

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



# **Corporate Performance Panel**

## **Agenda**

**Wednesday, 17th July, 2024  
at 4.30 pm**

in the

**Council Chamber, Town Hall, Saturday  
Market Place, King's Lynn and available  
for the public to view on You Tube.**



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

9<sup>th</sup> July 2024

Dear Member

**Corporate Performance Panel**

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Wednesday, 17th July, 2024 at 4.30 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

**AGENDA**

**1. Apologies**

**2. Minutes (Pages 5 - 10)**

To approve the minutes from the Corporate Performance Panel held on

**3. Declarations of Interest (Page 11)**

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 any item or simply observing the meeting from the public seating area.

**4. Urgent Business Under Standing Order 7**

To consider any business which, by reason of special circumstances, the

Chairman proposed to accept as urgent under Section 100(b)(4)(b) of the Local Government Act 1972.

**5. Members Present Pursuant to Standing Order 34**

Members wishing to speak pursuant to Standing Order 34 should inform the Chairman of their intention to do so and on what items they wish to be heard before the meeting commences. Any Member attending the meeting under Standing Order 34 will only be permitted to speak on those items which have been previously notified to the Chairman.

**6. Chair's Correspondence (if any)**

**7. Call Ins (if any)**

**8. 2023-2024 Full Year Performance Management Report (Pages 12 - 37)**

**9. Cabinet Report - Productivity Plan (Pages 38 - 49)**

**10. Panel Work Programme (Pages 50 - 54)**

**11. Cabinet Forward Decisions List (Pages 55 - 59)**

**12. Shareholder Committee Work Programme (Pages 60 - 62)**

**13. Date of Next Meeting**

To note that the next meeting of the Corporate Performance Panel is scheduled to take place on 4<sup>th</sup> September 2024 at 4.30pm in the Town Hall, King's Lynn.

**14. Cabinet Report - Revenue Outturn 2023-2024 (Pages 63 - 89)**

**15. Cabinet Report - Capital Outturn 2023-2024 (Pages 90 - 115)**

**16. Exclusion of Press and Public**

**17. EXEMPT - Cabinet Report - Capital Outturn Report 2023/2024 (Pages 116 - 117)**

To:

**Corporate Performance Panel:** J Bhondi, R Blunt (Vice-Chair), Mrs J Collingham, B Jones, B Long (Chair), S Nash, J Osborne, C Rose, A Ryves, S Sandell, D Sayers and Mrs V Spikings

**Portfolio Holders:**

Councillor Beales – Leader of the Council – Items 8 and 9

Councillor Morley – Portfolio Holder for Finance – Items 14, 15 and 17

**Officers**

Becky Box – Assistant Director

Honor Howell – Corporate Governance Manager

Debbie Ess – Corporate Performance Officer

Michelle Drewery – Assistant Director

Carl Holland – Financial Services Manager

**BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**

**CORPORATE PERFORMANCE PANEL**

**Minutes from the Meeting of the Corporate Performance Panel held on  
Wednesday, 29th May, 2024 at 4.30 pm in the Council Chamber, Town Hall,  
Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillor Long (Chair)  
Councillors J Bhondi, P Bland, R Blunt, Mrs J Collingham, S Nash, J Osborne,  
C Rose, S Sandell and Mrs V Spikings

**PORTOLIO HOLDERS PRESENT:**

Councillor A Beales - Leader  
Councillor S Ring – Deputy Leader

CP1 **APOLOGIES**

Councillor A Ryves (Cllr Bland sub) and Councillor Sayers.

CP2 **APPOINTMENT OF VICE CHAIR FOR THE MUNICIPAL YEAR**

[Click here to view the recording of this item on You Tube.](#)

**RESOLVED:** Councillor Blunt was appointed Vice-Chair of the Corporate Performance Panel for the 2024-25 Municipal Year.

CP3 **MINUTES**

**RESOLVED:** The minutes from the previous meeting were agreed as a correct record and signed by the Chair.

CP4 **DECLARATIONS OF INTEREST**

There was none.

CP5 **URGENT BUSINESS UNDER STANDING ORDER 7**

There was none.

CP6 **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

There was none.

**CP7 CHAIRMAN'S CORRESPONDENCE (IF ANY)**

There was none.

**CP8 ANNUAL COMMUNICATIONS UPDATE**

[Click here to view the recording of this item on You Tube](#)

Officers provided the Panel with the Annual Communications update. A copy of the presentation is attached.

The Chair thanked officers for the presentation and invited comments and questions from the Panel, as summarised below.

**Communications**

In response to a question in relation to how successful the communications had been, the Digital Communications Officer responded that when the content had been gathered, for example the floorboards at the Guildhall, it was how much the content had been used elsewhere and how many people had engaged in the post put on social media. The footage which was gathered at the time had been used on The One Show and Channel 4 news, which benefitted this area, the journalists were not necessarily based in the area, so if the information could be provided to them, they were happy to take it.

The Communications and Engagement Officer added that there was a variety of different ways of measuring the activities that were carried out. With some of the campaign work, other metrics were used, and she cited the elections work which had been carried out last year and which had been measured by the number of people who could not vote because they did not have the correct ID.

In response to a comment regarding other media platforms that could be used, the Digital Communications Officer advised that TikTok and Snapchat had been looked at. The Council did have a Snapchat account which was rarely used but could be considered if wanting to target young people and their parents. In terms of TikTok, this was not used at the moment, but would be kept under review.

**Council Information Centre**

In response to a comment, the Corporate Customer Services Manager explained that in relation to the people who were regarded as digitally excluded, a lot of the different digital technology that was being brought in was aimed to help people like herself and other customers to deal with their enquiries, which in turn helped to free up capacity on the telephones, so that helped the advisors to be able to spend time with the customer. She advised that in some instances advisors had spent

20-25 minutes on a call with a customer and often filled out a form on the customer's behalf.

Councillor Mrs Spikings stated that this was not highlighted anywhere that help was available. The Corporate Customer Services Manager agreed to take those comments on board and look into the matter.

The Chair added that it was the harder to reach groups that needed to be targeted and the message that staff were available on the telephones to speak to people and they were not forced to use the webchat.

The Corporate Customer Services Manager added that it was about giving customers choice regarding their chosen method of communication.

Councillor Blunt asked whether Artificial Intelligence was being used in the webchat. The Corporate Customer Services Manager advised that AI was not being used at the moment but would look to use it in the future as it could help with quick and straightforward enquiries, which would free up advisor's times for other things.

The Corporate Customer Services Manager also undertook to look at the options priority for when people called the Council.

#### Corporate Web Team

ICT Web Team Manager confirmed that the new intranet would share-point on-line.

He also explained that there was a Security Team that sat within the Technical Services remit. He advised that there was a Security Officer starting soon within the team who would be responsible for IT safety.

Reference was made to the ratings for the website and whether there was one thing that could be improved for users.

The ICT Web Team Manager advised that a number of metrics were used and what had been found was that people were not unnecessarily unhappy with the website, but it was the decisions that they were unhappy with particularly around planning applications. The team was always open to feedback and invited the Panel to let him know of any comments / feedback.

Reference was made to the Licensing and Appeals area on the website not being very user friendly. The ICT web Team Manager advised that the application sat within the Business Team, and he was aware that officers were keen to look at other options.

The Chair referred to the decrease in the level of usage and asked whether people were accessing information in other ways ie. social

media rather than the website. The ICT Web Team Manager advised that this was probably correct, and it was important that people could access information in a way that they could understand. What they did not want to see was phone calls increasing in the CIC.

The Chair thanked the Officers for the update and attending the meeting and asked for thanks to be passed to their teams.

**RESOLVED:** That the update was noted.

CP9 **CABINET REPORT - DATA PROTECTION POLICY REVIEW**

[Click here to view the recording of this item on You Tube.](#)

The Information Governance Officer presented the report which presented a revised Data Protection Policy which refreshed the policy to bring it in line with Data Protection Legislation, ICO guidance and best practice. The Corporate Performance Panel were being asked to consider the revised policy prior to it being presented to Cabinet.

The Chair thanked the Information Governance Officer for the report and invited questions and comments from the Panel, as summarised below.

- A review needed to be carried out every 2 years or when there was a legislative change.
- In relation to timings of FOI requests, for last year, overall, there had been 781 requests, which 71% were compliant, which meant that a response had been provided in 20 working days.
- What mechanisms were in place if a request for information had been submitted incorrectly and the information under one form or another as an FOI or SAR? In response it was explained that one piece of officer guidance which had been produced was an FOI / Data Protection request Guidance note which explained that any request did not have to be in writing, and it should be directed to the corporate mailbox which was monitored by the Corporate Governance Team and allocated appropriately.
- Would there be a link for Members rights to information and a SAR or FOI request. It was explained that Members could access information under Members Access Rights as well as through FOI and SAR. It was advised that prior to April 2023 the service was dealt with by Eastlaw, and now brought it in-house function so the process had been changed. If any Member had any requests or was struggling to get information they required to please email FOI or Data Protection. The understanding around the legislation came under the Corporate Governance Team as to who was entitled to what.



**RESOLVED:** That the Corporate Performance Panel support the revised Data Protection Policy for submission to Cabinet.

CP10 **NOMINATIONS TO OUTSIDE BODIES - HUNSTANTON SAILING CLUB**

[Click here to view the recording of this item on You Tube.](#)

The Panel were invited to nominate a representative to serve as an observer on the Hunstanton Sailing Club Development Sub-Committee. The Panel considered that as the Council no longer had a financial interest in the Sailing Club, no representative would be proposed.

**RESOLVED:** That the Panel does not nominate a representative to serve as an observer on Hunstanton Sailing Club Development Sub-Committee.

CP11 **APPOINTMENTS TO TASK GROUPS AND INFORMAL WORKING GROUPS**

[Click here to view the recording of this item on You Tube.](#)

As set out in the report the Panel were requested to consider the Informal Working Groups that they had previously established and review their Membership as appropriate.

**RESOLVED:**

1. That the Taxi Testing Contract Informal Working Group continue to operate with members Nash, Long, Osborne, Lintern and Ryves.
2. That the Constitution Informal Working Group continue to operate with members Beales, Bearshaw, Coates, Long, Osborne and Ryves
3. That the following Informal Working Groups be disbanded as they have concluded their work:
  - Review of Persistent Complaints Policy Informal Working Group
  - Meeting Arrangements Informal Working Group
  - Freedom of the Borough Informal Working Group

CP12 **PORTFOLIO HOLDER QUESTION AND ANSWER SESSION**

No questions had been submitted in advance of the meeting.

CP13 **PANEL WORK PROGRAMME, CABINET FORWARD DECISIONS LIST AND SHAREHOLDER COMMITTEE WORK PROGRAMME**

[Click here to view a recording of this item on You Tube](#)

The Leader stated that due to the General Election being called on 4 July 2024, Informal Working Group meetings would be postponed and rescheduled following the election.

Amendments to the Work Programme would be made, as follows:

Remove Hunstanton Sailing Club from 17 July 2024.

The report of the Taxi Testing Informal Working Group would need to be rescheduled to a later meeting.

**RESOLVED:** The Work Programme, Cabinet Forward Decisions List and Shareholder Committee Work Programme was noted.

CP14 **DATE OF NEXT MEETING**

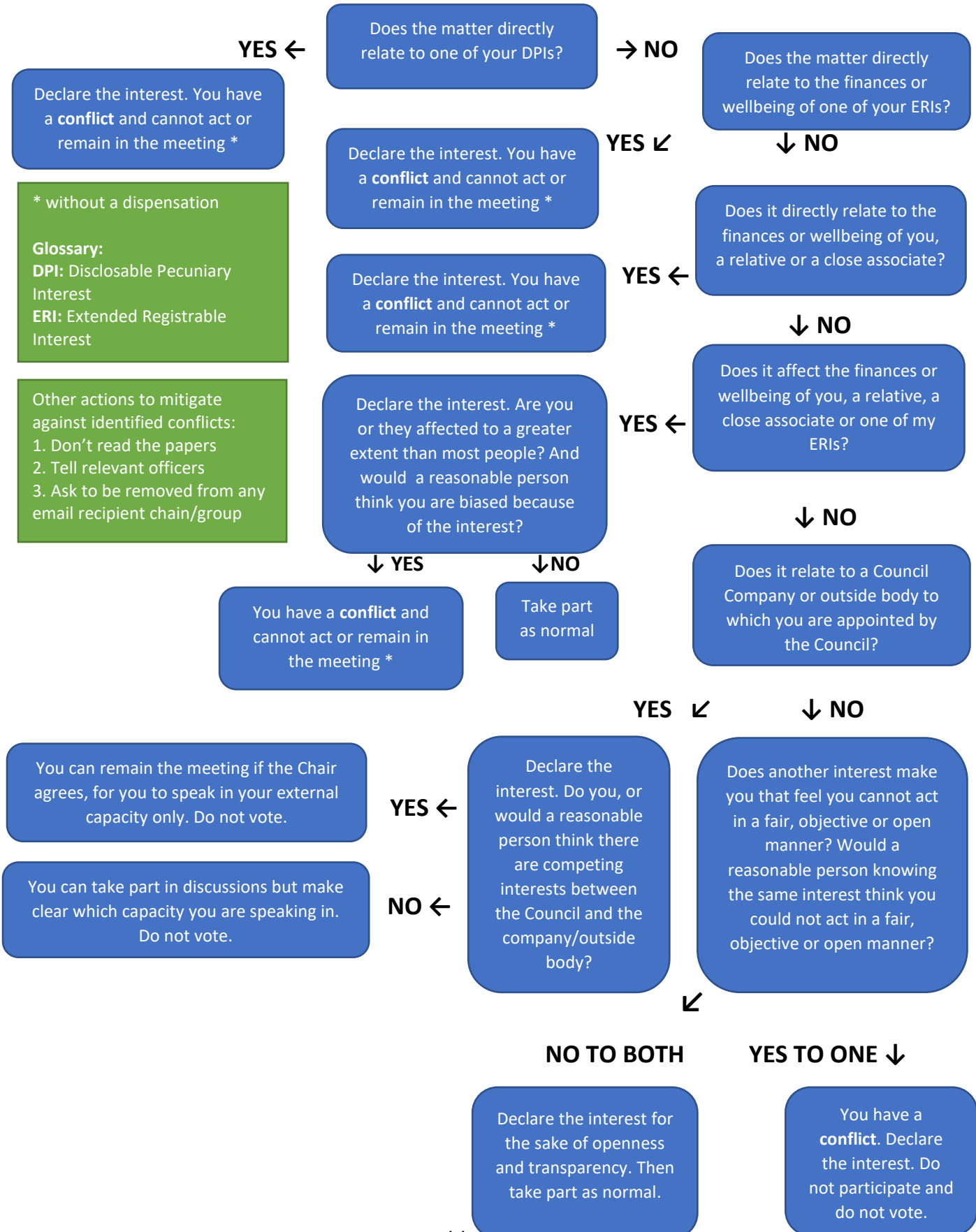
The next meeting of the Corporate Performance Panel was scheduled to take place on Wednesday 17<sup>th</sup> July 2024 at 4.30pm in the Town Hall.

**The meeting closed at 5.51 pm**

# DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



## START



Declare the interest. You have a **conflict** and cannot act or remain in the meeting \*

\* without a dispensation  
**Glossary:**  
DPI: Disclosable Pecuniary Interest  
ERI: Extended Registrable Interest

Other actions to mitigate against identified conflicts:  
1. Don't read the papers  
2. Tell relevant officers  
3. Ask to be removed from any email recipient chain/group

Agenda Item 8

**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	17 <sup>th</sup> July 2024		
TITLE:	2023-2024 Full Year Performance Management Report		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Leader of the Council		
REPORT AUTHOR:	Honor Howell		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

**REPORT SUMMARY/COVER PAGE**

<b>PURPOSE OF REPORT/SUMMARY:</b>
This report is produced to update Cabinet on progress against the Council's Corporate Strategy and Key Performance Indicators.
<b>KEY ISSUES:</b>
Members are directed to the attached Cabinet report for full details of the key issues.
<b>OPTIONS CONSIDERED:</b>
Members are directed to the attached Cabinet report for full details of the options.
<b>RECOMMENDATIONS:</b>
The Panel are requested to consider the report and make any appropriate recommendations to Cabinet.
<b>REASONS FOR RECOMMENDATIONS:</b>
To scrutinise recommendations being made for an executive decision.

## REPORT TO CABINET

<b>Open/Exempt</b>		Would any decisions proposed :			
<b>Any especially affected Wards</b>	Mandatory	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 Alistair Beales E-mail: <a href="mailto:cllr.alistair.beales@west-norfolk.gov.uk">cllr.alistair.beales@west-norfolk.gov.uk</a>		Other Cabinet Members consulted: All Cabinet members			
		Other Members consulted: Corporate Performance Panel			
Lead Officer: Honor Howell E-mail: <a href="mailto:honor.howell@west-norfolk.gov.uk">honor.howell@west-norfolk.gov.uk</a> Direct Dial:01553 616550		Other Officers consulted: Management Team			
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment NO If YES: Pre-screening/ Full Assessment	Risk Management Implications NO	Environmental Considerations 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)					

**Date of meeting:** 30 July 2024

### 2023-2024 Full Year Performance Management Report

#### Summary

The Performance Management report is produced to update Cabinet on progress against the Council's Corporate Strategy and key performance indicators. This report contains information on progress made against key actions and indicators up to 31 March 2024.

There are 38 actions in place to monitor performance against the Council's Corporate Strategy. The report confirms that 19 of the actions are on target, 8 actions have minor issues/delays and 11 actions have been completed.

Of the 64 indicators for 2023-2024, 31 performance indicators have met or exceeded targets, 6 indicators have not met target by more than 5% and 1 indicator did not meet the target by less than 5%. 21 indicators will be reported as monitor only for 2023-2024 to allow sufficient data to be collected to help set targets for 2024-2025. 5 indicators will be introduced when new data processes have been established.

#### Recommendation

That Cabinet reviews the Performance Management Report and comments on the delivery against the Corporate Strategy.

#### Reason for Decision

Cabinet should use the information within the management report to review progress on the agreed actions and indicators and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule members can seek additional information to explain variances.

## **1. Background**

- 1.1 The Council's 2023-2027 Corporate Strategy was approved by Council on 23 November 2023, it sets out the broad framework for the period of the administrative term 2023-2027.
- 1.2 The priority areas are:
  - Promote growth and prosperity to benefit West Norfolk
  - Protect our environment
  - Efficient and effective delivery of our services
  - Support our communities
- 1.3 These priorities are further defined in 37 objectives and 38 actions that are reflected in directorate plans, service plans and individual targets set during staff appraisals. These actions define what the council will do to achieve the high-level aspirations set out within the corporate strategy.

