <p>Updating the Performance Management Scheme</p> <p>1.10.2 Chief Executive Changes to posts for senior staff (Executive Directors)</p>	<p>C ED</p> <p>C ED on Settlement agreements.</p>
66	1.11 Health and Safety as an employer		<p>1.11.1 Chief Executive Day to day responsibility for the Council's Health and Safety function</p>	
	<u>1.12 Civics</u>	<p><u>CE, Civics Officer</u></p> <p><u>Mayor or Deputy Mayor</u></p>	<p><u>1.12.1 Chief Executive</u> <u>To determine applications to use the Council's coat of arms</u></p> <p><u>1.12.2 Executive Directors</u> <u>Day to management of the office of the Mayor and Deputy Mayor and civic ceremony</u></p>	
	1.12 13 Equal Opportunities (not as the employer)		<p>1.121.13.1 Executive Directors Day to day management</p>	
	1.13 Local Enterprise Partnerships	ED	<p>1.13.1 Chief Executive Attendance and liaison with the LEP</p>	
	1.14 Communication	ED	<p>1.14.1 Executive Directors Day to day management of communications on behalf of the Council, in accordance with</p>	

			Council Policy	
	1.15 Performance Management	ED	1.15.1 Executive Directors Implementation of performance management reviews and production of performance management information.	
	1.16 Audit, Fraud and Risk Management	External Audit, Internal Audit, MO as necessary	1.16.1 Executive Directors / CFO Responsibilities under S.151 and S114 (Chief Financial Officer). Enforcement of Financial Regulations Day to day management of the Internal Audit function and process. 1.16.2 Chief Executive Day to day management of the Corporate Risk Register Service Level Risks	

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Portfolio Holder	Functions	Portfolio Holder Consultations	Officer Delegation	Limits on Delegation
2 Culture and Deputy Leader				
	2.1 Museums	ED	2.1.1 Executive Directors Day to day management of museum premises owned by the Council, including Stories of Lynn.	
	2.2 Financial Assistance Schemes for sports and arts	WM	2.2.1 Executive Directors Administer award the grants within the Sports Training and Coach Education grants scheme	

			after consultation with the Alive Leisure Trust.	
	2.3 Financial Assistance Schemes	Relevant ED	2.3.1 Executive Directors / CFO Administration of the Council's financial assistance schemes (except sports and arts).	
	2.4 Management of Ancient Corporate Estates		2.4.1 Executive Directors Day to day management of the ancient corporate estates.	
	2.5 Health improvement and promotion including public health and community care		2.5.1 Executive Directors Day to day management	
	2.6 Local Health Partnerships		2.6.1 Chief Executive	
101	2.7 Development and promotion of cycling related matters		2.7.1 Executive Directors	
	2.8 Promotion and Marketing of the Borough	ED	2.8.1 Executive Directors Day to day promotion and marketing of the Borough	
	2.9 Tourism	ED	2.9.1 Executive Directors Day to day management of tourism premises owned or operated by the Council Day to day management of Heritage premises in the Council's ownership. 2.9.2 Executive Directors Day to day management of the tourism issues including management.	

			Arranging or overseeing exhibitions, conferences and tourism as appropriate	
	2.10 Leisure, Arts and Green Spaces policies and strategies	ED	2.10.1 Executive Directors Day to day operation of the policies	
	2.11 Parks, Gardens and amenity areas including play areas and allotments	WM, ED	2.11.1 Executive Directors Day to day management of such facilities including exclusion of persons as necessary	
	2.12 Determination of Applications for Circuses on Council property.		2.12.1 Executive Directors Determination of applications to hold circuses on council land	
	2.13 Resort and Seafront Management	WM, ED	2.13.1 Executive Directors Day to day management of resorts and seafront	
	2.14 Sports facilities, venues	ED	2.14.1 Through ALIVE Management - Executive Directors Management and Maintenance of the fabric of all leisure and sports buildings	
	2.15 Arts/Theatre/Entertainment facilities, venues	ED	2.15.1 Through ALIVE Management - Executive Directors Management and Maintenance of the fabric of all arts and entertainment.	
	2.16 Community Facilities	WM	2.16.1 Through ALIVE Management - Executive Directors Management and Maintenance of the fabric of the buildings 2.16.2 Executive Directors Operational Management of miscellaneous community centres.	