## **2. Management Report**

- 2.1 The management report focuses on each of the corporate priorities individually, providing management team and members with an overview on the current status of projects and performance levels achieved by key indicators. A selection of people performance measures has been included to provide an overview of key employee data and features within the 'our organisation' section of the report.
- 2.2 Assistant Directors are responsible for providing the latest update on progress as well as rating each of the projects they are responsible for up to 31 March 2024. An overall summary of the actions and indicators is provided at the beginning of the report to highlight the current position for each of the priorities in place to support the delivery of the corporate strategy.
- 2.3 The 2023-2024 full year overall position is reporting 70% of the current projects are on track and progressing well, and the number of projects completed within the target date has increased to 11 during Q4.
- 2.4 The following eight projects have an amber status, indicating minor issues/delays:
  - Continue to develop the Car Parking Strategy and produce a draft by March 2024
  - Progress the work to review property assets and valuations which will inform a new Asset Management Strategy and Plan
  - Continue to work with the Charitable Incorporated Organisation (CIO) and King's Lynn Town Board on delivery of the Guildhall project
  - Agree to designate a Village Green at Hardings Pits
  - Continue work on the Tree Strategy, management system and associated actions
  - Refresh our financial assistance programme with review of existing and new SLAs and associated funding
  - Ensure our need for better dentistry services and the release of funding for a new QEH remains a joint priority between ourselves and our partners
  - Commence works in relation to Downham Market toilets.

- 2.5.1 A breakdown by corporate priority, of the seven performance indicators which have not met target by more or less than 5%:
- 2.5.2 Promoting growth and prosperity to benefit West Norfolk
- Percentage of major planning applications provided with an extension of time (>5%)
  - Percentage of non-major planning applications provided with an extension of time (>5%)
- 2.5.3 Protect our environment
- Total tonnage of food waste collected and treated (>5%)
  - Total tonnage of mixed recycling collected and treated (>5%)
- 2.5.4 Efficient and effective delivery of our services
- Percentage of meeting minutes produced within 3 working days of meeting (>5%)
  - Percentage of local supplier invoices paid within 10 days (<5%)
- 2.5.5 Support our communities
- Percentage of housing adaptations completed within time (>5%)

### **3 Options Considered**

- 3.1 None.

### **4 Policy Implications**

- 4.1 The Corporate Strategy sets the council's policy framework and as such is the council's primary policy document. All other documents and plans will need to take account of this policy framework when they are being prepared or refreshed.

### **5 Financial Implications**

- 5.1 There are no direct financial implications of this plan as its implementation is through the existing services, programmes and budget provisions already in place.

### **6 Personnel Implications**

- 6.1 None.

### **7 Environmental Considerations**

- 7.1 The corporate strategy includes a specific priority focused on protecting our environment including tackling climate change. This will be progressed through the delivery of the council's climate change strategy and action plan and through related plans such as the emerging Local Plan.

### **8 Statutory Considerations**

- 8.1 None.

**9 Equality Impact Assessment (EIA)**

9.1 None to report.

**10 Risk Management Implications**

10.1 Progress with corporate strategy actions provides an input for risk management and may identify emerging risks and evidence improvement/ deterioration in risk scores and the delivery of mitigation measures. This will need to be factored into updates of the corporate, directorate and project risk registers.

**11 Declarations of Interest / Dispensations Granted**

11.1 None.

**12 Background Papers**

12.1 None.



**Pre-Screening Equality Impact Assessment**

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



Name of policy/service/function	2023-2024 Full Year Performance Management Report				
Is this a new or existing policy/service/function?	New / <del>Existing (delete as appropriate)</del>				
<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>Performance report contains information on progress made against key actions and indicators up to 31 March 2024</p> <p>No</p>				
<b>Question</b>	<b>Answer</b>				
<p><b>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 <b>according to their different protected characteristic</b>, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</b></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
<b>2.</b> 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?	Yes / No	
<b>3.</b> Could this policy/service be perceived as impacting on communities differently?	Yes / No	
<b>4.</b> Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes / No	
<b>5.</b> 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	Yes / No	<b>Actions: None</b>
		<b>Actions agreed by EWG member:</b> .....
<p><b>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:</b></p>          <p><b>Decision agreed by EWG member:</b> .....</p>		
<b>Assessment completed by:</b>		
<b>Name</b>	<b>Honor Howell</b>	
<b>Job title</b>	<b>Corporate Governance Manager</b>	
<b>Date</b>	<b>06 June 2024</b>	



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

## **2023-2024 Full Year Performance Management Report**

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Priority: Efficient and effective delivery of our services	9
Priority: Support our communities	10
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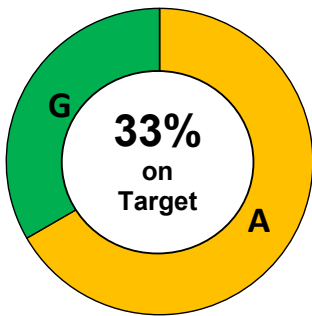
# Introduction and Executive Summary

## Purpose of the Report

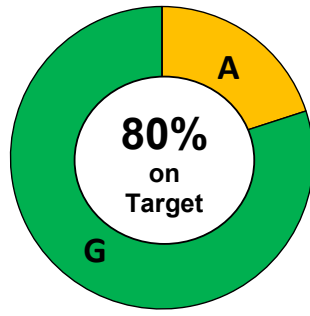
The purpose of the report is to demonstrate the performance of the Council for 2023-2024 against the Council's Corporate Strategy and key performance indicators. It sets out the key activities to deliver our corporate priorities and summarises the measures in place by aligning key performance indicators to our priorities within the 2023-2027 Corporate Strategy and 2023-2024 Annual Plan.

This report does not contain details of the numerous activities ongoing in each service area that also contribute to delivering what is important and will make a difference to the residents of West Norfolk.

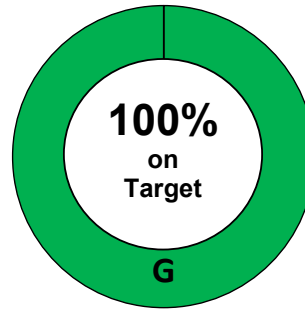
## Executive summary of the Corporate Strategy - current position for 2023-2024



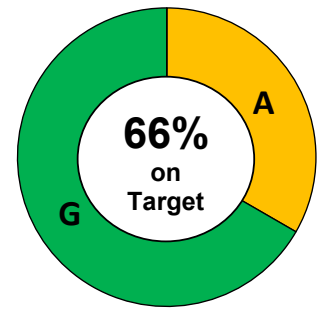
**Promoting growth and prosperity to benefit West Norfolk**



**Protect our environment**



**Efficient and effective delivery of our services**



**Support our communities**

Corporate Priorities	Status of projects and actions				
	R	A	G	B	P
Promoting growth and prosperity to benefit West Norfolk	0 (0%)	4 (67%)	2 (33%)	0 (0%)	0
Protect our environment	0 (0%)	2 (20%)	8 (80%)	0 (0%)	2
Efficient and effective delivery of our services	0 (0%)	0 (0%)	5 (100%)	0 (0%)	8
Support our communities	0 (0%)	2 (34%)	4 (66%)	0 (0%)	1
<b>Overall position</b>	<b>0</b> (0%)	<b>8</b> (30%)	<b>19</b> (70%)	<b>0</b> (0%)	<b>11</b>

**R** Major issues to resolve

**A** Minor issues/delays

**G** Project on target

**B** Project aborted/closed

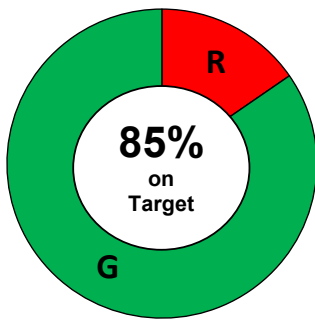
**P** Project completed

## Summary Position

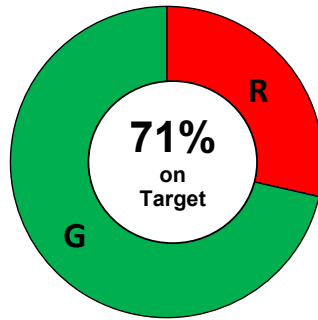
The overall position is reporting 70% of the current projects are on track and progressing well, and the number of projects completed within the target date has increased to 11 during Q4. The following eight projects have an amber status:

- Amber** Continue to develop the Car Parking Strategy and produce a draft by March 2024
- Amber** Progress the work to review property assets and valuations which will inform a new Asset Management Strategy and Plan
- Amber** Agree to designate a Village Green at Hardings Pits
- Amber** Continue work on Tree Strategy, management system and associated actions
- Green to Amber** Continue to work with the Charitable Incorporated Organisation (CIO) and King's Lynn Town Board on delivery of the Guildhall project
- Green to Amber** Commence works in relation to Downham Market toilets
- Green to Amber** Refresh our financial assistance programme with review of existing and new SLAs and associated funding
- Green to Amber** Ensure our need for better dentistry services and the release of funding for a new QEH remains a joint priority between ourselves and our partners.

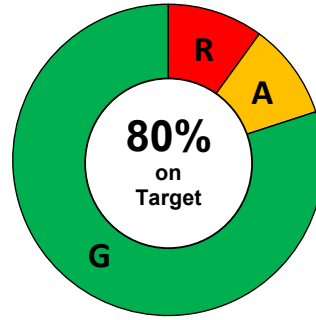
**Executive summary of the Key Performance Indicators - current position for 2023-2024**



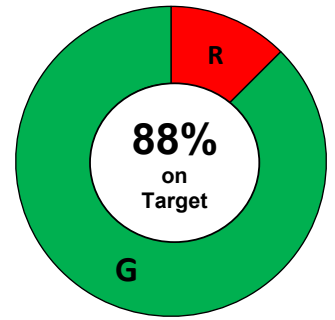
**Promoting growth and prosperity to benefit West Norfolk**



**Protect our environment**



**Efficient and effective delivery of our services**



**Support our communities**

Corporate Priorities	Status of performance indicators				
	R	A	G	Monitor only	In progress
Promoting growth and prosperity to benefit West Norfolk	2 (15%)	0 (0%)	11 (85%)	4	2
Protect our environment	2 (29%)	0 (0%)	5 (71%)	6	0
Efficient and effective delivery of our services	1 (10%)	1 (10%)	8 (80%)	4	2
Support our communities	1 (12%)	0 (0%)	7 (88%)	7	1
<b>Overall position</b>	<b>6</b> (16%)	<b>1</b> (3%)	<b>31</b> (81%)	<b>21</b>	<b>5</b>

**KEY:**

- R** Performance indicator is 5% or more below target
- A** Performance indicator is up to 5% below target
- G** Performance indicator has achieved target

**Summary Position**

81% of performance indicators have met or exceeded targets and 16% have not met target, 6 of these indicators missed the target by more than 5% and 1 indicator by less than 5%. 21 indicators will be reported as monitor only for 2023-2024 to allow sufficient data to be collected to help set targets for 2024-2025. 5 indicators will be introduced when new data processes have been established.

The areas of underperformance are in relation to the:

- Percentage of local supplier invoices paid within 10 days (<5%)
- Percentage of major planning applications provided with an extension of time (>5%)
- Percentage of minor and other applications provided with an extension of time (>5%)
- Total tonnage of food waste collected and treated (>5%)
- Total tonnage of mixed recycling collected and treated (>5%)
- Percentage of meeting minutes produced within 3 working days of meeting (>5%)
- Percentage of housing adaptations completed within time (>5%)

Some key areas of the business are experiencing an increase in demand on their services and we will continue to monitor these areas and our performance to focus our resources and achieve our corporate objectives.

## Delivering our Corporate Strategy

### Promoting growth and prosperity to benefit West Norfolk

To create job opportunities, support economic growth, develop skills needed locally, encourage housing development and infrastructure that meets local need; and promote West Norfolk as a destination.

#### Actions carried out by the council

**R** Major issues to resolve      **A** Minor issues/delays      **G** On track      **B** On hold/closed      **P** Completed

Project description and comments	Target Date	
<p><b>Agree financing for the Council Housing companies to support delivery of affordable and rental homes in the Borough</b></p> <p>Report agreed at Council on 22 February 2024. This is being managed so financing can be accepted and provided to the companies once the interest rate meets key levels.</p> <p><b>Q1 actions:</b> The drawdown of financing when conditions are right.</p>	March 2025	<b>G</b>
<p><b>Continue to develop the Car Parking Strategy and produce a draft</b></p> <p>The strategy is behind schedule. Due to be completed at the end of March with a view to be delivered in April 2024.</p> <p><b>Q1 actions:</b> AECOM to be instructed and initial analysis to take place including discussions with officers / wider meetings.</p>	April 2024	<b>A</b>
<p><b>Commence works in relation to Downham Market toilets</b></p> <p>Procurement of the work has taken place.</p> <p><b>Q1 actions:</b> Once appointment of contractor and contracts agreed, then commencement dates will be confirmed.</p>	March 2024	<b>A</b>
<p><b>Progress the work to review property assets and valuations which will inform a new Asset Management Strategy and Plan</b></p> <p>Meeting held with specialist firm of Building Surveyors with regard to the proposed Building Condition surveys. Options for software packages to manage the Building Condition Surveys have been considered and potential providers contacted.</p> <p>Consultants are looking at building issues with the property portfolio currently leased to Alive West Norfolk. King's Court (main offices) has evolving opportunities with an annual review of the working arrangements framework and future occupation by sub-tenants.</p> <p><b>Q1 actions:</b> New Portfolio Holder to be agreed at Full Council in June, discussions will follow regarding the make-up of the council's main property holdings and a tour of the council's main property locations. Preliminary report (Building Condition Surveys – process and budget requirements) drafted and to be submitted to Senior Leadership Team in July.</p>	March 2025	<b>A</b>

## Actions carried out in partnership with others

R Major issues to resolve
 A Minor issues/delays
 G On track
 B On hold/closed
 P Completed

Project description and comments	Target Date	
<p><b>Continue to work with the Charitable Incorporated Organisation (CIO) and King's Lynn Town Board on delivery of the Guildhall project</b></p> <p>The CIO will engage with the design team and seek legal advisors to support them in the activity of preparing the governing document that will define the relationship between the CIO and the council. The CIO will be involved in the planned review of the Business Plan. The Town Deal Board will continue its oversight role and will be involved in key strategic decisions.</p> <p><b>Q1 actions:</b> The completion of RIBA stage 3 in June will lead to some decisions about the scope of the project and phasing details in connection with the Town Fund funding elements of the project.</p>	Dec 2024	<b>A</b>
<p><b>Continue engagement with schools and colleges particularly in relation to skills development</b></p> <p>The West Norfolk Primary Heads network met in January 2024 and was well attended by Head Teachers from across the Borough – topics discussed at the meeting included presentations from the National Centre for Writing regarding their 'World of Words' project, CPD and teacher training update, the education programme at the Guildhall and an update on the early help hub.</p> <p><b>Q1 actions:</b> Next meeting of the West Norfolk Primary Heads network is scheduled for 2<sup>nd</sup> May.</p>	Ongoing	<b>G</b>

## Protect our environment

To create a cleaner, greener, and better protected West Norfolk by considering environmental issues in all we do and by encouraging residents and businesses to do the same.

### Actions carried out by the council

R Major issues to resolve
 A Minor issues/delays
 G On track
 B On hold/closed
 P Completed

Project description and comments	Target Date	
<p><b>Continue to work proactively to support residents, regardless of tenure, to access funding for energy efficiency improvements and to continue to work to alleviate fuel poverty</b></p> <p>The NHS and GP referrals pathway has begun. Energy Company Obligation (ECO) 4 Statement of Intent has been signed to allow more qualification routes for ECO4 flexibility and the website is updated with portal for ECO flex applicants added, for more information visit <a href="#">Funded energy efficiency improvements</a>.</p> <p><b>Q1 actions:</b> To continue identifying properties and residents eligible for efficiency upgrades. Host further rounds of Beat Your Bills and Community Engagement sessions across the Borough.</p>	Ongoing	<b>G</b>
<p><b>Prepare for statutory Biodiversity Net Gain (BNG)</b> Preparation undertaken and qualifying applications now being submitted taking BNG into account.</p> <p><b>Establish a Biodiversity Task Group to deliver a programme to increase biodiversity (BTG)</b> The Biodiversity Task group (BTG) held its second meeting on the 5 February.</p> <p><b>Q1 actions:</b> Learn from issues that arise during the ongoing implementation of BNG and consider a monitoring regime. Further BTG meetings to take place and report to Cabinet in summer 2024, bringing the action points to a conclusion.</p>	July 2024	<b>G</b>



Project description and comments	Target Date	
<p><b>Agree to designate a Village Green at Hardings Pits</b></p> <p>Seek to gain Cabinet Approval in January 2024 to designate large area of land at Harding’s Pits as a Town or Village Green (existing Harding’s Pits Doorstep Green). Draft Cabinet Report circulated through Cabinet Sifting and Panel system. Additional areas of land to be considered for a Community Orchard, and also for an arboreal art installation, to eventually be included within the Town and Village Green application. Complications relating to some sites being allocated for residential development within the current Local Plan, however this is under review. Application for areas to be agreed by Cabinet potentially in two phases.</p> <p><b>Q1 actions:</b> Develop application for Phase 1 Town and Village Green application (Harding’s Pits Doorstep Green area). Submit report to Cabinet on 15 January 2024 for a decision to agree to allow Town and Village Green application. Develop application for Phase 2 Town and Village Green application (Community Orchard &amp; arboreal art installation) – but hold until conclusion of Local Plan review.</p>	Mar 2024	A
<p><b>Participation in National Food Waste Week 18-24 March, including pop ups in Downham Market and King’s Lynn, Docking village market, school engagement, radio and social media</b></p> <p>Events were held to encourage the public to use the weekly food waste collections by giving away free caddies and liners in Downham Market, Docking and King’s Lynn. The project reached over 14,000 people on social media and was seen by 26,000. An additional 20 tonnes of food waste was collected over the month of April. Portfolio Holders supported work across the borough and the Communications Team helped in producing online assets and supporting material. Media coverage was received from BBC Radio Norfolk, Radio West Norfolk and local press. Continue monitoring of collection rates as part of KPI reporting</p>	Completed	P
<p><b>Launch of Norfolk Net Zero Communities Project</b></p> <p>The local launch event was held on 12 February 2024 at Marshland St James village hall in collaboration with the parish council, organisations and agencies associated with the Beat Your Bills roadshows. The council’s communications team filmed a range of project representatives and helped to create some communication assets for use by the Norfolk Climate Change Partnership and the council.</p> <p><b>Q1 actions:</b> Following agreement of all of the participating communities, a formal launch is planned for 21 May 2024 at the University of East Anglia. Consultants to support the project are to be procured with contract awarded by 30 April 2024.</p>	July 2025	G
<p><b>Commence update on Climate Change Strategy and Action Plan including climate literacy training</b></p> <p>Following research into approaches at other councils, preparation of briefing and e-learning materials bespoke to the council are ongoing. The Portfolio Holder for Climate Change and Biodiversity participated in a 2 day Local Government Association funded and accredited “Carbon Literacy” course. The Climate Change Manager will receive the accredited training in April 2024 and materials will be used to inform further training for officers and councillors in 2024/2025.</p> <p><b>Q1 actions:</b> The council’s carbon footprint for 2022-2023 has been calculated and will be reported to the Environment and Community Panel on 9 April 2024 which will also cover progress with the strategy and action plan. We will publish the 2022-2023 carbon footprint on the website, incorporate footprint statistics into e-learning materials, develop consultation plan for climate change strategy and update the climate change strategy action plan.</p>	Mar 2025	G
<p><b>Carry out public consultation on Air Quality Action Plan (AQAP)</b></p> <p>The public consultation for the draft AQAP was completed during February 2024 and ended on 1st March. We are now considering the consultation feedback.</p>	Sept 2024	G