Portfolio Holder	Functions	Portfolio Holder Consultations	Officer Delegations	Limits on Delegation
3 Corporate Projects Delivery				
	3.1 Regeneration strategy, policy, projects and implementation	ED	<p>3.1.1 Executive Directors Day to day management of Regeneration Projects</p> <p>Submission of bids for and Management of Regeneration projects</p> <p>3.1.2 Executive Directors Authorisation to retain professional expertise as required</p>	C PH.
	3.2 Redevelopment & Development projects	ED	<p>3.2.1 Executive Directors Oversight, day to day management and implementation of redevelopment projects</p>	C PH
	3.3 Property <u>(not Industrial Estates)</u>	ED PH where property is in another portfolio holders functional area	<p>3.3.1 Executive Directors Management of Council property interests together with the ability to authorise all related property transactions at market rent/value. Subject to:</p> <ul style="list-style-type: none"> Acquisition or disposal of freehold land up to £100,000. Acquisition or disposal of leasehold land up to an annual rental value of £100,000.* 	C ED, PH * Financial limit not applicable to industrial estates where an

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			<ul style="list-style-type: none"> • Discharge or relaxation of freehold or leasehold covenants. • Determine all applications for the assignment of lease agreements**. • To approve or refuse applications to the Council as Landlord for any approval or consent • Authorise non Housing Act tenancies and licences. • Authorise the applications to release or relax restrictive covenants attached to houses formally owned by the Council. 	<p>unlimited rental is allowed. ** except where residential element. C ED</p> <p>C ED, PH, WM</p> <p>C ED, PH</p>
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Portfolio Holder	Functions	Portfolio Holder Consultations	Officer Delegations	Limits on delegation
4 Development (Full Planning Scheme of Delegation is a separate document)				
	4.1 Local Plan, planning and Land Use Policy		<p>4.1.1 Executive Directors Minor consequential amendments to planning policy in accordance with national and regional policy changes. Issuing of Local Plan guidance and information. Implementation of major strategic allocations</p> <p>4.1.2 Monitoring Officer Finalising planning obligations</p>	C - ED
	4.2 Transport policies		<p>4.2.1 Executive Directors Responding to consultations on traffic regulation orders</p>	
	4.3 Building Control		<p>4.3.1 CNC – Executive Directors The exercise of all local authority functions under the Building Act 1984, the Housing Acts and Public Health Acts so far as they relate to the function of the Council as a Building Control Authority. Act as appointing officer under the Party Wall Act 1996.</p>	

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			Building Control enforcement and exercise the right of entry to land and premises.	
	4.4 Street naming and numbering	WM	4.4.1 Executive Directors Street numbering and naming	
	4.5 Commons		4.5.1 Executive Directors	
	4.6 Compulsory Purchase Orders and Enforced Sale Procedures		4.6.1 Executive Directors	
	4.7 Land Charges		4.7.1 Executive Directors Maintain the Register of Local Land Charges and Land Terrier.	
	4.8 Derelict Land and Buildings		4.8.1 Executive Directors Day to day management	
	4.9 CIL		4.9.1 Executive Directors Day to Day management	
	4.10 Planning and Delivery of Custom and Self Build Strategy		4.10.1 Chief Executive Directors Day to day management	
	<u>4.11 Bus Shelters</u>		<u>4.11.1 Executive Directors</u> <u>Day to day management</u>	

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Portfolio Holder	Functions	Portfolio Holder Consultations	Officer Delegations	Limits on delegation
5 Environment				
	5.1 Policies and strategies relating to: Environmental Strategy, including air quality, contaminated land, water quality/usage.	ED	5.1.1 Executive Directors Day to day management	
	5.2 Control of noise, odour, light, dust, smoke and other pollutants, Public Health Land drainage and sewerage issues Planning and Licensing consultations regarding the above Waste Management enforcement. Building Act 1984 and Housing Acts as relevant to environmental health		5.2.1 Executive Directors Day to day management	
	5.3 Bio-diversity, Local character		5.3.1 Executive Directors Day to day management	
	5.4.1 All aspects of Recycling and refuse		5.4.1 Executive Directors Day to day management	

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	collection including waste minimisation and composting,			
	5.5 Street scene and public cleansing		5.5.1 Executive Directors Day to day management	
	5.6 Energy strategy and issues	ED	5.6.1 Executive Directors Monitoring of energy efficiency measures to Council buildings.	
	5.7 Community Safety/Neighbourhood nuisance service		5.7.1 Executive Directors General day to day management of the community safety service and compliance with any legislative provisions relating to crime, disorder and nuisance. Investigations, authorisations and interventions relating to anti-social behaviour including service of notices, warrants and any other statutory enforcement.	
	5.8 Street Lighting		5.8.1 Executive Directors Day to day management of the Council's street lighting	
	5.9 Food		5.9.1 Executive Directors Day to day management of the food related services	

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Portfolio Holder	Functions	Portfolio Holder Consultations	Officer Delegations	Limits on Delegation
6 Facilities and ICT Commercial Services				
	6.1 Equal Opportunities (not as the employer)		6.1.1 Executive Directors Day to day management	
	6.2 Civics	CE, — Civics Officer Mayor — or Deputy Mayor	6.2.1 Chief Executive To determine applications to use the Council's coat of arms 6.2.2 Executive Directors Day to management of the office of the Mayor and Deputy Mayor and civic ceremony	
	6.3 — Performance Management	ED	6.3.1 Executive Directors Implementation of performance management reviews and production of performance management information.	
	6.4 — 2 Cemeteries and Crematorium		6.4.1 Executive Directors The day to day management of the Council's cemeteries and crematorium and the granting of exclusive burial rights.	
	6.53 Car Parking		6.53.1 Executive Directors Day to day administration of Council owned car parks in the Borough, including amendments to Car Parking Orders in consultation with portfolio holder.	