Project description and comments	Target Date	
<p><b>Q1 actions:</b> Once the consultation feedback has been considered, we will move forward through the Committee cycle during late summer/ autumn to adopt the revised AQAP. Once adopted we will then move forward to implement the adopted AQAP measures.</p>		
<p><b>Continue work on Tree Strategy, management system and associated actions</b></p> <p>Discussions are underway with the ICT development group to procure a hosted system (Ezytreev) to manage records and allow public access. KPIs have been put forward to allow the Tree Strategy and Tree priority targets to be monitored.</p> <p><b>Q1 actions:</b> Finalise the procurement works for the new system and consider introducing KPIs to monitor</p>	Sept 2024	<b>A</b>
<p><b>Mayor's Business Awards 1<sup>st</sup> March 2024 – Environmental Champion selection</b></p> <p>Visits were undertaken to the 3 shortlisted companies in January 2024. The awards event was held at the Corn Exchange on 1 March 2024 with Tamar Nurseries announced as winners. The website has been updated with award information.</p>	Completed	<b>P</b>

### Actions carried out in partnership with others

R Major issues to resolve    
 A Minor issues/delays    
 G On track    
 B On hold/closed    
 P Completed

Project description and comments	Target Date	
<p><b>Continue to engage with Anglian Water and the Environment Agency on work being done or investigations made to improve sea and river water quality</b></p> <p>Operational talks have been held including pre-season conversations around signage and alerts. We have also signed back up to the pollution risk forecast scheme for the forthcoming season.</p> <p><b>Q1 actions:</b> Executive level meeting to be held with Environment Agency and provide updates from both sides. Work continues to move forward with the installation of more dog bins between Heacham and Hunstanton.</p>	Sept 2024	<b>G</b>
<p><b>Continue to engage with Anglian Water and the Environment Agency on work being done or investigations made concerning the shingle ridge at Heacham and Hunstanton sea defences</b></p> <p>The Technical Report is expected to be completed and published in Spring 2024. With EA colleagues, the council has completed face to face engagement over the Easter Bank holiday around the Shepherds Port area.</p> <p><b>Q1 actions:</b> We will be presenting the outcomes of the Technical Report to the Wash East Coast Stakeholder Group and will also update Management Team, Cabinet and E&amp;C Panel in due course.</p>	June 2024	<b>G</b>
<p><b>Participate in a regional benchmarking exercise to understand our preparedness for new procurement requirements that consider economic, social, environmental and cultural factors to determine Scope 3 emissions</b></p> <p>The questionnaire responses from a variety of council officers have been used to inform regional pilot project. A feedback session was held in March 2024 and a report is being developed. Research on climate change assessment tools used by other councils is underway with several examples identified. Regional procurement officers meeting is being established via East of England Local Government Association (EELGA).</p> <p><b>Q1 actions:</b> Present a feedback report to Senior Leadership Team, draft the climate change assessment tool and establish a EELGA Climate Change Forum procurement officers meeting.</p>	Mar 2025	<b>G</b>

## Efficient and effective delivery of our services

To provide cost-effective, efficient services that meet the needs of our local communities, promote good governance, and provide sustainable financial planning and appropriate staffing.

### Actions carried out by the council

**R** Major issues to resolve    **A** Minor issues/delays    **G** On track    **B** On hold/closed    **P** Completed

Project description and comments	Target Date	
<p><b>Set the Financial Plan 2023-2028 and development of the Cost Management and Income Generation Plan</b></p> <p>Following numerous briefing and consultations sessions, the Financial Plan was presented to Cabinet and Council in February 2024 and approved. This included an update on the Cost Management and Income Generation Plan (CMIG). Set up an officer working group to monitor and report progress on delivery of the CMIG by 31 May 2024</p>	Completed	<b>P</b>
<p><b>Complete introduction of a 100% Council Tax Support Scheme</b></p> <p>Scheme was approved by Council on 31 January 2024. Monitor implementation and take up of the scheme.</p>	Completed	<b>P</b>
<p><b>Agree revision of 100% levy for Long Term Empty Properties with effect from 1/4/24</b></p> <p>Approved by Council on 31 January 2024.</p>	Completed	<b>P</b>
<p><b>Agree proposals to double Council Tax on second homes from 1/4/25</b></p> <p>Approved by Council on 31 January 2024. Progress discussions with NCC to scope an agreement to return a proportion of the additional income back to West Norfolk for local priorities. Review/ agree Norfolk wide principles for a scheme and engage in discussions on next steps and timescales by 30 September 2024.</p>	Completed	<b>P</b>
<p><b>Complete procurement process to identify a partner to undertake a confidential staff survey during spring 2024</b></p> <p>The procurement process for the selection of a supplier to deliver a staff engagement survey has been completed with the successful provider identified in February. Work with the provider commenced in March, including development of a project plan covering development of the survey, communications with staff and plans for the effective distribution of the survey to all staff. A small group of staff 'survey champions' were invited to test the survey.</p> <p>This work will continue into April, with a target date of 24th April for the survey to go live and will be open for 3 weeks. Work on analysis of survey responses will commence (these are being undertaken by the survey provider) with initial feedback being provided to SLT.</p>	Completed	<b>P</b>
<p><b>Continue to lobby Government for alternative means of Internal Drainage Board funding</b></p> <p>Estimates in the financial plan have been updated following meetings with IDBs and subsequently approved at Council in February 2024. Event at the House of Commons in February was well attended by MPs with support from Elizabeth Truss. Government announced allocation of a £3m grant pot for 2024/2025, currently awaiting confirmation of allocation. Government have announced commitment to work on permanent solution.</p> <p><b>Q1 actions:</b> Continue to support/action through Special Interest Group. Consider and respond to DEFRA consultation on 'Statutory Instrument: The English Drainage Boards (Alternative Valuation Calculation) Regulations 2024'.</p>	June 2024	<b>G</b>
<p><b>Provide information, advice and support for Parish Councils. Produce a document pack for dealing with unreasonable and vexatious complaints</b></p> <p><b>Q1 actions:</b> Document packs to be distributed by 30 June.</p>	June 2024	<b>G</b>
<p><b>Hold a second consultation with all Parish Council Chairs and/or their representatives</b></p> <p>All sessions delivered.</p>	Completed	<b>P</b>

Project description and comments	Target Date	
<p><b>Review the governance arrangements for the delivery of leisure and arts</b></p> <p>A working group has been established to review the current operating model for the delivery of leisure and arts.</p> <p><b>Q1 actions:</b> A range of options will be considered during Q1 and reported to Cabinet in June 2024.</p>	June 2024	<b>G</b>
<p><b>Undertake actions to encourage employees to cycle to work and investigate options for provision of a cycle to work scheme</b></p> <p>We have delivered 'Dr Bike' sessions for employees, supported by Sustrans and have also held an active travel breakfast session to support those who had actively travelled to work that day and to promote active travels to any member of staff interested in learning more on this subject. Research into cycle to work schemes has been progressed including discussions with other Council's regarding the schemes they are operating to gain feedback and learning from their experience.</p> <p><b>Q1 actions:</b> Both the Dr Bike and active travel breakfasts will be repeated during Q1. Monitoring the use of the cycle shed will be undertaken to assist with assessing demand in preparation for future work. Identify a cycle to work scheme provider.</p>	June 2024	<b>G</b>
<p><b>Complete the resurface the Howdale car park, Downham Market</b></p> <p>Project completed in Q3</p>		<b>P</b>
<p><b>Commence the replacement of pay and display machines across the network to deliver increased payment options</b></p> <p>New pay and display machines were ordered in February.</p> <p><b>Q1 actions:</b> Complete the configuration and merchant account set up of the machines and commence installation in Resorts and continue across the borough.</p>	Sept 2024	<b>G</b>
<p><b>Agree the Action Plan in response to Corporate Peer Challenge</b></p> <p>During January the Chief Executive hosted a number of face to face staff engagement sessions to feed into the Action Plan. The plan was approved by Cabinet on 5 March and published as required by the Local Government Association. Work will commence on monitoring the implementation of the agreed actions.</p>	Completed	<b>P</b>

## Support our communities

To support the health and wellbeing of our communities, help prevent homelessness, assist people with access to benefits advice and ensure there is equal access to opportunities.

### Actions carried out by the council

**R** Major issues to resolve    **A** Minor issues/delays    **G** On track    **B** On hold/closed    **P** Completed

Project description and comments	Target Date	
<p><b>Refresh our financial assistance programme with review of existing and new SLAs and associated funding</b></p> <p>A review of each SLA is ongoing and has made good progress, the SLA template is being reviewed by the Legal Team. Organisations have had their allocations confirmed for 2024/2025 and notified that a new SLA will follow.</p> <p><b>Q1 actions:</b> To finalise and issue completed SLA's.</p>	July 2024	<b>A</b>

Project description and comments	Target Date	
<p><b>Bring forward proposals to enable the King's Lynn Advisory and Consultative Committee (KLACC) to become a decision-making body</b></p> <p>KLACC have agreed to the creation of an executive area committee as the decision making body and the terms of reference has been agreed.</p>	Completed	P
<p><b>Develop a plan for communicating the Council's budget both internally and externally</b></p> <p>The communications team has worked with the Assistant Director Resources and the relevant Portfolio Holder to consider ways to improve engagement with local residents on the Council's budget with a view to developing a communication plan for the summer/autumn of 2024.</p> <p>Staff briefing sessions have been held at various Council locations for employees to receive an update on the budget. These have been extremely well attended. A video of the AD Resources providing a more detailed explanation of the budget has also been made available to employees who wish to receive more detail following the briefing session.</p> <p><b>Q1 actions:</b> Work to develop a communication plan will continue including research into approaches taken by other Councils to help inform our own work.</p>	Sept 2024	G
<p><b>Progress actions identified following a review of our equalities policy, procedure and practices</b></p> <p>The Equality Working Group has met to discuss key priorities for the coming year and to develop the idea of sub-groups to lead on specific priorities so that a number of workstreams can be progressed at the same time. A key focus will be on training for staff. Equality Working Group members have attended Equality Impact Assessment training to support the roll out of the revised approach to EIA's.</p> <p><b>Q1 actions:</b> Plans to roll out Equality Impact Assessment training to officers who produce Cabinet and Panel reports are being progressed. Terms of Reference for the EWG sub-groups will be developed and group members allocated to different workstreams. Work on a revised equality policy will be progressed.</p>	Mar 2025	G
<p><b>Establish commitment to the care leavers covenant</b></p> <p>A new officer working group to support our commitment to the care leavers covenant has been formed and has held the first meeting. Further discussions have been held with the Corporate Parenting team at Norfolk County Council to strengthen links with this team.</p> <p><b>Q1 actions:</b> A second meeting of the Care Leavers working group has been arranged with invitations extended to Norfolk County Council representatives who work with Care Leavers in West Norfolk to help the group gain an insight into priority needs for these young people in our area. This will help to inform an action plan to develop our local offer.</p>	Sept 2024	G

### Actions carried out in partnership with others

R Major issues to resolve     
 A Minor issues/delays     
 G On track     
 B On hold/closed     
 P Completed

Project description and comments	Target Date	
<p><b>Ensure our need for better dentistry services and the release of funding for a new QEH remains a joint priority between ourselves and our partners.</b></p> <p>Further informal sessions to discuss provision of dentistry have continued. The panel has heard from Specialist Dental providers and from Healthwatch..</p> <p><b>Q1 actions:</b> Group to look at how the council can influence and educate children and adults on good dental health practices.</p>	Ongoing	A

Project description and comments	Target Date	
<p><b>Investigate with key stakeholders engaging the Institute of Health Equity to make West Norfolk a Marmot place</b></p> <p>Match funding secured and discussions ongoing with the Institute of Health Equity (IHE) around design and delivery of work. Meetings with other Marmot places have taken place to better understand how work has been delivered and resources required.</p> <p><b>Q1 actions:</b> Contract is due to be signed with formal work starting in October 2024. Working group with Norfolk County Council, Public Health and the Integrated Care Board has formed and data collection phase to commence.</p>	Oct 2024	<b>G</b>

## Managing the Business

### Our Performance Indicators in detail

<b>R</b>	Performance indicator is 5% or more below target	<b>A</b>	Performance indicator is up to 5% below target	<b>G</b>	Performance indicator has achieved target	<b>M</b>	Monitor only
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Promote growth and prosperity to benefit West Norfolk								
Ref	Performance indicator	2022/23	2023/24				Target	Comments
		Full Year	Q1	Q2	Q3	Full Year		
1.1	% of non-major planning applications determined within 8 weeks or within agreed timescale	86%	82%	86.5%	87.5%	89%	70%	G
1.2	% of major planning applications determined within 13 weeks or within agreed timescale	88%	83%	86%	89%	90%	60%	G
1.3	% of decisions on applications for <b>major</b> development that have been overturned at appeal, measured against total number of major applications determined	1.27%	1.27%	3.75%	4.76%	5.95%	10%	G
1.4	% of decisions on applications for <b>non-major</b> development that have been overturned at appeal, measured against total number of non-major applications determined	0.66%	0.63%	0.61%	0.66%	0.58%	10%	G
1.5	% of major planning applications provided with an extension of time (EOT)	-	92%	79%	79%	80%	50%	R Major applications are the most complex applications. The number of EOT's is likely to remain high for the foreseeable future.
1.6	% of non-major planning applications provided with an extension of time (EOT)	-	66%	70%	65%	64%	40%	R Processes are being changed to reduce reliance on EOT. In March, other applications, which includes householder applications was 37%.

Ref	Performance indicator	2022/23	2023/24				Target	Comments
		Full Year	Q1	Q2	Q3	Full Year		
1.7	Amount of planning fees returned under the Planning Guarantee	-	£0	£0	£0	£0	-	M
1.8	% of new enforcement cases actioned within 12 weeks of receipt	-	-	-	-	-	75%	Data available from Q1 2024/25
1.9	No of new homes delivered in the Borough to meet the housing need target	544	193	303	401	636	571	G Cumulative data
1.10	No of new homes built through the Council's Major Housing Programme	60	40	0	0	66	63	G
1.11	No of new Affordable Homes delivered by the Major Housing Programme	9	10	0	0	37	10	G
1.12	% of rent arrears on industrial units	12.18%	11.92%	10.46%	10.60%	7.52%	10%	G
1.13	% of rent arrears on retail/general units	26.03%	23.42%	13.33%	12.92%	10.88%	25%	G
1.14	No of brownfield sites brought into use for commercial and housing	-	0	1	2	6	-	M Sites on the brownfield register only
1.15	No of business grants awarded	-	6	12	19	48	-	M
1.16	No of impressions on Visit West Norfolk's social media channels	213,636	44,516	85,955	129,766	169,530	-	M
1.17	King's Lynn long stay car parking tickets purchased	150,519	41,258	85,042	126,395	163,535	124,890	G
1.18	King's Lynn short stay car parking tickets purchased	1,036,058	258,708	528,289	810,570	1,053,137	854,658	G
1.19	% of contracts awarded to SMEs	-	-	-	-	-	25%	Data available from Q1 2024/25

Protect our Environment								
Ref	Performance indicator	2022/23	2023/24				Target	Comments
		Full Year	Q1	Q2	Q3	Full Year		
2.1	No of electric vehicle charging points installed within district owned car parks	-	18	18	18	18	-	M
2.2	EV charging usage (kWh)	-	5,942	18,013	27,600	28,232	-	M
2.3	% of street lighting within the borough converted to LED	11.13%	14.86%	18.13%	24.11%	26.82%	-	M Cumulative data recorded
2.4	Solar power (kWh) generated across council sites	-	250,885	443,206	482,968	544,163	-	M
2.5	% increase in cycling usage on key routes	-	-	-	-	-	-	M Data available in Q1 2024/25



Ref	Performance indicator	2022/23	2023/24				Target	Comments
		Full Year	Q1	Q2	Q3	Full Year		
2.6	No of brown bins in use for composting per quarter	28,380	29,300	29,757	29,821	<b>29,993</b>	<b>28,500</b>	<b>G</b>
2.7	Total tonnage of commercial waste collected	2,283	535	1,276	1,886	<b>2,497</b>	<b>1,700</b>	<b>G</b>
2.8	Total tonnage of garden waste collected and treated	10,078	4,041	7,769	10,133	<b>11,664</b>	<b>11,000</b>	<b>G</b>
2.9	Total tonnage of food waste collected and treated	1,879	412	839	1,248	<b>1,667</b>	<b>1,800</b>	<b>R</b> Q4 Action plan was delivered as proposed with the increased collection in April. Internal Audit have recommended an additional action plan for 2024/5.
2.10	Total tonnage of mixed recycling collected and treated	14,253	3,604	7,073	10,590	<b>14,154</b>	<b>15,500</b>	<b>R</b> A decline in cardboard and glass use with packaging industries moving to lighter weight materials. 2024/25 action plan is being created.
2.11	No of fly tipping incidents recorded	1,679	303	834	1,310	<b>1,738</b>	-	<b>M</b>
2.12	% of fly tipping cases initially assessed within 1 day of being recorded	100%	100%	100%	100%	<b>100%</b>	<b>95%</b>	<b>G</b>
2.13	% of waste enforcement cases referred to CSNN resulting in an intervention (investigation to prosecution)	99%	100%	99%	100%	<b>99.7%</b>	<b>90%</b>	<b>G</b>

Efficient and effective of our services								
Ref	Performance indicator	2022/23	2023/24				Target	Comments
		Full Year	Q1	Q2	Q3	Full Year		
3.1	% of calls reduced by web chat	87%	90%	89%	90%	<b>90%</b>	<b>75%</b>	<b>G</b>

Ref	Performance indicator	2022/23	2023/24				Target	Comments
		Full Year	Q1	Q2	Q3	Full Year		
3.2	% of calls answered within 90 seconds	74%	81%	80%	84%	84%	75%	G
3.3	% of meeting minutes produced within 3 working days of meeting	77%	80%	82%	83%	83%	90%	R Following recent changes, a review of resources is currently underway to help improve performance in 2024/25.
3.4	% increase in engagement on social media channels compared to previous year	78%	20%	-39%	-16%	13%	-	M
3.5	% of press releases covered by media within one month of being issued	-	100%	98%	97%	97%	-	M
3.6	Reduce revenue expenditure by 2%	-	0%	0%	0%	2.15%	2%	G
3.7	% of supplier invoices paid within 30 days	98%	99%	99%	99%	99%	99%	G
3.8	% of local supplier invoices paid within 10 days	96%	97%	97%	96%	95%	96%	A
3.9	% of Council Tax collected against outstanding balance	97.34%	28%	56%	83%	97.16%	97.5%	G Cumulative data recorded against annual target
3.10	% of Business Rates collected against outstanding balance	98%	33%	59%	83%	99.10%	98%	G Cumulative data recorded against annual target
3.11	Council Tax Support Caseload shown as equivalent Band D Taxbase figures	4,850	4,902	4,856	4,756	4,764	-	M
3.12	% of BID Levy collected	96.1%	50.2%	80.2%	91.0%	98.3%	97.5%	G Cumulative data recorded against annual target
3.13	No of completed fraud/corruption investigations (including data matching exercises)	5,293	2,974	1,330	1,294	7,312	5,000	G
3.14	No of cyber security incidents reported	0	0	0	1	1	-	M
3.15	% of influenceable spend with contracted suppliers						70%	Data available from Q1 2024/25
3.16	% of influenceable spend with non-contracted suppliers						15%	Data available from Q1 2024/25

Support our communities									
Ref	Performance indicator	2022/23	2023/24				Target	Comments	
		Full Year	Q1	Q2	Q3	Full Year			
4.1	No in bed and breakfast and nightly paid accommodation	281	82	189	212	311	-	M	
4.2	Spend on bed and breakfast and nightly paid accommodation (gross)	£283,757	£70,199	£166,837	£308,158	£559,576	-	M	
4.3	No of households prevented from becoming homeless for a minimum of 6 months	96	21	32	47	64	-	M	
4.4	No of verified rough sleepers	0	1	2	0	1	-	M	
4.5	No of days to process new housing benefit and council tax support claims	-	14	13	13	12	22	G	
4.6	No of days to process housing benefit and council tax support changes of circumstances	-	13	18	16	13	18	G	
4.7	% of food premises achieving a rating of 3 or above	-	100%	94%	95%	94%	90%	G	
4.8	No of social isolation and loneliness referrals to Lily	-	73	146	206	272	-	M	
4.9	% of people attending Food for Thought who rated the information provided as Good or above	-	-	-	-	100%	80%	G	
4.10	% of accepted West Norfolk Help Hub Lily referrals heard within 28 days of receipt	-	-	-	-	100%	-	M	
4.11	% of housing adaptations completed within time	-	-	-	-	59%	90%	R	Long waiting list, each case is triaged to ensure those in most need receive their adaptations first.
4.12	Through effective use of District Direct service reduce the number of beds occupied by 350 per quarter	-	411	876	1,523	2,153	1,400	G	
4.13	% of ASB incidents, nuisance and environmental crime incidents reported that have been resolved within 120 days of receipt	-	88%	90%	86%	85%	80%	G	

Ref	Performance indicator	2022/23	2023/24				Target	Comments
		Full Year	Q1	Q2	Q3	Full Year		
4.14	% of HMO's inspected within agreed timescale	-	-	-	-	-		Base data will be collected in 2024/25. Reporting to commence from Q1 2025/26
4.15	No of 16-30 year olds registering with the BOOST project	-	102	159	217	379	200	G
4.16	No of volunteer opportunities supported in heritage venues	-	-	9	15	31	-	M

## Our Organisation

The following is a selection of our people performance measures:

Performance Indicator	2022/23	2023/24					Summary Notes Ref
	Full Year	Q1	Q2	Q3	Full Year	Target	
Total established permanent posts	561	561	566	566	569	-	-
Total number of people in established posts	539	539	545	545	545	-	-
Total staff FTE	480.87	481.87	485.53	485.53	485.53	-	-
% of voluntary staff turnover (cumulative)	8.9%	2.92%	4.85%	7.55%	9.47%	12%	(1)
Number of voluntary leavers from permanent roles (cumulative)	43	15	25	39	49	-	(2)
Number of starters to permanent roles (cumulative)	63	18	36	44	54	-	(3)
Average no of working days lost to sickness absence per FTE employee (cumulative)	8.7	1.79	3.62	6.62	9.11	8.7 days	(4)
% of employees undertaking an apprenticeship	4.58%	5.60%	5.56%	5.56%	6.18%	2.30%	(5)

### Summary of progress

The data provides an overview of key employee related data for 2023/2024. The indicators in relation to the number of voluntary leavers from permanent roles and the number of starters to permanent roles should be read in isolation from each other.

1. Voluntary turnover rates show an upward trend in turnover rates during 2023/2024.
2. The number of voluntary leavers captures the number of employees who have left a permanent role within the council during a particular quarter.
3. The number of starters to permanent roles in any quarter will vary due to a number of factors, for example; appointments to any new posts which may not have been previously filled; appointments made to posts which became vacant in previous quarters which have taken time to fill and the notice periods required by new recruits which may delay their start date to a different quarter from when the position became vacant.
4. The average number of working days lost due to sickness absence has increased to 9.11 days compared to 8.7 days in 2022/2023, exceeding the annual target by 0.41 days per employee. Ongoing monitoring of sickness absence, support for managers in dealing with sickness absence cases and further enhancements to procedures for supporting absence will be used to support improvements sickness absence rates.
5. Our continued support for apprentices and for permanent employees to undertake apprenticeships is demonstrated in the indicator relating to this issue. Work to identify further opportunities for apprentices is ongoing.

**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	17 <sup>th</sup> July 2024		
TITLE:	Productivity Plan		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Leader of the Council		
REPORT AUTHOR:	Honor Howell		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

**REPORT SUMMARY/COVER PAGE**

<b>PURPOSE OF REPORT/SUMMARY:</b>
The report seeks Cabinet approval of the Council’s Productivity Plan, drafted in response to the Productivity in Local Government request from the Department for Levelling Up, Housing and Communities.
<b>KEY ISSUES:</b>
Members are directed to the attached Cabinet report for full details of the key issues.
<b>OPTIONS CONSIDERED:</b>
Members are directed to the attached Cabinet report for full details of the options.
<b>RECOMMENDATIONS:</b>
The Panel are requested to consider the report and make any appropriate recommendations to Cabinet.
<b>REASONS FOR RECOMMENDATIONS:</b>
To scrutinise recommendations being made for an executive decision.

## REPORT TO CABINET

<b>Open/Exempt</b>		Would any decisions proposed :			
<b>Any especially affected Wards</b>	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 Alistair Beales – Leader of the Council E-mail: cllr.alistair.beales@west-norfolk.gov.uk		Other Cabinet Members consulted: Cabinet			
		Other Members consulted: Corporate Performance Panel			
Lead Officer: Honor Howell – Corporate Governance Manager E-mail: honor.howell@west-norfolk.gov.uk Direct Dial:01553 616550		Other Officers consulted: Management Team Assistant Directors Carl Holland – Deputy S151 Officer			
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	Environmental Considerations YES/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)					

Date of meeting: 30 July 2024

### TITLE            **PRODUCTIVITY PLAN**

#### **Summary**

The purpose of this report is to seek Cabinet approval of the Council's Productivity Plan, drafted in response to the Productivity in Local Government request from the Department for Levelling Up, Housing and Communities (DLUHC). The plan requires Member approval and must be submitted to DLUHC and published on the Council's website by 19 July 2024. Due to meeting arrangement constraints, it will be submitted to DHLUC, subject to final approval by Cabinet.

#### **Recommendation**

##### Cabinet Resolves

That Cabinet approves the Productivity Plan attached at Appendix B for submission to DLUHC.

#### **Reason for Decision**

To ensure that the Council complies with the requirements set out by DLUHC to produce a Productivity Plan.

### **1 Background**

1.1 The Government is reviewing productivity across all public services and local government is included in this exercise. The recent Local

Government Finance Settlement announced that councils would be asked to produce productivity plans. A letter received 16<sup>th</sup> April 2024 formally started that process with a submission deadline for the plans on 19<sup>th</sup> July 2024 (see Appendix A). The final plan requires formal member sign off prior to submission.

1.2 The Government did not issue a formal template or a detailed list of criteria to meet. The expectation is that the plan should set out what we have done in recent years, alongside our current plans to transform the council and our services. They asked the plan to describe what the council has done or is doing to:

- Transform the way that we design and deliver services to make better use of resources
- Take advantage of technology and make better use of data to improve decision making, service design and use of resources
- Reduce wasteful spend within our organisation and systems

The Government also asked that the plan identifies the barriers preventing our progress which the Government can help to reduce or remove.

## **2. Policy Implications**

2.1 The Government requirement is that Productivity Plans are submitted to the Department for Levelling Up, Housing and Communities by 19 July 2024. Council's must ensure that there is "member oversight and endorsement" of the plan before it is submitted. A copy must also be uploaded to the council's website and report progress on a regular basis. This will be carried out as part of routine performance monitoring.

## **3. Financial Implications**

3.1 The plan describes, at a high level, how we have transformed the design and delivery of services over recent years to make better use of resources. It also sets out how we will make better use of resources and reduce wasteful spend. The council already has plans in place through it's Transformation Plans and Cost Reduction/Income Generation plans to ensure that the council is as efficient and sustainable as possible.

## **4. Personnel Implications**

4.1 None

## **5. Environmental Considerations**

5.1 There are no environmental considerations.

## **6 Statutory Considerations**

6.1 None



**BOROUGH COUNCIL OF KING'S LYNN  
AND WEST NORFOLK**

**PRODUCTIVITY PLAN  
JULY 2024**

## 1.0 Introduction

- 1.1 The Borough Council of King's Lynn and West Norfolk comprises the urban area of King's Lynn, together with the market towns of Downham Market and Hunstanton, surrounded by 102 parishes. A large, predominately rural district of 550sq miles with a population of approximately 155,000. The borough is the second largest district council in the country by area.
- 1.2 King's Lynn was identified as a priority area for Levelling Up, across a range of government programmes, including Towns Fund, Rural England Prosperity Fund and UK Shared Prosperity Funding. In 2022, Norfolk County Council submitted a successful bid for Levelling Up funding for the Southgate's Masterplan and was awarded £24m for a project which will deliver active travel, heritage and sustainability improvements as well as strengthening the identity of the town and offer benefits for residents and visitors.
- 1.3 The borough council has always had an ambitious agenda for residents, businesses and visitors to the area and a keen sense of its role as the representative and custodian of place. This has materialised through the regeneration schemes, the high-quality environment, the provision of homes for a rising population and the quality and sustainability of services. This has been underpinned by successful management of finances to create the capacity and focus for improving the area, strengthening our collaboration with partners and a strong prioritisation of the most important activities and frontline services. The council has adapted to local and national challenges such as key staff shortages in Planning, Environmental Health, Finance, and ICT and continues to focus on being an attractive and flexible employer, as well as creating an area where people want to work and live.
- 1.4 The council had operated under a Conservative Administration for 20 years until May 2023 when the local elections resulted in 'no overall control'. The council is now led by the Independent Partnership, a mix of Independent, Green and Liberal Democrat councillors, with the support of the Labour Group and the newly formed Progressive Partnership. The new Administration published their 4-year Corporate Strategy in November 2023 with four key priorities:
- Promote growth and prosperity to benefit West Norfolk
  - Protect our Environment
  - Efficient and effective delivery of our services
  - Support our communities
- 1.5 The council has a history of having clear robust plans to manage its resources, invest in the borough and protect the most vulnerable – despite reduced government funding, rising demand for services and increasing cost. The council continues to make strong representations for fair and transparent funding arrangements for local government which take account of the particular pressures of rural authorities, and in the case of West Norfolk, the funding arrangements to address the flood and drainage responsibilities met

through the Internal Drainage Board levies which cost the borough over £3.5m a year or 42% of our Council Tax income. We continue to lobby the Government for short- and long-term funding solutions to this ongoing and unequitable pressure on our resources.

- 1.6 Previous to 23/24, we have had to use our General Reserves to produce a balanced budget, but this year with compound inflation affecting much of our cost base of £48m by around 14%, we have maintained expenditure within budget against a financial settlement of less than 4%.
- 1.7 Despite the challenging financial position, we haven't reduced our discretionary services and due to a stringent cost management programme with our Senior Leadership Team, we have reduced our cost base by 2.5%.
- 1.8 Regeneration has been a key focus of the organisation with many projects either delivered or underway, underpinning our aspirations for the future economy and for investment in our communities and businesses to enable them to achieve the best outcomes possible. To be successful, it is essential that we build our capacity to deliver, as well as our resilience to meet future service demand. Current challenges, not unique to West Norfolk include:
  - Strengthening strategic workforce planning to ensure the workforce have the skills, capacity, and knowledge to deliver the council's priorities
  - Staff retention and recruitment
  - Managing talent and succession planning
- 1.9 The organisation is currently undergoing considerable change at Senior Management level, with two Executive Directors and the Chief Executive retiring during 2024. A new Chief Executive has been appointed and will commence in early Autumn 2024. This provides the organisation with an excellent opportunity to build on the work already completed, with new talent joining the organisation, bringing with them their skills and experience to put in place an organisational structure to lead the organisation and to deliver the ambitions set out in the Corporate Strategy.

## **2. How have we transformed the way we design and deliver services to make better use of resources?**

- 2.1 The council is continuously reviewing the way it provides and delivers services to our residents, visitors, and businesses, set against the backdrop of our Best Value Duty. Some examples of this include:
  - 2.1.1 Entered into a shared procurement and contract for our Waste Management Services, working with two nearby district councils to benefit from economies of scale and pricing
  - 2.1.2 Our Operations and Commercial service already provide car parking services for a number of Norfolk District Council's and the Highways Authority. During 2023 the largest, by transaction, authority, Norwich City transferred its car

parking back-office function to our Parking Operations team. This bought additional financial contributions towards our operational overheads whilst enabling the highways authority to see a reduction in the recharge cost. Parking Operations were able to absorb some of that work in its existing staffing allocation by extending the operating hours to include evenings and weekends where we have staff available, who are required to be on site, but had spare capacity to assist in the delivery of the new service. Moving from a traditional office hours only service previously provided by Norwich City to a 16hr a day, 7 day a week service provided by ourselves. Customers have also seen an improvement in the service delivered.

- 2.1.3 Created two wholly owned local authority housing companies, West Norfolk Housing and West Norfolk Property. One provides affordable housing to people in need, reducing the reliance on and cost of Bed and Breakfast accommodation (which has increased exponentially following the pandemic) and the other providing privately rented properties, from the homes that have been created through our major housing programme.
- 2.1.4 Through our Digital Transformation Programme, we have improved our services to our residents through online forms, improved our website and created a Customer Service 'hub' which manages all service enquiries for customers. We have reduced our office space by closing two of our satellite offices and our three cash offices, reducing the cost of resources, income collection and Security Services charges. We have introduced online customer accounts, enabling customers to self-serve 24/7, personalising services for customers to be able to transact completely online. We have introduced webchat and are investigating how Artificial Intelligence can improve services for customers going forward.
- 2.1.5 With increased digitisation of our services, we have reduced our footprint in our main office and sub-let large areas of office space to other service providers including the Department of Work and Pensions. Whilst generating income, this also provides a 'one stop shop' for customers seeking help with their council tax and housing costs.
- 2.1.6 From our 2019/2020 baseline, we estimate we have reduced our net carbon emissions by 47%. We have achieved that by shifting electricity consumption to net zero sources, delivering two Refit programmes and a Public Sector Decarbonisation Scheme that upgraded a range of our leisure facilities and offices with air and ground source heat pumps, new building control systems, insulation, and solar PV panels. We are also trialling two Battery Electric Vehicles (BEV's) in our fly tipping fleet.
- 2.1.7 We continue to deploy capital funds where possible to maximise efficiency and reduce revenue pressures. We have invested in building a two-screen cinema, utilising unused space in our theatre, increasing revenue, improving the entertainment offer to residents, and enhancing and improving the night-time economy within the town centre.

2.1.8 On local reforms, the Council continues to build on success in partnership working across the County in areas such as Building Control, Audit, Waste Management, Car Parking and CCTV. The CCTV service, which traditionally covered only West Norfolk and operates 24/7, 365 days and incorporates council out of hours services has worked in partnership with a number of public service bodies to deliver their services alongside our own. These partnerships include delivering CCTV in market towns in Breckland, extensive coverage within our local district hospital and the management of body worn video services for a number of partner authorities. Works are currently underway to extend these partnership arrangements to provide these services to the Environment Agency. In addition, we are looking to the increased funding available through the local devolution deal for the County Council which will allow for increased investment in a range of areas alongside better targeting of investment in areas such as skills and training which will be key to improving the productivity of the local businesses in our area.

2.1.9 In recognition of the disproportionate impact the cost-of-living crisis was having on our more deprived communities the council identified an empty building in its ownership and worked with the Purfleet Trust and Norfolk Community Foundation to open the Purfleet Pantry, a community shop. The pantry has made an enormous impact in the local community. The purpose of the Pantry is not solely to ease food insecurity but also to build a strong community with better health and wellbeing outcomes for the residents. This, together with our Early Help Hub are fundamental in our ambitions to focus on preventative action to stop even bigger issues in the future.

### **3. How do you plan to take advantage of technology and make better use of data to improve decision making, service design and use of resources?**

3.1 The council's use of technology and digital services has increased substantially over the past ten years. A digital online account, providing online, personalised services was launched in 2018. Online payments and payments via PayPoint have been available since 2011. Online forms are integrated into our back-office systems via APIs to avoid duplicate entry of data. In 23/34, the council had over 1.5million user sessions on its corporate website and over 41,000 online forms were submitted by customers.

3.2 Digital services form a vital role within our Transformation Programme. We are currently upgrading our telephony system to integrate virtual AI for more routine enquiries, procuring new software for Performance Management, Risk Management monitoring and Freedom of Information administration, launching a new corporate Intranet to improve communications and internal administration as well as moving more of our legacy systems to cloud-based online services.