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			<p>6.53.2 Executive Directors Day to day operation of parking enforcement carried out on behalf of third parties.</p> <p>6.53.3 Executive Directors Management Responsibility for civil parking enforcement.</p>	
	6.64 CCTV		<p>6.64.1 Executive Directors Day to day management of the CCTV function</p>	
	6.75 King's Court, Office and Depot Accommodation	Property Services Manager	<p>6.75.1 Executive Directors Day to day facilities management of King's Court and any other office and Depot accommodation operated by the Council.</p>	
	6.86 Town Hall Complex		<p>6.86.1 Executive Directors Day to day management of the complex</p>	
	6.9 Channel Shift	ED	<p>6.9.1 Executive Directors Day to day management of the process</p>	
	6.107 ICT and the web site	ED	<p>6.107.1 Executive Directors Day to day management of the service</p>	
	6.118 GDPR, Freedom of Information and Data Protection	MO	<p>6.118.1 Monitoring Officer Respond to requests for information under the <u>GDPR</u>, <u>—Freedom of Information and Environmental Information</u> legislation , requests under Data Protection legislation within statutory timescales. Maintain FOI Publication Scheme Maintain Council's Data Protection registration and act as Data Protection Officer. Authorise the use, loan or reproduction of the Councils archive material.</p>	

	<u>6.9 Licensing Policies</u>		<u>6.9.1 Executive Directors</u> <u>Day to day implementation of the Licensing Policies and associated matters including signature and service of all notices under the relevant legislation including any and all enforcement</u>	
	<u>6.10 Health and Safety where not as the employer</u>		<u>6.10.1 Executive Directors</u> <u>Approval of Health and Safety Inspectors under the relevant legislation</u> <u>Day to day responsibility of the Health and Safety process where not as the employer including the signature and service of all notices under the relevant legislation.</u>	
	<u>6.11 To carry out the Council's functions as a Port Health Authority.</u>		<u>6.11.1 Executive Directors</u> <u>To carry out the day to day functions of the Port Health Authority</u>	

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Portfolio Holder	Functions	Portfolio Holder Consultations	Officer Delegations	Limits on Delegation
7 Housing and Community				
	7.1 Housing Strategies and Associated Policies		7.1.1 Chief Executive and Housing Services Manager Day to day delivery of housing and homeless strategies and policies including administration of the Council's Housing policies	
	7.2 Housing Register		7.2.1 Chief Executive and Housing Services Manager Management of Housing Register in accordance with policy and nominations of households to Registered Providers.	
	7.3 Homelessness		7.3.1 Chief Executive and Housing Services Manager Exercise of homelessness functions.	
	7.4 Housing Standards in the Private Sector		7.4.1 Chief Executive and Executive Directors Day to day delivery of housing standards role including housing enforcement and compliance functions.	
	7.5 Houses in Multiple Occupation (HMO)		7.5.1 Chief Executive and Executive Directors Grant, renew and revoke all licences and issues under the relevant housing legislation	
	7.6 Home		7.6.1 Executive Directors	

	Improvement Agency, Care and Repair and associated operations and Careline		Day to day management of the Home Improvement Agency, Care and Repair and associated operations and Careline	
	7.7 Residential Caravan Site Licensing		7.7.1 Chief Executive and Executive Directors To grant, transfer or revoke licenses and exercise of duties in relation to residential caravans.	
	7.8 Loans and grants for housing	CFO	7.8.1 Chief Executive and Executive Directors Approval/refusal/withdrawal and authorisation of renovation grant scheme payments.	
	7.9 Social Inclusion		7.9.1 Executive Directors Day to day management	
	7.10 Gypsy, Roma and Travellers	WM	7.10.1 Chief Executive Exercise of function. Dealing with unauthorised encampments	
	7.11 Licensing Policies		7.11.1 Executive Directors Day to day implementation of the Licensing Policies and associated matters including signature and service of all notices under the relevant legislation including any and all enforcement	
	7.12 Health and Safety where not as the employer		7.12.1 Executive Directors Approval of Health and Safety Inspectors under the relevant legislation	

			Day to day responsibility of the Health and Safety process where not as the employer including the signature and service of all notices under the relevant legislation.	
	7.13 Food		7.13.1 Executive Directors Day to day management of the food related services	
	7.14-11 Housing benefit, welfare benefits and advice	ED	7.1411.1 Executive Directors and CFO Administration of housing benefit and Council Tax benefit and discretionary housing payments	
	7.15 Public conveniences	WM	7.15.1 Executive Directors Management and maintenance of the Council's public conveniences.	
	7.16 To carry out the Council's functions as a Port Health Authority.		7.16.1 Executive Directors To carry out the day to day functions of the Port Health Authority	