3.3 As a rural authority which retains some areas with poor connectivity as well as having a larger number of more elderly and digitally excluded residents, we are working hard to ensure those who have the ability and capacity as well as

the desire to self-serve are able to do so, enabling the council to focus its time and resources on those residents requiring more one-to-one and personalised support. We are working with Norfolk County Council on their digital inclusion programme and using the knowledge gained from this work to inform the development of our own digital inclusion strategy.

- 3.4 It can be difficult to drive down costs in respect of some software systems such as Revenues and Benefits as there are so few suppliers providing the systems as well as the large cost of entering into procurement and transferring systems. However, this also provides opportunities for working with neighbouring authorities who may share the same systems, thus providing opportunities for joint procurement which could drive down costs.
- 3.5 Our Corporate Strategy and associated Directorate Plans set out programmes to improve productivity through re-engineering with further software system rationalisation but also enhancement with emerging technologies.
- 3.6 Successful migration of data to SharePoint and the implementation of Office 365 has provided significant cost efficiencies and improved staff collaboration as well as efficiency. One of the key themes of our Data Strategy is focused on increasing the use of high-quality data to inform decision making. Some areas of the council have adopted Power BI for data visualisation. For corporate performance monitoring we are procuring new software, transitioning to modern analytical tools that facilitate self-service and automation. Publishing up to date dashboards of data instead of out-of-date PDFs of performance data will enable staff, members, and the public to view live data at any time. Work has also commenced on investigating how Microsoft Co-Pilot may support staff with more administrative tasks such as capturing minutes and actions from meetings and assisting with basic correspondence. Our Transformation Board are also commencing a Data Audit across the authority.
- 3.7 2.1.3 above discusses the increased workload within Parking Operations. This is enabled in part by the extensive use of technology including handheld computers used by the Civil Enforcement Officers to customers portals and an online knowledge base allowing users to self-serve in plain English.

#### **4. Our plans to reduce wasteful spend within our organisation and systems**

- 4.1 Following years of reduced government funding and making efficiencies to balance budgets has resulted in savings being made in a number of areas therefore there isn't excessive waste in our services. The council sets an annual budget and regular budget monitoring takes place and Cabinet and the council's Scrutiny Panels provides regular oversight of the council's finances.
- 4.2 Budget planning sessions are held annually with our Cabinet and Senior Leadership Team to discuss organisational performance and improvement ideas. We are also consulting with our residents on our budget development,

ensuring that our resources are deployed to the areas identified by them as priorities.

- 4.3 Procurement and Contract Management Training has been delivered for officers responsible for procuring goods, services and works. This has involved upskilling officers on specification writing and contract management to ensure contracts are delivering the best value for the Council.
- 4.4 There is an ongoing service area transformation programme within Procurement to make better use of e-procurement technology to improve competition for Council contracts, to improve efficiencies in contract completion and retention and also to increase the focus on social value and achieving corporate priorities through via procured contracts.
- 4.5 We are currently reviewing the governance model of our leisure and cultural facilities. Services are currently provided by a Local Authority Controlled Company (LACC) but a recent ruling on VAT law by the HMRC has resulted in the VAT advantages of providing these services through an LACC being no longer applicable. As a result, we are reviewing the delivery model with a view to having more control over the budget (which currently requires a subsidy of over £2m per year) to reduce costs.
- 4.6 A lack of capital investment in our leisure centres has resulted in the building structures requiring significant investment, especially in respect of energy efficiency and carbon reduction. This is a key priority for the organisation, as it will be a key factor in achieving our net zero target by 2035.
- 4.7 The council has reviewed its procedures for supporting EDI issues, including revising its equality working group, with refresher training provided to group members at a cost of £1,596. Workstreams are focussed on priority areas which will assist the Council in demonstrating how it meets the public sector equality duty. Training has been delivered to Elected Members following the local elections in 2023 to ensure Members are aware of their role and responsibilities with regards to equalities and the PSED (at a cost of £2794.47).
- 4.8 In line with national trends, the council is experiencing challenges with recruiting, staff, particularly in professional services such as finance, environment health and planning. This has led to the ongoing use of agency staff to cover some vacancies we have been unable to fill. For 2023/24, our spend on Agency Staff fees totalled £384,853, against an original budget of £50,470. Work has been undertaken to enhance our approach to advertising vacancies and to improve our offer to staff.
- 4.9 King's Lynn and West Norfolk were awarded £25m Towns Funding for capital projects to enhance and improve our Town Centre. These projects have necessitated the need for an increased spend on external consultants over the past five years as the council does not have the resource and expertise required to deliver on these major capital projects. For 2023/25, our spend on professional fees including external consultants and legal advice totalled

£688,000, although a percentage of this has come from the capital grant money.

## **5.0 The barriers preventing progress that the Government can help to reduce or remove**

- 5.1 Single year funding levels are insufficient to allow the council to improve local service provision and the timing of settlements combined with current market forces hampers good financial planning, making it difficult to fund services and take strategic, medium to long term decisions that will improve outcomes in a sustainable way. A five-year funding deal would enable the council to plan forward and use real data in the Medium-Term Financial Plan, rather than assumptions and projections.
- 5.2 Internal Drainage Board (IDB) levies are paid by the council to the various Boards. The levies count as spending of the Council, but no contribution is made by Government as part of the financial settlement. Any increase in the levies impacts on our council taxpayers. 43% of the income collected by the council goes in levies to the IDB's. Many councils do not have IDB's which enables them to retain their share of council tax income. We have made numerous representations to Government on this issue but wish to highlight it again through this Productivity Plan. We ask the Government to recognise the financial burden placed on the council and that by considering this when making the financial settlement would be fairer on the residents of west Norfolk who are asked to fund IDB's.
- 5.3 The process to bid for Government Grants is lengthy and time consuming and often, to an unrealistic deadline. This process is wasteful if the bid for funding is unsuccessful. A council without the resources to waste on a speculative bid can therefore miss out on vital funding which would benefit their area. Bids for funding can be made, but a recognition of the cost and resource involved, along with a realistic timescale to make the bid should be considered by Government.
- 5.4 Years of austerity and reduced government finance settlements have impacted on our resources to invest in productivity and preventative measures which could save money across the wider public services. Cost pressures across the public sector have resulted in partner agencies reverting to providing statutory services only, which, in turn, impacts on the services required from the local authority. We wish for Government to fully consider the wider impact of decisions and how those decisions affect the resource and capability of the council to deliver new initiatives alongside our statutory and discretionary services. Our organisation understands and is keen to progress our transformation and productivity aspirations but lack the resource needed to dedicate the officers and time to focus on this important area of work.
- 5.5 The Government should consider localising decisions such as the setting of Council Tax. The restrictions currently in place to not permit the council the autonomy to make decisions which reflect our particular circumstances.



- 5.6 Modernisation/review of legislation, such as those requiring publication in local newspapers.
- 5.7 The Government should consider bringing back an up-to-date model Constitution, including Contract Standing Orders and satellite governance protocols and guidance. Whilst this should be open for each Council to amend as they see fit, it is non-sensical that so many Councils pay so many private providers to support them individually on drafting complex documents when ultimately every local authority has the same core functions and governance arrangements. Oflog should be looking at this. More generally, there needs to be more centralised production and sharing of templates and best practice between Councils, whether it be the Constitution, forms of contract, grant agreements, Council company governance documents, transformation programmes, etc to cut out the wasteful spend of up to 314 individual authorities paying external costs for the same thing.

**CORPORATE PERFORMANCE PANEL WORK PROGRAMME 2024/2025**

<b>DATE OF MEETING</b>	<b>TITLE</b>	<b>TYPE OF REPORT</b>	<b>LEAD OFFICER</b>	<b>OBJECTIVES AND DESIRED OUTCOMES</b>
29 May 2024	Appointment of Vice-Chair for the Municipal Year 2024/2025			To appoint a Vice-Chair for the Municipal Year 2024/2025.
	Call-in (if any)	Standing Item		
	Memberships of Task Groups and Informal Working Groups	Operational		To consider the Task Groups and Informal Working Groups set up by the Panel and their Membership
	Nominations to Outside Bodies	Operational		To nominate a Member to sit as an observer on Hunstanton Sailing Club. Nomination to be presented to Full Council.
	Annual Communications Update	Annual Update	J Hillard T Baldwin P Sillis A Howell	B Box to introduce update.
	Portfolio Holder Question and Answer Session			Questions to be submitted in advance of the meeting.
	Cabinet Report – Data Protection Policy Review	Cabinet Report	Laura Botten	To consider the report and make any appropriate recommendations to Cabinet
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
17 July 2024	Call-in (if any)	Standing Item		

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Agenda Item 10

	Cabinet Report – Productivity Plan	Cabinet Report	Honor Howell	To consider the report and make any appropriate recommendations to Cabinet.
	Cabinet Reports – Revenue and Capital Outturn Reports 2023-2024	Cabinet Report	Michelle Drewery	To consider the reports and make any appropriate recommendations to Cabinet.
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
	2023-2024 Full Year Performance Management Report		Debbie Ess and Honor Howell	
4 September 2024	Call-in (if any)	Standing Item		
	Portfolio Holder Question and Answer Session	Standing Item		
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
16 October 2024	Call-in (if any)	Standing Item		
	Any Cabinet Reports which fall within the remit of the Panel –			

	to be confirmed.			
	Portfolio Holder Question and Answer Session	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
27 November 2024	Call-in (if any)	Standing Item		
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	Portfolio Holder Question and Answer Session	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
7 January 2025	Call-in (if any)	Standing Item		
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	Portfolio Holder Question and Answer Session	Standing Item		
	Cabinet Forward Decisions	Standing Item		The Panel are invited to identify any

	List, Shareholder Committee Forward Plan and Work Programme.			items for inclusion on the work programme.
26 February 2025	Call-in (if any)	Standing Item		
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	Portfolio Holder Question and Answer Session	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.
2 April 2025	Call-in (if any)	Standing Item		
	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	Portfolio Holder Question and Answer Session	Standing Item		
	Cabinet Forward Decisions List, Shareholder Committee Forward Plan and Work Programme.	Standing Item		The Panel are invited to identify any items for inclusion on the work programme.

**Forthcoming Items to be scheduled**

Report of the Informal Working Group – Taxi Testing Contract

Report of the Informal Working Group - Constitution

**FORWARD DECISIONS LIST**

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
30 July 2024						
	Review of Alive West Norfolk	Key	Council	Tourism Events and Marketing H Howell - Corporate Governance Manager		Part Public and part Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
01/07	The Guildhall RIBA Stage 3 Options	Key	Cabinet and Council	Tourism Events and Marketing Assistant Dir S Hall		Public
	Productivity Plan	Non	Cabinet	Leader Chief Executive		Public
	Audit Committee Chairs Annual Report	Non	Council	Finance S151 Officer		Public
	Revenue and Capital Outturn reports 2023-24	Non	Cabinet	Finance S151 Officer		Public
	Performance Management 2023-24	Non	Cabinet	Leader Monitoring Officer		Public

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
17 September 2024						

	Homelessness and Rough Sleeping Strategy Update	Non	Council	Community Asst Director - D Hall		Public
	Review of Appointments to Outside Bodies	Non	Cabinet	Leader Chief Executive		Public
	King's Lynn Town Football Club	Non	Cabinet	Property Asst Dir – M Henry		Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
56	Florence Fields – Tenure Mix	Non	Council	Deputy Leader Exec Director – O Judges		Part Public and part Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Investment Options for Leisure Assets'	Key	Cabinet	Deputy Leader Monitoring Officer		Part Public and part Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Recommendations from the Biodiversity Task Group	Non	Cabinet	Development and Regeneration Asst Dir – S Ashworth		Public
	Air Quality Update	Non	Cabinet	Climate Change and Biodiversity Asst Dir – S Ashworth		Public



	Redundancy Payments Scheme	Non	Council	Leader Exec Dir – D Gates		Public
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<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
Special Meeting 17 October 2024						
	Long-Term Plan for Towns	Key	Cabinet	Leader Asst Dir – D Hall		Public
	Procurement Policy and Contract Standing Orders	Non	Council	Finance		Public

<b>Date of meeting</b>	<b>Report title</b>	<b>Key or Non Key Decision</b>	<b>Decision Maker</b>	<b>Cabinet Member and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
5 November 2024						
	West Norfolk Economic Strategy	Non	Council	Business Asst Dir D Hall		Public
	Disabled Facilities Grant Framework	Key	Cabinet	People and Communities D Whitmore		Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Article 4 Direction	Non	Cabinet	Regeneration and Development Assistant Director – S Ashworth		Public
	Empty Homes Strategy Review	Key	Council	People and Communities Asst Dir M Whitmore		Public

	Gambling Act – Statement of Principles	Non	Council	Planning and Licensing Assistant Director – A Baker		Public
	Disabled Facilities Grant Framework	Key	Cabinet	Finance Asst Director – M Whitmore		Part Public Part Exempt Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

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
5 December 2024						
58	Gambling Act Policy	Non	Council	Councillor Moriarty and Assistant Director A Baker		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
14 January 2025						

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
4 February 2025 (non budget items)						

	Local Plan	Key	Council	Asst Dir – S Ashworth		Public
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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
5 February 2025 (Budget items)						
	Budget 2025-28	Key	Council	Finance Asst Dir – M Drewery		Public

**Items to be scheduled**

59	Notice of Motion 7-21 – Councillor Kemp – Equalities	Non	Council	People & Communities Asst Dir B Box		Public
	Procurement Strategy	Non	Cabinet	Finance Asst Dir – D Ousby		Public
	Custom and Self Build Site – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director - D Hall		Public
	Southend Road Hunstanton	Key	Cabinet	Regeneration & Development Asst Dir – D Ousby		Public
	Overnight Campervan parking in Hunstanton	Non	Cabinet	Leader Asst Director – M Chisholm		Public
	Pay Award 2024	Key	Cabinet	Leader		Public

**SHAREHOLDER COMMITTEE FORWARD PLAN**

<b>Date of Meeting</b>	<b>Report Title</b>	<b>Decision Maker</b>	<b>Cabinet Member Lead and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
22 January 2024 – <b>meeting postponed</b>	Responses from WNH and WNP regarding Section 21 Notices	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder Council Companies Alexa Baker – Monitoring Officer		Public
	Review of draft business Plan for AWN	Shareholder Committee	Cllr Simon Ring – Portfolio Holder – Leisure Honor Howell – AWN Client Officer		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Consideration of WNP and WNH business plans following initial feedback	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder Council Companies Duncan Hall/Karl Patterson – Housing Companies		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Appointment of new Director to WNPL	WNPL Board	Cllr Alistair Beales – Portfolio Holder Council Companies Karl Patterson		<b>Item scheduled at end of agenda should the committee determine to exclude the Press and Public to consider the report</b>

<b>Date of Meeting</b>	<b>Report Title</b>	<b>Decision Maker</b>	<b>Cabinet Member Lead and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
20 March 2024 <i>Meeting Postponed</i>	Council Companies Funding	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder for Business Michelle Drewery – Section 151 Officer Duncan Hall/David Ousby – Housing Companies	Cabinet Report 5 December 2023	Part public and part Private – contains exempt information under Para 3 – information relating to the business affairs of any person (including the authority)
<b>Date of Meeting</b>	<b>Report Title</b>	<b>Decision Maker</b>	<b>Cabinet Member Lead and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
23 April 2024	Shareholder Committee Terms of Reference	Shareholder Committee	Leader Monitoring Officer – A Baker		Public
	Responses from WNH and WNP regarding Section 21 Notices	Shareholder Committee	Cllr Alistair Beales – Portfolio Holder Council Companies Alexa Baker – Monitoring Officer		Public
	Financing of Housing Companies	Cabinet	Cllr Alistair Beales – Portfolio Holder Council Companies Michelle Drewery – Section 151 Officer David Ousby – Assistant Director Programme and Project Delivery		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
<b>Date of Meeting</b>	<b>Report Title</b>	<b>Decision Maker</b>	<b>Cabinet Member Lead and Lead Officer</b>	<b>List of Background Papers</b>	<b>Public or Private Meeting</b>
June 2024	Service Level Agreement with WNPL	<b>Shareholder Committee</b>	Cllr Alistair Beales – Portfolio Holder for Business Alexa Baker – Monitoring		

			Officer Duncan Hall/Karl Patterson – Housing Companies		
	Shareholder Agreement - WNPL	<b>Shareholder Agreement</b>	Cllr Alistair Beales – Portfolio Holder for Business Alexa Baker – Monitoring Officer Duncan Hall/Karl Patterson – Housing Companies		
	Approval of Business plans for WNP WNH	<b>Shareholder Committee</b>	Cllr Alistair Beales – Portfolio Holder for Business Alexa Baker – Monitoring Officer Duncan Hall/Karl Patterson – Housing Companies		Private – Contains exempt information under para 3 – information relating to the business affairs of any person (including the authority)
	Appointment of new Directors to WNPL	<b>Shareholder Committee</b>	Cllr Alistair Beales – Portfolio Holder for Business Alexa Baker – Monitoring Officer		<b>Item scheduled at end of agenda should the committee determine to exclude the Press and Public to consider the report</b>

**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	17 <sup>th</sup> July 2024		
TITLE:	Revenue Outturn 2023/2024		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Finance		
REPORT AUTHOR:	Carl Holland		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

**REPORT SUMMARY/COVER PAGE**

<b>PURPOSE OF REPORT/SUMMARY:</b>
The report seeks Cabinet approval of the draft revenue outturn position for 2023/2024, the transfers to reserves and amendments to the Earmarked Reserves policy.
<b>KEY ISSUES:</b>
Members are directed to the attached Cabinet report for full details of the key issues.
<b>OPTIONS CONSIDERED:</b>
Members are directed to the attached Cabinet report for full details of the options.
<b>RECOMMENDATIONS:</b>
The Panel are requested to consider the report and make any appropriate recommendations to Cabinet.
<b>REASONS FOR RECOMMENDATIONS:</b>
To scrutinise recommendations being made for an executive decision.

## REPORT TO CABINET

<b>Open</b>		Would any decisions proposed :		
<b>Any especially affected Wards</b>	Mandatory/	(a) Be entirely within Cabinet's powers to decide	YES	
	Operational	(b) Need to be recommendations to Council	NO	
		(c) Be partly for recommendations to Council and partly within Cabinet's powers –	NO	
<b>None</b>				
Lead Member: Councillor Chris Morley E-mail: cllr.chris.morley@west-norfolk.gov.uk		Other Cabinet Members consulted: All Cabinet		
		Other Members consulted:		
Lead Officer: Carl Holland E-mail: carl.holland@west-norfolk.gov.uk Direct Dial: 01553 616432		Other Officers consulted: Senior Leadership Team, Service Managers.		
Financial Implications YES	Policy/Personnel Implications NO	Statutory Implications (incl S.17) YES	Equal Opportunities Implications NO	Risk Management Implications YES
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: 30 July 2024**

## REVENUE OUTTURN 2023/2024

### Summary

The report sets out in summary the revenue outturn for 2023/2024 for the Council. The report shows details of the major differences between actual costs/income compared to the revised estimates for 2023/2024 reported in the January 2023 financial monitoring.