Portfolio Holder	Functions	Portfolio Holder Consultations	Officer Delegation	Limits on Delegation
8 Performance Business Development				
	8.1 Audit Fraud and Risk Management	External Audit, Internal Audit, MO as necessary	8.1.1 Executive Directors / CFO Responsibilities under S.151 and S114 (Chief Financial Officer). Enforcement of Financial Regulations Day to day management of the Internal Audit function and process. 8.1.2 Chief Executive Day to day management of the Corporate Risk Register Service Level Risks	
	8.21 Economic Development Policy and Strategy and Economic related External funding, and submission of funding applications.	ED	8.21.1 Executive Directors Day to day management of the process	
	<u>8.2 Management of the Industrial Estates</u>		<u>8.2.1 Executive Directors</u> <u>Day to day management of the process</u> <u>Management of Council Industrial Estates interests together with the ability to authorise all related transactions at market rent/value. Subject to:</u> <ul style="list-style-type: none"> <u>Acquisition or disposal of freehold land up to £100,000.</u> 	

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			<ul style="list-style-type: none"> • Acquisition or disposal of leasehold land up to an annual rental value of £100,000.* • Discharge or relaxation of freehold or leasehold covenants. • Determine all applications for the assignment of lease agreements**. • To approve or refuse applications to the Council as Landlord for any approval or consent • Authorise non Housing Act tenancies and licences. • Authorise the applications to release or relax restrictive covenants attached to houses formally owned by the Council. 	
	8.3 Industrial and Commercial Promotion		8.3.1 Executive Directors Day to day management of the process	
	8.4 West Norfolk Partnership	ED	8.4.1 Executive Directors Management of the Council's involvement in the Partnership	
	8.5 Asset Register	Property Services Manager	8.5.1 Executive Directors Day to day management of the Asset Register, and matters arising therefrom	
	8.6 Community Asset Register		8.6.1 Chief Executive Retention of the Community Asset Register	
	8.7 Town Centre Management and liaison with the BID		8.7.1 Executive Directors Oversight and day to day management of town centres	
	8.8 Christmas Lighting		8.8.1 Executive Directors	

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			Provision of Christmas lighting across the Borough	
	8.9 Events in King's Lynn and Markets and Fairs		8.9.1 Executive Directors Day to day administration of events in King's Lynn and Markets and Fairs in the Borough	
	8.10 Public conveniences	WM	8.10.1 Executive Directors Management and maintenance of the Council's public conveniences.	
	8.11 Local Enterprise Partnerships	ED	8.11.1 Chief Executive Attendance and liaison with the LEP	

Body	Functions	Consultations	Officer Delegations	Limits on delegation
9 Council	<p>9.1 The Constitution.</p> <p>9.2 Adopting the Council's Policy Framework and determining matters involving a change or deviation from approved policy.</p> <p>9.3 Approving the Council's position relating to local government boundaries, electoral divisions or number of Council Members.</p> <p>9.4 By-law creating and management and promotion or making of local Acts.</p> <p>9.5 Determining matters</p>		<p>Chief Executive</p> <p>To act as Head of Paid Service under and for the purposes of section 4 of the Local Government and Housing Act 1989 and lead the senior management team</p> <p>To act as Electoral Registration Officer and Returning Officer for all elections, Parish Polls and Referendums and to take such action as is necessary to carry out those duties.</p> <p>D Gates, Executive Director</p> <p>To act as Deputy Electoral Registration Officer and Returning Officer</p> <p>Chief Executive</p>	C –Cabinet as soon

	<p>referred to Council by other bodies.</p> <p>9.6 Appointments (staff and Members)</p> <p>9.7 Determining the Council's Executive Arrangements.</p> <p>9.8 Appointment of Honorary Aldermen or bestowing Freedom of the Borough.</p>		<p>To act as the Proper Officer for the Council, as defined by Section 270 (3) Local Government Act1972</p> <p>To exercise any power to protect the interests and well being of the inhabitants of the Borough and the Council where it is considered necessary and desirable, in consultation with the Leader of the Council and the relevant Portfolio Holder and subject to notification of the relevant decision making body</p> <p>Staff Restructuring within budget including staff redundancies</p> <p>Day to day management of the Council's democratic processes. Member Substitutions at meetings</p> <p>Following resignation from a Council body, substitution of Members from same political group onto the Body for the remainder of the year.</p> <p>Replacement/substitution of members on Outside Bodies.</p> <p>Executive Directors Day to day management of personnel function</p>	<p>as reasonably practical and report to Council at next meeting</p> <p>Consultation with the Leader and Cabinet Member for Personnel.</p> <p>-Subject to notification from Group Leader or individual member</p> <p>-Subject to notification from Group Leader and agreement of CE.</p>
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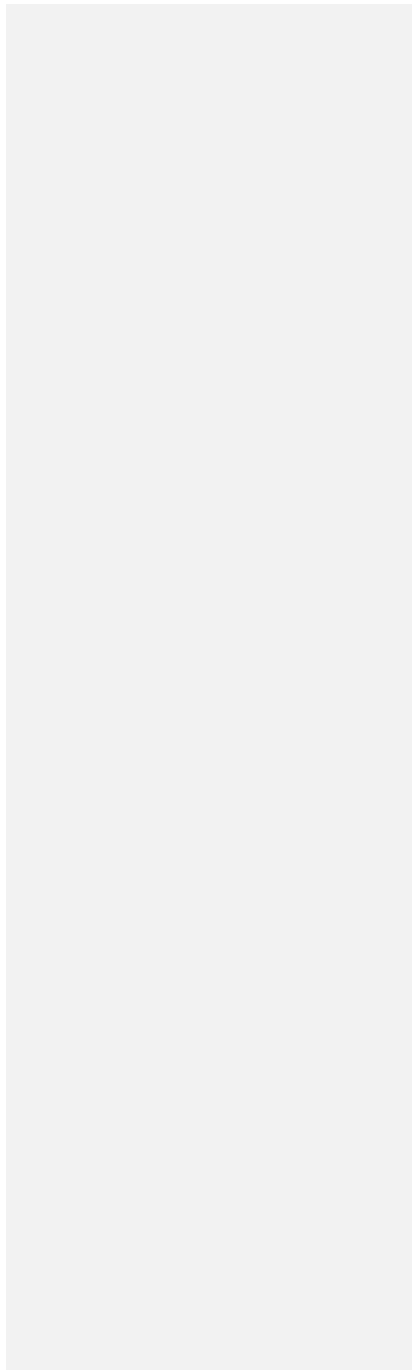
		<p>within the Council, including development of appropriate protocols in accordance with policy across the Council, including pay award negotiation, performance related pay, honoraria (as advised by Service managers or Management Team in the case of service head or above), leave arrangements, recruitment arrangements, disciplinary arrangements including suspension of service/compromise/termination arrangements, retirement arrangements, implementation of job evaluation.</p> <p>Variation and termination of employment contracts, extension of service following retirement age, suspension, confirmation of employment following completion of probationary period.</p> <p>Appointment of Temporary employees for up to 12 months (PG6-13)</p> <p>Authorisation of payment of loans, pay in lieu, allowances, compensation and grants etc to staff and waiver of such repayments or payments due in appropriate cases in accordance with policy</p> <p>Designation and associated work related to casual/essential user car allowances/loans/hiring.</p> <p>Development of necessary protocols in accordance with overall legislation/policy</p>	
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	9.10 Statutory Functions	<p>Legal Services Manager</p> <p>To maintain and update a list of statutory provisions under which the Council acting through any Executive Director may exercise powers devolved to the Council</p> <p>Authorise, a prosecution, rights of entry, the commencement, defence or settlement of any legal proceedings brought by or against the Council, except in the case of Health and Safety at work prosecutions taken under the act or regulations made under the Act when the power to issue legal proceedings is given to the Health and Safety Inspectors be authorised under the relevant Health and Safety legislation.</p> <p>To act as Monitoring Officer (Local Government & Housing Act 1989), Registrar of Local Land Charges, Authorised Officer (under the Regulation of Investigatory Powers Act 2000), Parish Trustee.</p> <p>To Act as Money Laundering Officer (Proceeds of Crime Act 1995)</p> <p>Sign and serve any notice, order or document or act as proper officer Local Government legislation where no other officer is currently appointed.</p> <p>To affix and attest the common seal of the Council where the common seal is required pursuant to any decision of the Council.</p> <p>Executive Directors - (Agreed Cncl 240113)</p>	
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			<p>To act as Chief Financial Officer under S.114 of the Local Government Finance Act 1988 and S.151 of the Local Government Act 1972</p> <p>Chief Executive Authorised Officer under the Regulation of Investigatory Powers Act</p> <p>To exercise the delegated powers of any Executive Director where they are absent for any reason or the post is vacant.</p> <p>Officers identified in the Council's Scheme of Delegation are permitted to authorise other officers to exercise delegated function, unless specifically (whether by statute or otherwise) prohibited from doing so.</p>	<p>*excluding any action involving the commencement of civil or criminal proceedings (delegated to LSM)</p>
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Body	Functions	Consultations	Officer Delegations	Limits on delegation
10 Cabinet	<p>Individual delegations set out as per Portfolios above.</p> <p>10.1 Make recommendations to Council on corporate strategic and service policies and the detailed implementation of those policies</p> <p>10.2 Delivery of Services within the approved policy and budgetary framework and reviewing the operational framework functions and resources within it. Virement of funds in accordance with Financial Regulations</p> <p>10.3 Monitoring of the Councils Resources, make recommendations to Council on the overall Budget, Council Tax, and carry out any consultation required.</p> <p>10.4 To exercise any Executive function duty,</p>	<p>Delegations to individual portfolio holders apply equally to the Cabinet as a whole</p> <p>Report to Council</p> <p>Rec to Council</p>	Delegations as set out in portfolio groups	