	<b>Original Budget 2023/24 £</b>	<b>Forecast 31 December 2023 £</b>	<b>Outturn 31 March 2024 £</b>	<b>Variance to Original Budget £</b>
Borough Spend	24,929,220	24,934,380	26,366,150	1,436,930
Financing	(22,287,700)	(22,493,151)	(22,493,151)	(205,451)
<b>Contributions (to)/from General Fund Balance</b>	<b>2,641,520</b>	<b>2,441,229</b>	<b>3,872,999</b>	<b>1,231,479</b>
Contribution from General Fund Reserve (Advanced Pension payment)	0	0	(3,620,000)	(3,620,000)
<b>Revised Contributions (to)/from General Fund Balance</b>	<b>2,641,520</b>	<b>2,441,229</b>	<b>252,999</b>	<b>(2,388,521)</b>

The accounts show the Borough's spend of £26,366,150, which is significantly higher as a result of an advanced pension payment £3.62m to be funded from General Fund Reserve in 2023/2024, which itself will be replenished from Revenue Budget in 2024/2025 and 2025/2026. Removing the advance pension payment results in a Borough spend representing service activity, £22,746,150, which is (£2,183,070) below original budget.



Throughout the year there was significant uncertainty and variation to budget as reported in the budget monitoring report:-

- largely as a result of growing inflation on cost of supplies.
- Less than estimated Planning fee income.
- Additional car parking shared service provision.
- Settlement of VAT claim in favour of the Council.

The Council's continuing strategy is to identify budget savings in year, as part of the monitoring process and at year end. Such a review increased estimated budget for income in the MTFS for 2023 – 2028 resulting in a net decrease in cost of service of 2.15% (£465k).

As set out in the Medium-Term Financial Plan in February 2023 a review of earmarked reserves was completed resulting in a re-allocation to the General Fund Reserve of £2,851,570.

The General Fund Reserve opening balance for 2023/2024 was £9,656,698. Following movements within the financial year, the balance is reduced to £8,644,344 at the year end which will be the starting position for 2024/2025. More detail on the movements in year can be seen at section 3.

### **Recommendation**

**It is recommended that Cabinet approves:**

- 1. The draft revenue outturn position for 2023/2024 (section 2)**
- 2. Review and agree the new transfers to reserves as listed at Appendix 2.**
- 3. Review and agree the amendments to the Earmarked Reserves Policy (Section 4).**

### **Reason for Decision**

To consider and approve the draft revenue outturn position for 2023/2024 for the Council.

## 1 Introduction

- 1.1 This report sets out the draft revenue outturn position for 2023/2024, the details of which, once finalised, will be used to inform the Statement of Accounts for the year.
- 1.2 Under Accounts and Audit Regulations 2015, Regulations 14 & 15 and the Local Audit and Accountability Act 2014 we are required to:
  - Publish draft accounts by 31 May 2024
  - Public inspection period to start on or before the first working day of June 2024
- 1.3 The Council is still impacted by the national local audit backlog affecting England and Wales. The Government Department for Levelling Up, Housing and Communities, in February 2024, consulted on legislation to amend the Accounts and Audit Regulations 2015 as part of a package of cross-system measures to clear the backlog. This has been placed on hold whilst the UK undertakes a general election of the UK Parliament. In the meantime the Council's external auditors are proceeding in accordance with indicated expectations, but must also comply with existing legislation.
- 1.4 For its part, the Council's Finance Services function has been working extremely hard to try and comply with the revised deadlines. As a result, in February 2024, the Cabinet accepted and published its Audited Accounts for 2019/2020. The effect of those final accounts on year end balances have been processed through the financial ledgers to enable completion of a draft set of accounts for 2022/2023. This then enables the opening balances for 2023/2024 draft statement of accounts. This work has been undertaken retrospectively for prior financial periods at the same time as reporting the 2023/2028 Medium Term Financial Strategy and preparing the outturn for 2023/2024. The backlog has resulted in much duplication of accounts preparation, reconciliation and update. As a result, the draft accounts for 2023/2024 are delayed and currently expected to be published for inspection during July 2024. The External Auditors plan to audit the balances and key areas for compliance on the 2022/2023 accounts before then undertaking an audit of the 2023/2024 accounts.
- 1.5 We are required to make the draft accounts and relevant supporting documentation available for inspection by the general public as set out in the amended regulations. Given that the draft accounts were not published on the due date of 31 May 2024, the statutory inspection period is also delayed. We will make available the accounts and supporting documentation from the first working day following the date of publication of those draft accounts.

## 2 Outturn 2023/2024

2.1 The following table shows:

- the approved budget for 2023/2024 as approved by Council on 23 February 2023.
- Revised budget as reported in the December 2023 Monitoring Report, published 1 March 2024.
- The draft outturn position for 2023/2024
- The variance column shows the (surplus)/deficit comparing Original Budget monitoring position to the draft 2023/2024 outturn position.

	Approved by Council 23 February 2023	December 2023 Revised Forecast	Draft Outturn 2023/2024	Variance from Original Budget	
Central Services	3,439,690	3,487,000	3,367,346	(72,344)	3.1
Corporate	81,430	81,430	2	(81,428)	3.2
Environment & Planning	1,777,910	1,899,470	2,021,792	243,882	3.3
Health, Wellbeing and Public Protection	2,592,700	2,452,490	2,313,708	(278,992)	3.4
Legal Services	828,450	799,220	830,330	1,880	
Leisure & Community Facilities	2,235,540	2,776,020	2,573,699	338,159	3.5
Operations & Commercial	2,933,510	2,485,160	1,878,174	(1,055,336)	3.6
Programme and Project Delivery	(448,360)	(332,880)	(312,775)	135,585	3.7
Property & Projects	(1,069,950)	(1,237,870)	(1,278,235)	(208,285)	3.8
Regeneration, Housing & Place	1,423,560	1,521,500	1,326,020	(97,540)	3.9
Resources	8,318,780	7,718,360	10,900,915	2,582,135	3.10
<b>Service Area Totals</b>	<b>22,113,260</b>	<b>21,649,900</b>	<b>23,620,976</b>	<b>1,507,716</b>	
Financing Requirement	(431,170)	37,350	(498,848)	(67,678)	3.11
Internal Drainage Boards	3,247,130	3,247,130	3,244,023	(3,107)	
<b>Subtotal</b>	<b>24,929,220</b>	<b>24,934,380</b>	<b>26,366,150</b>	<b>1,436,930</b>	
Contribution from General Fund	(2,641,520)	(2,441,230)	(252,999)	2,388,521	
Contribution from General Fund (pension)			(3,620,000)	(3,620,000)	
<b>Borough Spend</b>	<b>22,287,700</b>	<b>22,493,150</b>	<b>22,493,151</b>	<b>205,451</b>	
New Homes Bonus	(14,560)	(14,560)	(14,560)	0	
Rural Services Delivery Grant	(542,820)	(485,690)	(542,820)	0	
Revenue Support Grant	(952,100)	(952,100)	(952,100)	0	
Other Government Grants	(1,086,890)	(1,349,470)	(1,292,341)	(205,451)	3.12
Business Rates	(12,068,520)	(12,068,520)	(12,068,520)	0	
Council Tax	(7,622,810)	(7,622,810)	(7,622,810)	0	
<b>Financing</b>	<b>(22,287,700)</b>	<b>(22,493,150)</b>	<b>(22,493,151)</b>	<b>(205,451)</b>	
<b>Funding Position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

- 2.2 Over the year ending 31 March 2024, service managers have continued to look for opportunities to produce in year budget savings. These savings have been reported as part of the monthly monitoring process.
- 2.3 The budget approved by Council in February 2023 included a transfer from General Fund Reserve Balances of £2,641,520. This contribution from the General Fund Reserve is reduced to £252,999 in the draft outturn. At the conclusion of year-end and in light of the emerging increased levels of inflation, officers have proposed additional contributions to earmarked reserves to support the 2023 – 2028 Financial Plan. These additional allocations to earmarked reserves amount to £1,054,656 and are detailed in Appendix 2 to this report. The notes in section 3 of this report detail the movement from the original budget approved in February 2023 to the outturn position resulting in a net decrease to the General Fund Reserve from £9,656,698 to £8,644,344. In February 2023, the Medium-Term Financial Strategy reported an estimated General Fund Reserve balance of £5,327,936 at the end of 2023/2024. The higher draft balance is able to be reported as a result of a higher General Fund Reserve Balance, following conclusion of the 2019/2020 audit and achievement of a more favorable outturn than estimated. If the additional contributions to earmarked reserve set out in Appendix 2 of this report are approved, this will reduce the draft General Fund Reserve Balance, by £1,054,654 to £7,589,690.
- 2.4 The 2023/2024 outturn is within the original approved budget set by council in February 2023 and allows the Council to set aside funds for future demands in addition to carrying forward a General Fund Reserve balance that is higher than originally estimated. However, it should be noted that, due to uncertainty on the increasing rate of inflation and any proposal to reform Local Government funding there will be ongoing funding uncertainty for Local Government future year budgets as well as the council's financial position throughout 2024/2025. The situation will be closely monitored and reported accordingly to inform on any decisions that may be required.

### **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.

### Detailed transfers between reserves

Appendix 2 sets out proposed transfer to reserves for continued operations as mentioned in paragraph 2.3.

The following table shows the movements in the General Fund Reserve to arrive at the balance to be brought forward to 2024/2025.

<b>Projected Movements in General Fund Balances</b>	<b>2023/24 £</b>
<b>Balance brought forward 1<sup>st</sup> April 2023</b>	<b>9,656,698</b>
Contribution from GF (pension)	(3,620,000)
Contribution to GF (earmarked Reserves)	2,860,645
Contribution to/(from) Balances	(252,999)
<b>Projected General Fund Balance 31<sup>st</sup> March 2024</b>	<b>8,644,344</b>

If the additional contributions to reserves are approved as set out in paragraph 2.3 the year-end General Fund Reserves balance will be as follows.

<b>Projected Movements in General Fund Balances</b>	<b>2023/24 £</b>
<b>Balance brought forward 1<sup>st</sup> April 2023</b>	<b>9,656,698</b>
Contribution from GF (pension)	(3,620,000)
Contribution to GF (earmarked Reserves)	2,860,645
Contribution to/(from) Balances	(1,307,653)
<b>Projected General Fund Balance 31<sup>st</sup> March 2024</b>	<b>7,589,690</b>
Estimated Year-end balance reported in 2023-2028 MTFP	5,327,936

The Financing Adjustment includes a charge for Minimum Revenue Provision funding of unsupported borrowing and receipts for interest from Capital loans. 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 part of the Financing Adjustment. Appendix 3 provides a further explanation.

### 3.1 CENTRAL SERVICES – Surplus (£72,344)

Movements to be explained:		£
1	<b>Communications</b> Underspend on employee costs primarily due to vacant posts (£44k). Reduced spend and savings from market testing on materials (£25k). Software licence costs increase £6k.	(62,882)
2	<b>Corporate Policy</b> The net impact of vacant post and increased pay scales for apprentices resulted in unbudgeted spend of £54k. Increased statutory payment of Apprentice Levy £21k. Below budget spend on other miscellaneous policy services (£4k)	70,552
3	<b>Customer Information Centre</b> Underspend on employee costs primarily due to vacant posts (£52k). Additional recharges to other internal service (£16k). Increased cost and use of translation services £3k.	(64,124)
4	<b>Elections</b> The savings in election costs during the year came from stationery, postage and room hire	(16,294)
5	<b>Other minor variances</b>	404
<b>Surplus</b>		<b>(72,344)</b>

### 3.2 CORPORATE – Surplus (£81,428)

Movements to be explained:		£
1	<b>Covid Management Grants</b> A budget for spend was originally created to provide environmental protection and recovery activity. It has now been determined that grant provided by government for outbreak management activity, can be used to fund the spend.	(81,428)

### 3.3 ENVIRONMENT AND PLANNING – Deficit £243,882

Movements to be explained:		£
1	<p><b>Back Office</b> Underspend on employee costs primarily due to vacant posts (£18k). Additional recharges to other internal services in relation to postage (£20k). Below budget spend on other miscellaneous supplies and maintenance of scanning and printing equipment (£2k).</p>	(40,501)
2	<p><b>Development Control</b> Planning income is below the budget of £2m by £885k. This resulted in a reduced transfer to Reserves of (£241k) Underspend on employee costs primarily due to vacant posts (£490k) of this £203k was spent on temporary staff and related costs. Spend below budget for transport and travel related costs (£23k) Receipt of unbudgeted grant. (£43k) is a DEFRA Biodiversity Net Gain Grant, used to fund resources to support assessment of Planning applications from an ecological perspective. (£100k) is for Planning Delivery Skills Grant directed towards planning applications.  Additional internal recharge for spend on printing £5k and postage £10k and £10k for room hire and (£3k) of miscellaneous savings.</p>	216,705
3	<p><b>Emergency Planning</b> This is mainly due to continued reduction in spend against training and travel allowances along with other minor variances.</p>	(7,744)
4	<p><b>Flood Defences</b> Net spend on repairs and maintenance £18k higher than budgeted</p>	17,964
5	<p><b>Local Land Charges</b>  Additional costs of £14k for “Con 29” searches provided by county council, due to an increase in prices as well as search numbers. Additional income of (£42k) - increase in searches but will decline in future years as service increasingly transfers to the Land Registry government office.  Spend above budget on other miscellaneous equipment and insurance £10k.</p>	(18,674)

<b>Movements to be explained:</b>		<b>£</b>
6	<p><b>Planning Policy</b> To meet planning inspectorate duties in relation to the Local Plan, hearing sessions were increased, which meant an increase in the hearing costs, drafting of reports and finalising reports. Temporary staffing costs increased £62k . Consultants also have to be funded along with legal representation £50k.</p> <p>The balance in earmarked reserves has been fully used, resulting in a variance to budgeted spend of £36k.</p> <p>Spend on advertising, stationery and subscriptions was (£16k) below budget.</p>	132,864
7	<p><b>Pollution Monitoring</b> Additional employee costs incurred of £24k, offset by grant for "Smoke Control" received not budgeted for (£23k). Repairs and replacement of monitoring equipment were lower than budgeted (£23k). Other below budget spend relates to professional fees (£5k), supplies and services (electricity £6k). The remainder is made up of other minor variances in (£4k)</p>	(37,355)
8	<p><b>Street Naming and Numbering</b> Underspend on employee costs primarily due to vacant posts (£19k). Additional sign-making and maintenance costs £2k. Unbudgeted grant received from Royal Mail towards costs and services (£5k).</p>	(22,306)
9	<b>Other minor variances</b>	2,929
<b>Surplus</b>		<b>243,882</b>



### 3.4 HEALTH WELLBEING & PUBLIC PROTECTION – Surplus (£278,992)

Movements to be explained:		£
1	<p><b>Care and Repair</b>  <u>Fenland Service</u> - Cessation of service to resulted in a net saving of (£23k).  <u>Handyman repair service</u> below budgeted spend of (£49k) made up of the following: - transport (£16k), Equipment (£3k), Contractors (£10k), supplies (£7k), Vehicle replacement contribution (£15k), whilst income was below budget by £5k. Other various savings (£3k).  <u>Home Improvements Agency</u> below budgeted spend (£96k) due to the following - underspend on employee costs primarily due to utilization of fixed term staff and agency staff to cover vacant posts (£23k), Transport (£3k), underspend on supplies and services (£20k), Miscellaneous grant and income (£50k)</p>	(168,428)
2	<p><b>Careline</b>  Below budgeted income due to lower numbers taking up the service. More moving in with family or care homes.</p>	29,161
3	<p><b>Community Safety &amp; Neighbourhood Nuisance (CSNN)</b>  Underspend on employee costs primarily due to vacant posts (£87k) and out of hours support provision costs (£8k).  Early Help Hub Grant received not budgeted for (£13k).  Other miscellaneous savings (£2k).</p>	(109,758)
4	<p><b>Financial Assistance</b>  Grants awarded to King's Coronation events (£8k).</p>	8,116
5	<p><b>Food Hygiene -</b>  Underspend on employee costs primarily due to vacant posts (£+101k).  Export licence fee income was under budget £34k due to reduced demand from manufacturers requesting export certificates, for non-EU export.  Various costs £2k.</p>	(65,052)
6	<p><b>Housing Standards –</b>  Additional employee costs incurred of £20k, offset by grant from Department for Work and Pensions received not budgeted for (£3k).</p>	16,455
7	<p><b>Public Health</b>  Unbudgeted payment for service provision to the Benjamin Foundation.</p>	10,000
8	<p><b>Other minor variances</b></p>	514
<b>Surplus</b>		<b>(278,992)</b>

### 3.5 Leisure and Community Facilities – Deficit £338,159

<b>Movements to be explained:</b>		<b>£</b>
1	<p><b>Community Centres</b> Additional receipts of income from Fairstead Community Centre due to new eye screening clinic hire in year (£33k). (£4k) favourable variance on insurance, budget set too high for actual premium. £15k adverse variance on South Lynn Community Centre special expenses - only 75% can be claimed due to Borough Council staff currently using office space. Electricity budget was set based on previous usage actual cost (£28k) below budget.</p>	(51,119)
2	<p><b>Kings Lynn Arts Centre</b> Additional employee costs to cover property caretaking requirements £9k. Cost for Electricity (£22k) less than budgeted due to lower consumption.</p>	(22,070)
3	<p><b>Leisure</b> £142k adverse variance on utilities across all sites - budgets were initially set too low compared to actual consumption. £72k adverse variance on maintenance - partially offset by underspend on management maintenance (£60k favourable). Maintenance is overspent for the financial year mainly due to aging buildings and unplanned works. Additional spend on repairs and maintenance across all sites £133k. Unbudgeted direct income from Lynnsport and leisure (£55k).</p>	224,559
4	<p><b>Management</b> For AWN the original Management Fee payable to the Council for 2023/2024 is £412k as per the management agreement, current company performance has resulted in a contribution of £143k, an adverse variance of £269k. (£60k) favourable variance on Maintenance - this is offset by overspends on maintenance under leisure. (£21k) favourable variance due to legacy budget not being utilised for management costs..</p>	190,597
5	<b>Other minor variances</b>	(3,808)
<b>Deficit</b>		<b>338,159</b>