	<p>action or power which is not delegated to any other Council Body in order to protect the Council's interests.</p> <p>10.5 Appoint representatives to Outside Bodies where they are Executive appointments.</p> <p>10.6 Refer any matter to Council for consideration.</p> <p>10.7 Commission Research into any matter or hold an enquiry into a particular issue or issues relating to the Borough or the Council at their discretion.</p>			
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			<p>convicted of an offence involving dishonesty or drugs;</p> <p>(iii) Applications which disclose that the applicant has been convicted of an offence under the provisions of the Town Police Clauses Act 1847 or the Local Government (Miscellaneous Provisions) Act 1976;</p> <p>(iv) Applications which disclose that the applicant has been convicted of an offence relating to the driving or ownership of a motor vehicle and has more than six penalty points on his/her licence;</p> <p>(v) Applications which disclose that the applicant has committed a breach of, or failed to comply with, the terms of an existing or previous hackney carriage or private hire licence.</p> <p>To approve applications for hackney carriage and private hire drivers licences that fall within any of the categories set out in paragraphs (i) to (v) of the preceding paragraph if in the opinion of the Executive Director – G Hall, any offence by the applicant is so minor or irrelevant as to have no proper bearing on the determination of the application.</p>	
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		Consultation with Chr & V Chr and post decision to L&A Board for info	Road Traffic legislation - to "suspend or revoke a Hackney Carriage or Private Hire driver's licence with immediate effect where the Licensing Authority are of the opinion that the interests of public safety require such course of action 21.3.13 L&AB	
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Body	Functions	Consultations	Officer Delegations	Limits on delegation
13 Appointments Board	13.1 Full Board to appoint Chief Executive 13.2 Panels of Board to appoint Chief Officers 13.3 Panels of Board appoint Independent and Parish Council members of the Standards Committee* 13.4 Panels of the Board appoint members to the Independent Allowances Panel	Cabinet Cabinet & CE *Chairman/Vice-Chairman of Standards Committee		

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Body	Functions	Consultations	Officer Delegations	Limits on delegation
14 Standards Committee	<p>14.1 Promote high standards of conduct within the Council</p> <p>14.2 Monitor the implementation and operation of the Codes of Conduct for Members, officers and towns & parishes and confidential reporting codes, including development of protocols</p> <p>14.3 As a whole or in a Panel of the Committee to determine complaints made regarding breaches of the Code of Conduct</p>	MO	<p>Legal Services Manager /Monitoring Officer</p> <p>On behalf of the Committee to administer the local assessment of complaints and carry out investigations on complaints made under the Code of Conduct.</p> <p>To provide advice to Members and Towns & Parishes including Clerks and Members on aspects of the Code</p>	

Open		Would any decisions proposed :		
Any especially affected Wards	Operational	(a) Be entirely within cabinet's powers to decide NO		
		(b) Need to be recommendations to Council YES		
		(c) Be partly for recommendations to Council and partly within Cabinets powers – YES		
Lead Member: Leader, Councillor B Long Cllr.brian.long@west-norfolk.gov.uk		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: Samantha Winter E-mail: sam.winter@west-norfolk.gov.uk Direct Dial:01553 616327		Other Officers consulted:		
Financial Implications NO	Policy/Personnel Implications NO	Statutory Implications (incl S.17) NO	Equalities Impact Assessment req'd NO	Risk Management Implications NO

Date of meeting: 18th June 2019

APPOINTMENTS TO OUTSIDE BODIES AND PARTNERSHIPS

Summary

The report seeks approval for nominations for Executive appointments to serve on outside bodies and partnerships for 2019/2020.

Recommendation

- 1) That the Cabinet appoints representatives to serve in an Executive capacity on the outside bodies and partnerships requiring appointment in the Appendix attached.**
- 2) That the reporting arrangements be noted, as shown in section 3 of the report.**
- 3) To note that all other appointments to Outside Bodies will be made at the Council meeting on 4th July 2019.**

Reason for decision

To ensure continued involvement in the community by the Council.

1.0 BACKGROUND

1.1 The Council is invited to nominate representatives to serve on a number of outside bodies and partnerships with which the Council has a range of types of relationships. The majority of appointments are made annually, although some appointments are for a longer period. As we are now in a new term all appointments have been included in the table below, including those that are not due for reappointment this year.

2.0 INSURANCE COVER FOR BOROUGH COUNCILLORS

2.1 The Council's insurance will indemnify any employee or member arising from their service on the board or participation in the capacity of

governor, officer, trustee, director, committee member or other official of any not-for profit entity other than the insured.

Provided always that:

- a) The service or participation by the employee or member is specifically requested by or under the specific direction of the insured.
- b) The insured is legally entitled to approve the service or participation and to indemnify the employee of member in respect of it.
- c) Any payment will only be made by the insurer for an amount in excess of any indemnification or insurance coverage provided by the not-for-profit entity or afforded from any other source and to which the employee or member is entitled.

2.2 When a member is appointed to serve on an outside body, they should also ensure that as well as completing the Register of Financial and Other Interest form, they should complete the annual "Related Party Transactions form", with the details of those bodies on which they serve.

3.0 FEEDBACK FROM MEMBERS ON OUTSIDE BODIES

3.1 Arrangements for reporting back by Members serving on Outside Bodies are approved every year at Council as follows:

3.2 Each of the relevant scrutiny panels should be able to request reports from Councillors serving on outside bodies which fall within their remit. By programming the reports over the Panel's annual timetable of meetings, it would be possible for members both to assess the usefulness of making appointments to bodies and be informed of any relevant matters.

3.3 Cabinet Members serving on outside bodies will report via their Cabinet Members' reports to Council.

3.4 All are welcome to use the Members' Bulletin to report on the work of any such organisation.

4.0 APPOINTMENT OF REPRESENTATIVES

4.1 **Executive Roles** – The attached Appendix lists those bodies to which Cabinet is invited to appoint representatives to. Appointments that fall within this category are corporate in nature and fall within the portfolio responsibilities of members of the Cabinet. Alternatively, a Cabinet Member may nominate a substitute from Borough Councillors indicating a willingness to serve on a particular body. For information, the Appendix also lists any additional representatives which will be appointed subsequently in the Scrutiny, Parish and General categories. These do not require any action from Cabinet and will be appointed by Council on 4th July 2019.

4.2 **Scrutiny and Regulatory Roles** - Nominations for representatives to serve on Scrutiny bodies are being sought from the appropriate scrutiny panel (Environment & Community and Corporate Performance Panel) at their meetings in June 2019 and will be submitted to Council for approval on 4th July 2019.

4.3 **Parish Level Representation, Parished and Unparished Areas** - Local representatives may be appointed onto specific local bodies within or related to their ward. On occasions, a body may not specifically require the Council's representative to be a Borough Councillor, in which case a community representative may be nominated by Council. Appointments will be made at Council on 4th July 2019.

4.4 **General Appointments** - Appointments which are of general interest to the Borough as a whole will be made at Council on 4th July 2019.

5.0 FINANCIAL IMPLICATIONS

5.1 Mileage and subsistence allowances for Councillors attending meetings.

5.2 All appointments can be made within the existing budget.

6.0 ACCESS TO INFORMATION

Current lists of Member representation
ACSeS report on liabilities of Outside Bodies

APPENDIX

EXECUTIVE APPOINTMENTS TO OUTSIDE BODIES REQUIRING CABINET APPROVAL

The proposed representatives are included in the list below

For information bodies which require appointments from Council have the Council appointments included in gray italics.

<u>NAME OF OUTSIDE BODY</u>	<u>NUMBER OF REPRESENTATIVES PERMITTED</u>	<u>CURRENT REPRESENTATIVE/S</u>	<u>TERM OF OFFICE</u>
Action for Children	1 Exec	Miss L Bambridge	Annual
Active Norfolk	1 Exec	Mrs E Nockolds	Annual
Alive Leisure	1 Exec	I Devereux	3 years. Next appointment due 2021.
Alive Management Board of Directors	3 Exec	B Long, Mrs E Nockolds and G Middleton	Annual
Alive West Norfolk Board	2 Exec	B Long, Mrs E Nockolds and L Gore	Annual
Borough Council/College of West Anglia Liaison Board	1 Exec <i>1 Scrutiny</i>	B Long <i>Prev: T Smith (nominated by E&C and appointed by Council)</i>	Annual
CNC Building Control Joint Committee	1 Exec	R Blunt	Annual
Coastshare Limited	2 Exec	B Long and G Hipperson	Annual
College of West Anglia Board	1 Exec	B Long	Next appointment due August 2020.
Community Action Norfolk	1 Exec	Mrs E Nockolds	Annual
Downham Market Leisure Centre Joint Management Committee	1 Exec <i>2 general</i>	Mrs E Nockolds <i>Prev : Mrs J Westrop and M Howland (appointed by Council)</i>	Annual
FCH and Borough Council Strategic Forum	2 Exec. Terms of reference state it should be Leader and Portfolio	B Long and A Lawrence	Annual