### 3.6 Operations and Commercial – Surplus (£1,055,336)

Movements to be explained:		£
1	<p><b>Carparking King's Lynn and West Norfolk</b>            Parking fee income (£317k) – favourable weather and increased tourism from events .            Penalty Charge Notice income – increased number of fines issued (£114k).            Direct spending on events provision below budget (£12k).            Other minor variances (£2.6k)</p>	(445,666)
2	<p><b>Carparking Shared Services</b>            (£369k) – additional net revenue from administrative services in North Norfolk, Great Yarmouth, Breckland, South Norfolk, Broadland, NCC and Norwich City (services provided to Norwich City commenced 1/11/23. New client costs and therefore income and costs had not been budgeted for.             Budget error in car parking enforcement services to other authorities resulting in reported underspend (£124k).</p>	(493,106)
3	<p><b>CCTV</b>            External contracts are up due to an annual contract increase (£68k). This is mainly due to a renegotiation with the DWP's contract led by our Property team.            Net additional costs of services £16k.            Other minor variances (£1.7k)</p>	(53,752)
4	<p><b>Cleaning and Street Sweeping</b>            Contracted staff covered seasonal work following difficulties in recruiting casual staff £66k.            Increased lead times for replacement vehicles have resulted in increased costs on maintenance and repairs, £76k offset by unsupported borrowing (£72k)            More dog bins in the borough has increased frequency of emptying thus we have received more income than expected (£9k)            Other variances for supplies (£2k)</p>	59,322
5	<p><b>Crematorium and Cemeteries</b>            Council statutory commitment to upkeep closed churchyards, remedial works to church walls £41k. The Council this year also had a memorial safety review which established faults and repairs costing £31k            Crematorium experienced one of its lowest months on record this year, causing income to be down by £110k. However, due to the low volume of cremations there has been savings on utilities to the sum of (£85k)            Business Rates revaluation to the Crematorium premises additional cost £23k.</p>	124,061

<b>Movements to be explained:</b>		<b>£</b>
	The Council has provided public health funerals for people who have passed away and have no next of kin, unrecovered costs £9k. Minor variances (£5k)	
6	<b>Depots</b> NNDR revaluations to the Depots in Kings Lynn and Heacham additional cost £8k Inflationary increased cost of vehicle fuel £15k Support costs at the two depots for health and equipment provisions £13k Minor variances £2k	38,661
7	<b>Parks, Sports &amp; Open Spaces</b> <ul style="list-style-type: none"> <li>• Using more environmentally friendly materials for growth and maintenance of plants and turf has increased costs, leading to more costly repairs and maintenance £44k</li> <li>• Underspend on employee costs primarily due to vacant posts for seasonal and permanent staff (£150k)</li> <li>• Annual tree surgery costs are still higher than the budgeted increase £25k</li> <li>• Costs incurred prior to and arising from Fawkes in the Walks postponement as result of weather £20k</li> <li>• Increased lead times for replacement vehicles have resulted in increased costs on maintenance and repairs £50k, partly offset by unsupported borrowing (£32k) Fuel costs decreased (£40k)</li> <li>• Historic rents now invoiced, additional revenue (£9k)</li> <li>• Other variances (£6k)</li> </ul>	(98,777)
8	<b>Play Areas</b> Repairs and maintenance savings on Play Areas across the borough (£13k). Officers recommend transfer to reserves for future repairs and replacement.	(12,614)
9	<b>Refuse &amp; Recycling</b> Inflationary increase £57k for service provision contract.	57,560
10	<b>Resort</b> Unbudgeted income for lease rents collected in arrears for the Hunstanton pier (£66k) Unbudgeted income for lease rents collected in arrears for the Sea Life Centre (£84k) Following a decline in income as a result of reduced customer usage (£13k) reserves were used to invest in maintenance of business premises.	(211,666)

<b>Movements to be explained:</b>		<b>£</b>
	Underspend on employee costs primarily due to vacant posts for seasonal and permanent staff (£56k) Other variances £8k	
11	<b>Town Centre Operations</b> Pavement licences are only issued to businesses who wish to have furniture on the highway, at present only 12 business have applied for these licences, which is £8k less than budgeted. Gazebos and other apparatus were purchased in previous year, budget therefore not required in this year's Christmas lighting event (£7k) Underspend on employee costs primarily due to vacant posts (£11k)	(10,330)
12	<b>Other Minor Variances</b>	(9,029)
<b>Surplus</b>		<b>(1,055,336)</b>

### 3.7 Programme and Project Delivery - Deficit £135,585

<b>Movements to be explained:</b>		<b>£</b>
1	<b>Corporate Projects</b> (Includes Procurement, Corporate Project Manager, Active Connectivity and Local Authority Housing Fund)  Underspend on employee costs primarily due to vacant posts (£10k).  Action to collect service charges due to the authority are being enforced with arrangements to collect in future years £44k.	34,465

<b>Movements to be explained:</b>		<b>£</b>
2	<p><b>Housing Subsidiaries</b> (Includes West Norfolk Housing Company Ltd (WNHC) and West Norfolk Property Ltd (WNP). All expenditure on these cost centers is recharged back to the companies)</p> <p><u>WNHC</u> Utility costs were (£9k) below budget. Backdated charges for service level agreement costs in respect of borough Council support to the Company additional recoverable income (£61k).</p> <p><u>WNP</u> Budget for income from properties leased to the company included progression of Parkway scheme. Delays to the scheme mean budgeted income of £167k will not be achieved.</p> <p>Recovery of service level agreement costs is based on actuals, which for 2023/2024, resulted in a lower recharge than budgeted of £4k.</p>	101,120
<b>Surplus</b>		<b>135,585</b>

### 3.8 Property and Projects – Surplus (208,285)

<b>Movements to be explained:</b>		<b>£</b>
1	<p><b>General Properties</b> Additional backdated rent collection (£47k). Lower than budgeted spend on repairs and maintenance at Mintlyn bungalow (£6k); (£8k) Princess Theatre; (£9k) Marriots Warehouse, fewer scheduled and reactive repairs required and insurance costs were lower.</p>	(69,476)

<b>Movements to be explained:</b>		<b>£</b>
2	<p><b>Industrial Units</b>            (£104k) increase in rents from Hardwick Industrial Estate due to full portfolio since estimates were set.            £34k loss of rent at North Lynn due to tenants terminated since estimates set.            (£27k) additional rent income at St Johns due to full portfolio since estimates were set            Other spend variances including increased cleaning costs, energy certificate cost, reduced insurance costs across all units. In particular</p> <ul style="list-style-type: none"> <li>- £22.5k overspend of repairs due to asbestos removal &amp; roof repairs.</li> <li>- £12k overspend on repairs due to replacement &amp; relocation of the fire alarm panel,</li> <li>- £8k additional cleaning</li> <li>- (£25k) saving on business rates for empty properties.</li> <li>- (£32k) lower than budgeted spend on utilities and related recovery from property service charges.</li> </ul>	(111,220)
3	<p><b>Innovation Centre</b>            (£97k) additional income following reconfiguring the reception area to make more lettable space at the same time a high occupancy.            (£10k) saving on electricity costs, plus (£26k) refund received for business rates, due to the reconfiguration &amp; let, &amp; (£3k) minor variances.</p>	(136,196)
4	<p><b>Arts Centre</b>            Loss of income as tenants have either vacated or been evicted and there are limited plans to relet due to redevelopment plans £22k.</p>	21,852
5	<p><b>Offices</b>            £53k unbudgeted transfer to reserves from service charges from third parties.            Lower than budgeted income from rent £19k.            (£7k) business rates reduction at Kings Court.            Savings at Priory Centre broken down between utility savings of (£8k) due to property being tenanted &amp; (£22k) plus (£6k) one off income received at Valentine Road due to dilapidations.</p>	29,905
6	<p><b>Shops &amp; Offices</b>            £60k reduction following a backdated rent review reduction and write off, plus £50k reduction in rent income due to development at the former King's Lynn H &amp; M site.</p>	110,957

<b>Movements to be explained:</b>		<b>£</b>
7	<b>Property Services</b> Underspend on employee costs primarily due to vacant posts for seasonal and permanent staff (£34k) savings on travel costs (£6k) Below budgeted spend on professional fees (£14k). Above budget fee income (£5k).	(58,754)
8	<b>Other minor variances</b>	(4,645)
<b>Surplus</b>		<b>(208,285)</b>

### 3.9 Regeneration, Housing and Place – Surplus (£97,540)

<b>Movements to be explained:</b>		<b>£</b>
1	<b>Conservation and Heritage</b> Below budget spend on Greyfriars Tower repairs budget (£15k).	(15,526)
2	<b>Economic Regeneration</b> (£35k) variance on business development - not utilised and determined as no longer required, because this scheme is now being delivered through UK Shared Prosperity and Rural Business Grant Schemes.  Underspend on employee costs primarily due to vacant posts (£76k)  (£9k) variance on Mayor's business awards - legacy budget set too high for current contribution being made.  (£3k) various immaterial variances.	(123,031)
3	<b>Guildhall &amp; Arts</b> Underspend on employee costs primarily due to vacant posts £63k.  £24k additional spend on Guildhall professional fees - due to nature of the project there have been one off consultancy costs to access viability and charitable incorporated organisation set up costs incurred.  (£35k) variance due to UKSPF funding being received in year to fund salary post.	52,408



<b>Movements to be explained:</b>		<b>£</b>
4	<b>Housing Options</b> (£88k) Receipt of Homelessness Prevention grant. £8k variance on 3rd party income generated from Homechoice adverts - decrease in income from Freebridge due to property availability. £4k additional spend on staffing and overtime budgets.	(76,214)
5	<b>Housing Strategy</b> Unbudgeted employee costs £17k	18,073
6	<b>Regeneration Projects</b> Variance of (£8k) on regeneration repairs and maintenance costs. Remainder is made up of minor variances.	58,393
7	<b>Tourism</b> (£16k) below budget spend as a result of the number of schemes able to be delivered, as finishing existing campaigns given priority.	(16,152)
8	<b>Other minor variances</b>	4,509
<b>Surplus</b>		<b>(97,540)</b>

### 3.10 Resources – Deficit £2,582,135

<b>Movements to be explained:</b>		<b>£</b>
1	<p><b>Corporate Costs &amp; Provisions</b></p> <p>An advance payment towards the Council's Pension funds of £3.62m has been paid in accordance with the Council decision in February 2022. This is funded by the General Fund reserve in 2023/2024, which itself will be replenished in the following two financial years.</p> <p>The target for Turnover Savings of £1m is recorded in this service, achievement of that target is reported across other services of the Council. And therefore an adjustment of (£750k) to reflect that saving here is needed to explain the variance.</p> <p>Following settlement of a VAT claim with HMRC and after deduction of Professional fees the Councils the net receipt in correctio of VAT treatment is (£791k).</p> <p>Following completion of the audit for the 2019/2020 statement of accounts, costs have been accrued for an additional charge from External Audit of £147k.</p> <p>Bank charges relating to transaction costs have been incurred at £11k higher than budget. A review and implementation of a new card transaction provided in 2023/2024, indicates that charges will reduce as a result.</p>	2,243,049
2	<p><b>Corporate Insurance</b></p> <p>Following determination of premiums in January 2023 and January 2024, recharges to shops, industrial units and internal service this cost is below the budgeted amount by (£62k).</p>	(62,244)
3	<p><b>Financial Services</b></p> <p>Employee and agency costs are £82k over the original budget, a number of support needs identified during the year to cover vacancies and support work with external auditors resulted in approved overspend funded by turnover savings. £15k additional support on financial software. £7k additional IT equipment for new starters/agency staff.</p>	103,276
4	<p><b>Internal Audit and Fraud</b></p> <p>(£18k) funding towards investigation of fraud is unbudgeted for and (£14k) underspend on contracted Audit Services with South Norfolk Council due to a temporary gap in support, offset by a £4k overspend on salaries.</p>	(28,041)

<b>Movements to be explained:</b>		<b>£</b>
5	<b>Revenues &amp; Benefits</b> This overspend is offset by grant received as part of the Revenue Support Grant (£250k). Additional postage cost of £63k.	347,503
6	<b>Special Expenses</b> Special expenses costs to the Council exceed the amount recoverable from Parish Precepts. The costs incurred for Special Expense related services is less than budgeted following calculation of the actual costs incurred for the year. The amount that the council subsidises this cost is therefore reduced by (£17k).	(17,360)
7	<b>Other minor variances</b>	(4,048)
<b>Surplus</b>		<b>2,582,135</b>

### 3.11 Financing Adjustment – Surplus £67,678

Interest income receivable from West Norfolk Housing Company was less than budgeted, due to less properties transferring to the company via sales receipts £82k. The Capital Programme incurred less spend than budgeted for 2023/24. For this reason the variance to figures budgeted for “Unsupported Borrowing” and “Interest recharged” to Capital is lower than expected by (£488k). Interest received on Treasury Investments was lower than budgeted as a result of later than anticipated income from completion of major housing schemes and subsequent delays to sales receipts £339k.

### 3.12 Grants

Additional grant funding has been distributed from DLUHC for Internal Drainage Board levies to help the increase in IDB levies due to the unprecedented rising in costs. £205,451 has been paid to King’s Lynn and West Norfolk as a one-off recognition of the difficult circumstances affecting local authorities.

### 3.13 Turnover Saving

The budget for turnover savings is based on the savings anticipated in the time it takes to recruit to a vacant position following an employee leaving. Savings in some posts cannot be achieved due to the critical need to have that post filled promptly to maintain timely service provision. As a result, savings are offset by cost of temporary staff, overtime and costs of recruitment. The budgeted turnover saving for 2023/2024 is £1,000,000.

	Original Budget	Outturn	Variance
Salaries	22,622,290	21,048,113	(1,574,177)
Recruitment	3,640	121,142	117,502
Consultants fees	27,130	81,403	54,273
Professional Fees	309,240	608,541	299,301
Agency Fees	50,470	384,853	334,383
Recruitment and Retention	200,000	0	(200,000)
Turnover Target	(1,000,000)	0	1,000,000
	<b>22,212,770</b>	<b>22,244,053</b>	<b>31,283</b>

Taking other recruitment costs into account the net turnover savings achieved in 2023/2024 was £968,7171, a shortfall of £31,283.

#### 4. Amendments to the Earmarked Reserves Policy

- 4.1 The Council's policy on earmarked reserves states that the maximum balance to be held in each policy area is as set out in the table below:

Reserves Policy Area	Balance as at 31 March 2024 £'000	Current maximum balance to be held £'000	Proposed new maximum balance to be held £'000
Amenity Areas	38	300	300
Capital Programme Resources	5,372	8,500	8,500
Insurance Reserve	177	300	300
Restructuring Reserve	300	800	800
Repairs and Renewals Reserve	1,995	2,000	2,700
Holding Accounts	3,112	3,000	3,500
Ring Fenced Reserves	6,122	4,300	7,000
Climate Change Strategy	823	1,250	1,250
Planning Reserves	403	800	800
Grants Reserves	3,839	4,800	4,800
Collection Fund Adjustment Reserve	4,847	11,500	7,000
Projects Reserve	3,795	4,400	4,400
Other Total	114	500	200
	<b>30,937</b>	<b>42,450</b>	<b>41,550</b>

4.2 It is proposed to amend the earmarked reserves policy balance for the following changes:

- Repairs and Renewals Reserve limit increase of £0.7m to provide capacity for any additional funds reflecting inflation.
- Holding Accounts to be increased by £0.5m to cover projected increase in balances being held.
- Ring-fenced Reserve limit increase by £2.7m to provide capacity for any additional funds being held.
- Collection Fund Adjustment Reserve reduction of £4.5m to reflect movement in collection fund accounting adjustments.
- The balance of those reserves in 'Other' reduced by £300k to reflect a reduction in balances going forward.

4.3 The Projects Reserve balance includes £3m which was set aside for the purpose of investing money into projects that would generate a financial return. The scope of this reserve going forward will include projects that are identified as part of the Transformation Programme where the objective is to support closing the financial gap as outlined in the Medium-Term Financial Plan approved by Council in February 2024.

## **5. Policy Implications**

None

## **6. Statutory Considerations**

As referenced in the introduction to this report along with many authorities in England and Wales, the Council continues to work with their external auditor to address the impact of the local audit backlog. The external audit of the accounts for 2023/2024 forms part of a changes to Accounts and Audit legislation that are now impacted by the calling of a General Election. If that legislation is passed then the backstop date for issuing audited accounts for 2023/2024 is 31 May 2025, requiring an audit opinion before 30 April 2025.