	Holder for Housing.		
Heritage Action Zone Partnership Board	2 Exec	P Gidney and E Nockolds	Annual
Health and Wellbeing Board	1 Exec and sub	Mrs E Nockolds and Miss S Sandell (Sub)	Annual
Hunstanton Prosperity Coastal Community Team	1 Exec <i>3 Parish level</i>	G Middleton and P Gidney (sub) <i>Prev : Mrs C Bower, R Bird and 1 vacancy (appointed by Council)</i>	Annual
King's Lynn and West Norfolk Area Museums Committee	1 Exec <i>3 Scrutiny</i> <i>1 General</i>	Mrs E Nockolds <i>Prev: T Smith, T Bubb and 1 vacancy(nominated by E&C appointed by Council)</i> <i>A Tyler (appointed by Council)</i>	Annual
King's Lynn Business Improvement District Board	1 Exec	G Middleton	Annual
King's Lynn Festival Board	1 Exec	Mrs E Nockolds	Annual
King's Lynn Town Centre Partnership	1 Exec and sub <i>2 parish level</i>	G Middleton and B Long <i>Prev: L Bambridge and M Taylor (appointed by Council)</i>	Annual
Local Government Association (including sub-groups)	1 Exec	B Long	Annual
Norfolk Arts Forum Executive	1 Exec	Mrs E Nockolds	Annual
Norfolk Coast Partnership Management Group	1 Exec and sub	B Long and I Devereux (sub)	Annual
Norfolk Joint Museums and Archaeology Committee	1 Exec	Mrs E Nockolds	Annual
Norfolk Parking Partnership Joint Committee	1 Exec and sub	P Kunes and R Blunt (sub)	Annual
Norfolk Police and Crime Panel	2 Exec	C Manning and B Long	Annual
Norfolk Rail Policy Group	1 Exec	133 C Sampson	Annual

Norfolk Records Committee	1 Exec	Mrs E Nockolds	Annual
Norfolk Waste Partnership	1 Exec and sub	I Devereux and B Long (sub)	Annual
North Lynn Discovery Centre Board	2 Exec	G Middleton and L Gore	Annual
The Wash and North Norfolk Coast Marine Partnership	1 Exec	I Devereux	Annual
West Norfolk Chamber of Commerce Council	1 Exec	G Middleton	Annual
West Norfolk Housing Company	3 Exec	A Lawrence, B Long, R Blunt	Annual
West Norfolk Property	5 Exec	R Blunt, A Lawrence, B Long, R Harding and D Hall	Annual
West Norfolk Tourism Executive Forum	2 Exec	Mrs E Nockolds and G Middleton	Annual

REPORT TO CABINET

Open		Would any decisions proposed :		
Any especially affected Wards	Operational	(a) Be entirely within cabinet's powers to decide YES		
		(b) Need to be recommendations to Council NO		
		(c) Is it a Key Decision NO		
Lead Member: Cllr B Long E-mail: cllr.brian.long@west-norfolk.gov.uk		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: Sam Winter E-mail: sam.winter@west-norfolk.gov.uk Direct Dial: 01553 616327		Other Officers consulted: Chief Executive,		
Financial Implications NO	Policy/Personnel Implications NO	Statutory Implications YES	EIA required NO	Risk Management Implications NO

Date of meeting: 18 June 2019

2019/20 APPOINTMENT OF MEMBERS TO SERVE ON CABINET TASK GROUP AND COMMITTEES

Summary

The report invites the Cabinet to agree to arrange for the appointment of members to serve on the Local Plan Task Group; and agree the membership of Joint Safety and Welfare Committee and Joint Employee Committee for 2019/20.

Recommendations

- 1) That officers be instructed to seek the Membership from Group Leaders for the Local Plan Task Group for the new Municipal Year.
- 2) That the Membership of the Joint Safety and Welfare Committee and Joint Employee Committee for 2019/20 be appointed.

Reason for Decision

To allow the business of the Council to continue into 2019/20.

1 TASK GROUP MEMBERSHIPS 2019/20

Cabinet is invited to consider continuing with the work of the following Task Group and instructing officers to contact Group Leaders to ascertain their membership to serve it for the new municipal year. The 2018/19 membership is shown:

i) Local Plan Task Group

The work of the Local Plan Task Group is ongoing. The membership of the Group is - (10 Members - 5 Con, 3 Ind, 2 Lab). Last year's membership (9) was as follows:

Councillor R Blunt, T Bubb, S Buck, C Crofts, T Parish, M Peake, S Sandell, E Watson, D Tyler.

2 MEMBERSHIP OF JOINT SAFETY AND WELFARE AND JOINT EMPLOYEE COMMITTEES

i) Joint Safety and Welfare Committee

The Cabinet representatives on the Joint Safety and Welfare Committee for 2018/19 were:

Councillors B Long, K Mellish and J Westrop.

Cabinet is invited to agree its representation for 2019/20.

ii) Joint Employee Committee

The Cabinet representatives on the Joint Employee Committee for 2018/19 were:

Councillors I Devereux, M Chenery of Horsbrugh, B Long, K Mellish and J Westrop.

Cabinet is invited to agree its representation for 2019/20.

3 POLICY IMPLICATIONS

None

4 FINANCIAL IMPLICATIONS

None

5 STATUTORY CONSIDERATION

It is a statutory requirement to have a Joint Safety Committee.

6 RISK ASSESSMENT

None

7 ACCESS TO INFORMATION

Previous reports and Minutes

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Agenda Item 22

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