## **7. Consultations**

Finance Portfolio Holder  
Management Team  
Service Managers

## **8. Access to Information**

Council Agenda/Minutes  
Council Financial Plan 2023 – 2028  
Monthly Monitoring Reports 2023/2024

**Monitoring report budget adjustments 2022/2023**

**Appendix 1a**

<b>Monitoring</b>	<b>Detail</b>	<b>£</b>
	<b>2023/2024 Approved Budget from General fund Reserve</b>	<b>2,641,520</b>
Quarter 1	Central Services	35,000
	Health Wellbeing and Public Protection	(5,030)
	Programme and Project Delivery	35,390
	Legal	(163,600)
	Environment and Planning	12,030
	Operations and Commercial	16,620
	Property and Projects	13,490
	Regeneration Housing & Place	(1,700)
	Resources	59,330
	Other Grant	(205,451)
Quarter 2	Central Services	29,890
	Health Wellbeing and Public Protection	(12,630)
	Programme and Project Delivery	161,700
	Legal	31,420
	Environment and Planning	473,310
	Operations and Commercial	(157,870)
	Property and Projects	(70,280)
	Regeneration Housing & Place	2,380
	Resources	(65,080)
	Leisure and Community Facilities	314,830
Quarter 3	Central Services	(12,790)
	Health Wellbeing and Public Protection	(148,310)
	Programme and Project Delivery	(81,610)
	Legal	36,910
	Environment and Planning	(191,190)
	Operations and Commercial	(338,960)
	Property and Projects	(99,790)
	Regeneration Housing & Place	7,590
	Resources	526,080
	Corporate	47,230
	Leisure and Community Facilities	215,100
	Financing Adjustment	468,520
Draft Outturn 2023/2024	Central Services	(124,444)
	Health Wellbeing and Public Protection	1,651,818
	Programme and Project Delivery	20,105
	Legal	257,300
	Environment and Planning	(119,128)
	Operations and Commercial	(575,126)
	Property and Projects	(281,805)
	Regeneration Housing & Place	405,020
	Resources	2,360,575
Corporate	(209,948)	

<b>Monitoring</b>	<b>Detail</b>	<b>£</b>
	Leisure and Community Facilities	38,329
	Financing Adjustment	(2,311,038)
	Internal Drainage Boards	(3,107)
<b>Draft Outturn 2023/2024 proposed amount to be transferred from General Fund Balance</b>		<b>4,682,599</b>
Contribution from Reserves		£
	Financing of Advance Pension Payment	(3,620,000)
	Contribution to Revenue Outturn	(1,062,599)
	<b>Total</b>	<b>(4,682,599)</b>

**Additional Transfers to Reserves as at 31 March 2024****Appendix 2**

As a result consideration has been given to allocating specific funds to provide contingency for known and estimated inflationary increases to the Council as follows:

<b>Service Head</b>	<b>Service</b>	<b>Description</b>	<b>Amount to Reserve £</b>
<b>Central Services</b>	Customer Information Centre	Telephony and webchat system	13,000
<b>Central Services Total</b>			<b>13,000</b>
<b>Health and Wellbeing</b>	Care and Repair	Enterprise Task Bundle for Housing Assistance (HA) Module IT System	5,000
	Care and Repair	Better Care DFG allocation.	100,000
<b>Health and Wellbeing Total</b>			<b>105,000</b>
<b>Operations &amp; Commercial</b>	Crematorium & Cemeteries	Crematorium repairs	25,000
	Car Parks and Events	Replace Obsolete Projector on King's Staithe Square.	40,000
	Crematorium & Cemeteries	Pathway drainage at Crematorium, ongoing issues for several years and worsening due to heavy rainfall	20,000
	Refuse and Recycling	Planning Guidance for waste collection services on new developments	30,000
	Parks and Open Spaces	Play areas future maintenance	12,000
	Depot	Depot development - Technology, mobile communications and working solutions for non office based staff	50,000
<b>Operations &amp; Commercial Total</b>			<b>177,000</b>
<b>Property and Projects</b>	Property Services	Estimated two-year contract for condition surveys for all the Council's commercial properties	600,000
<b>Property and Projects Total</b>			<b>600,000</b>
<b>Resources</b>	Financial Assistance	Underspend from Defibrillator scheme. Should the balance of £23,123 go back to a corporate reserve or the Financial Assistance Reserve?	23,123
	Revenues and Benefits	Unused DWP Grant Funding	6,531
<b>Resources Total</b>			<b>29,654</b>
<b>Leisure and Community Facilities</b>	KLAC/Guildhall	Request to move current year underspend to fund caretaker support for Guildhall.	30,000
	Lynnsport	Maintenance 3G pitch at Lynnsport	100,000
<b>Leisure and Community Facilities Total</b>			<b>130,000</b>
<b>Grand Total</b>			<b>1,054,654</b>



### Glossary of accounting terms used within this report

- **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.

**POLICY REVIEW AND DEVELOPMENT PANEL REPORT**

REPORT TO:	Corporate Performance Panel		
DATE:	17 <sup>th</sup> July 2024		
TITLE:	Revenue Outturn 2023/2024		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Finance		
REPORT AUTHOR:	Carl Holland		
OPEN/EXEMPT	Part Open and Part Exempt	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

**REPORT SUMMARY/COVER PAGE**

<b>PURPOSE OF REPORT/SUMMARY:</b>
The report provides detail of the outturn of the 2023/2024 capital programme and outlines amendments and rephrasing to the spending on schemes, revising the programme for 2023/2028.
<b>KEY ISSUES:</b>
Members are directed to the attached Cabinet report for full details of the key issues.
<b>OPTIONS CONSIDERED:</b>
Members are directed to the attached Cabinet report for full details of the options.
<b>RECOMMENDATIONS:</b>
The Panel are requested to consider the report and make any appropriate recommendations to Cabinet.
<b>REASONS FOR RECOMMENDATIONS:</b>
To scrutinise recommendations being made for an executive decision.

## REPORT TO CABINET

<b>Open</b>		<b>WOULD ANY DECISIONS PROPOSED :</b>		
<b>Any especially affected Wards None</b>	Mandatory	(a) Be entirely within Cabinet's powers to decide	<b>YES</b>	
		(b) Need to be recommendations to Council	<b>NO</b>	
		(c) Be partly for recommendations to Council and partly within Cabinet's powers	<b>NO</b>	
Lead Member: Councillor Chris Morley E-mail: cllr.chris.morley@west-norfolk.gov.uk		Other Cabinet Members consulted: All		
		Other Members consulted:		
Lead Officer: Carl Holland E-mail: carl.holland@west-norfolk.gov.uk		Other Officers consulted: Senior Leadership 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: 30 July 2024**

### Capital Programme Outturn 2023/2024

#### Summary

- The report provides details of the outturn of the 2023/2024 capital programme and outlines amendments and rephrasing to the spending on schemes, revising the programme for 2023/2028.
- The capital programme outturn for 2023/2024 totalled £36,446,601 (including Exempt items) against an original budget of £58,369,790 (£66,671,310 including Exempt items).
- It has been necessary to rephrase a total of £23,331,560 (£31,633,080 including Exempt) of scheme costs to future years.
- Useable capital receipts generated in the year from housing, land and property sales totalled £13,179,446.
- The capital resources available to fund expenditure in 2023/2024 are detailed in section 3 of the report.

#### RECOMMENDATION

That Cabinet :

1. note the outturn of the capital programme for 2023/2024 of £36,446,601 including Exempt Schemes;
2. note the financing arrangements for the 2023/2024 capital programme;

#### Reason for Decision

To report the outturn 2023/2024 for the Capital Programme and receive an update to the Capital Programme 2023/2028.

## 1 Introduction

- 1.1 This report presents the outturn of the 2023/2028 capital programme and provides details of amendments and rephasing resulting from under and overspends and their impact on the 2023/2028 programme. The report also outlines the financing of the 2023/2024 programme.

## 2 Capital Programme 2023/2024

- 2.1 The original budget was presented to Council on 23 February 2023 and the impact of rephasing the unspent budget from 2022/2023 was reported to Cabinet on 1 August 2023. The full capital programme for 2023/2024 is shown at Appendix 1.
- 2.2 A revised forecast for the Capital Programme 2023/2024 of £44,224,370 was reported at the Cabinet meeting on 7 February 2024. Capital budgets were monitored monthly and reported upon quarterly to Audit Committee throughout 2023/2024.

	<b>Original Budget 2023/24 (Cabinet 1 August 2023)</b> £	<b>Forecast 31 December 2023 (Cabinet 7 February 2024)</b> £	<b>Actual Capital Outturn 31 March 2024</b> £
Core Programme	58,369,790	44,044,370	36,446,601
Exempt Programme	8,301,520	180,000	0
<b>Total Capital Programme</b>	<b>66,671,310</b>	<b>44,224,370</b>	<b>36,446,601</b>

- 2.3 This report details the variances between original budget and actual outturn of the Core Programme. The Exempt Programme detail is shown in a separate report.

2.4 The table below shows a breakdown of the core programme by directorate.

Table 1 – Variance between Actual and Original Budget

Capital Expenditure	Original Budget 2023/24 (Cabinet 1 August 2023) £	Actual Capital Outturn £	Variance to Original Budget 2023/24 (Under)/Over £	Note
Major Projects	51,129,190	32,253,722	(18,875,468)	3.2
Community and Partnerships	2,324,130	2,613,448	289,318	3.3
Resources	396,710	121,757	(274,953)	3.4
Programme and Projects	200,000	36,928	(163,072)	3.5
Property and Projects	308,500	37,827	(270,673)	3.6
Operational and Commercial Services	2,835,080	694,896	(2,140,184)	3.7
Leisure and Community Facilities	1,176,180	688,023	(488,157)	3.8
<b>Total Excluding Exempt</b>	<b>58,369,790</b>	<b>36,446,601</b>	<b>(21,923,189)</b>	
Exempt Schemes	8,301,520	0	(8,301,520)	See exempt report
<b>Total Including Exempt</b>	<b>66,671,310</b>	<b>36,446,601</b>	<b>(30,224,709)</b>	

### 3 Major differences between the original budget and the actual expenditure

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

#### 3.2 Major Projects – Underspend (£18,875,468)

Movements to be explained:		£
1	<b>Enterprise Zone</b> The partner authority Norfolk County Council reported potential overspend due to continued delays to contract completion, impact of AWS, UKPN, Cadent issues and Phosphor Gypsum removal. Budget to be reviewed and reported to future Cabinet.	579,140

<b>Movements to be explained:</b>		<b>£</b>
2	<p><b>Major Housing Development</b></p> <ul style="list-style-type: none"> <li>Alexandra Road underspend (£2,451,328), Scheme not progressed and withdrawn from Programme.</li> <li>Salter's Road underspend (£1,932,377), Florence Fields (£12,420,963) and Lynnsport 1 Phase 3 spend behind budget (£1,143,164). Project timelines impacted following cessation in trading of groundworks contractor ceased trading during period.</li> <li>Southend Road Car Park spend behind budget (£527,037). Programme impacted by weather and zinc schedule.</li> <li>Other variances net spend ahead of budget £28,669.</li> </ul>	(18,446,201)
3	<p><b>Towns Fund</b></p> <ul style="list-style-type: none"> <li>St Georges Guildhall Complex ahead of profile £179,955. Following a heritage building assessment the scope and complexity of the scheme being increased. Additional time has been included for the RIBA stage 3 and 4 design processes and the Main Contract Tender Period and the RIBA stage 3 approval period.</li> <li>Active and Clean Connectivity behind profile (£785,022). Elements of scheme progressing ahead of schedule (Fairstead Cycle Way) however risk increasing regard delivery of Tennyson Avenue Road crossing.</li> <li>Riverfront Regeneration ahead of profile £143,277. Increase of costs in the ground in Devil's Alley plus increased materials costs. Changes to scope, materials and curation of the area will assist to meet cost plan.</li> <li>Multi-user community Hub ahead of profile £981,671. Budget to be reprofiled for 2024/25 due to delays of demolition and strip out works in March 2024.</li> <li>Other spend behind budget (£3,579)</li> </ul>	516,302
4	<p><b>NORA Remediation</b></p> <p>Spend behind profile budget. Compulsory decontamination works necessary to the site are expected to begin in 2024/2025</p>	(206,776)
5	<p><b>Southgate Regeneration Area</b></p> <p>Tender issued for RIBA stage 1-3 architectural design and property advice for redevelopment sites quarter 4 2023/2024. Budget reprofiled to 2024/2025.</p>	(479,783)

<b>Movements to be explained:</b>		<b>£</b>
6	<b>Local Authority Housing Fund</b> The opportunity and funding to purchase affordable housing for refugees was announced at short notice after approval of the original budget. This is funded by Central Government and Section 106 funds previously collected by the Council.	1,352,264
7	<b>Public Conveniences</b> The programme for this spend is being scoped and now likely to incur spend in 2024/2025. In 2024/2025, £34k of this budget will partly fund the Changing Places facility at St James' leisure facility, with the balance grant funded (£40k).	(400,000)
8	<b>Re:Fit Project</b> The replacement of street lighting columns and lamps are continuing into 2024/2025 on a needs basis.	(466,469)
9	<b>Lynn Sport 3G Replacement</b> The works are to fully begin in 2024/2025. There is an additional need for contingency resource subject to ground conditions beneath the covering, which is proposed to be funded by a revenue contribution as proposed in the 2023/2024 Revenue Outturn report.	(293,300)
10	<b>Lynn Sport New 3G Pitch</b>	(900,000)
11	Other minor variances where spend is behind profile.	(130,645)
<b>Surplus</b>		<b>(18,835,958)</b>

### 3.3 Community and Partnerships – Overspend £289,318

<b>Movements to be explained:</b>		<b>£</b>
1	<b>Private Sector Housing Assistance</b> An overspend is reported, reflecting increasing demand for supported adaptations along with the impact of inflation on equipment costs. £158,480 is funded from an increase in the Better Care Grant received, it is proposed to fund the additional £157,678 from capital reserves.	316,158
2	<b>Careline-Replacement Alarm Units</b> The replacement of alarm units has increased reflecting a switchover to digital connection. The alarms are financed via unsupported borrowings, the extra cost will be charged to revenue over a period of time for these extra costs.	141,333
3	<b>Careline - Replacement Vehicles</b> There are ongoing nationwide resourcing issues with vehicles, the budget is transferred to 2024/2025	(56,850)
4	<b>Community Projects</b> An underspend is reported and is to be rephased and earmarked to 2024/2025.	(81,323)
5	<b>Community Safety Vehicle</b>	(30,000)

	There are ongoing nationwide resourcing issues with vehicles, the budget is transferred to 2024/2025	
<b>Overspend</b>		<b>289,318</b>

### 3.4 Resources – Underspend £274,953

<b>Movements to be explained:</b>		<b>£</b>
1	<b>ICT Development Programme</b> Committed projects are to continue into 2024/2025	(269,580)
2	<b>Other minor variances</b>	(5,373)
<b>Underspend</b>		<b>(274,953)</b>

### 3.5 Programme and Projects – Underspend £163,072

<b>Movements to be explained:</b>		<b>£</b>
1	<b>Downham Market Public Conveniences</b> The programme for this spend is being scoped and now likely to incur spend in 2024/2025.	(200,000)
2	<b>Changing Places Toilet - St James's</b> A grant of £40,000 towards these works has been received, to fund this expenditure. The £34,000 from the Public Conveniences major project is to be transferred to 2024/2025 to continue with the project.	36,928
<b>Underspend</b>		<b>(163,072)</b>

### 3.6 Property and Projects – Underspend £270,673

<b>Movements to be explained:</b>		<b>£</b>
1	<b>Sewage Treatment Works</b> A start date is yet to be determined for this work and dependant upon the external service provider. The budget is to be rephased into 2024/2025.	(28,000)
2	<b>Estate Roads - Resurfacing</b> The budget is to be rephased to 2024/2025.	(30,500)
3	<b>Bergen Way Industrial Estate roof replace</b> Works are yet to be undertaken; it is necessary to transfer the budget to 2024/2025.	(250,000)
4	<b>North Promenade Erosion</b> Gabion wall installation works were performed to prevent continued erosion to the north promenade in Hunstanton with an expected total cost of £45,000, the remaining budget of £3,230 is to be moved into 2024/2025.	41,774



5	<b>Other minor variances</b>	(3,947)
<b>Underspend</b>		<b>(270,673)</b>

### 3.7 Operational and Commercial Services – Underspend £2,140,184

<b>Movements to be explained:</b>		<b>£</b>
1	<b>Mintlyn Crematorium – car park</b> This work completed in 2023/2024 below budget by (£20,753)	(20,753)
2	<b>Gayton Road Cemetery Extension</b> This is to be removed from the capital programme while options are considered.	(145,800)
3	<b>Refuse and Recycling Bins</b> The purchase of bins was lower than the original budget, the bin replacement schedule is funded via unsupported borrowings resulting in a reduced charge to revenue 2023/2024.	(83,572)
4	<b>Refuse Vehicles</b> Its was necessary to replace smaller refuse vehicles, this overspend to budget is funded from reserves.	154,798
5	<b>Grounds Maintenance Equipment</b> There are ongoing nationwide resourcing issues with large equipment, the budget will be transferred to 2024/2025.	(161,300)
6	<b>Grounds Maintenance Vehicles</b> There are ongoing nationwide resourcing issues with vehicles, the budget will be transferred to 2024/2025.	(199,620)
7	<b>Public Cleansing Vehicles</b> There are ongoing nationwide resourcing issues with vehicles, the budget will be transferred to 2024/2025.	(256,758)
<b>The remaining items listed below have budgets earmarked, but have not incurred spend in 2023/2024 and therefore are reprofiled to future years.</b>		
8	<b>Car Parks</b> Resurfacing £100k, Pay and Display equipment £121k; lighting and safety £232k;	(452,707)
9	<b>CCTV</b> Control Room Upgrade £121k; Safer Streets CCTV at various locations £92k	(213,510)
10	<b>Events</b> Christmas £188k; Emergency planning radios and Digital signage £73k	(260,550)
11	<b>Public Realm</b> Play equipment and dog bins £96k; Tourist signs £21k.	(117,000)
12	<b>Resorts and Trading</b> Chalet windows £100k; Hunstanton bandstand £30k; Play equipment £148k digital signage £50k.	(328,000)
13	<b>Other minor variances</b>	(55,412)
<b>Underspend</b>		<b>(2,140,184)</b>

### 3.8 Leisure and Community Facilities – Underspend £488,157

<b>Movements to be explained:</b>		<b>£</b>
1	<b>Lynnsport - Fitness Equipment</b> The upgrades of the gym sites were done as a collective. Budgets from all sports sites were moved to single project. This improved buying power and helped to reduce costs to below budget.	(51,820)
2	<b>L/Sport Floor Surface Reseal</b> This project is to be removed from the capital programme as it is not necessary at this current time. The budget provision of £17,000 is to be transferred towards the enhancements at the Lynnsport Gymnastic centre flooring following flooding which will complete in early 2024/2025.	(17,000)
3	<b>St James Pool Hall replacement lighting</b> This project is to be removed from the capital programme as its not necessary at this current time. The budget provision of £20,000 is to be transferred towards the enhancements at the Lynnsport Gymnastic centre flooring following flooding which will complete in early 2024/2025.	(20,000)
4	<b>Town Hall Roofing</b> This project is to be removed from the capital programme as its not necessary at this current time. The budget provision of £10,000 is to be transferred towards the enhancements at the Lynnsport Gymnastic centre flooring following flooding which will complete in early 2024/2025.	(10,000)
<b>The remaining items listed below have budgets earmarked, but have not incurred spend in 2023/2024 and therefore are reprofiled to future years.</b>		
5	<b>Downham Market Leisure Centre</b> Replacement Lighting Pool and electrical upgrade	(45,000)
7	<b>LynnSport</b> Fire Alarm Upgrade £70k; Toilets and cubical refurbishment £42k	(112,480)
10	<b>St James</b> Floor and surface refurbishment £75k; locker and cubical replacement £100k; Toilet refurbishment £25k.	(200,000)
16	<b>Oasis</b> Locker replacement	(20,000)
17	Other minor variances	(11,856)
<b>Underspend</b>		<b>(488,157)</b>

#### 4 2023/2024 Revised Forecast.

- 4.1 During the year the Capital programme is monitored monthly and budgets are rephased quarterly. The table below shows the impact of revised budgets and the amounts to be rephased from 2023/2024.

**Table 2 – Variance between Actual and revised budget 2023/2024.**

Capital Expenditure	Forecast 31 December 2023 (Cabinet 7 February 2024) £	Actual Capital Outturn £	Variance to Revised Budget 2023/24 (Under) /Over £	Virement	Committed under / (over) spend	Rephased to future years	Note
Major Projects	38,324,400	32,253,722	(6,070,678)	34,000		(6,036,678)	4.2
Community and Partnerships	2,410,810	2,613,448	202,638		(301,921)	(99,283)	4.3
Resources	287,970	121,757	(166,213)			(166,213)	
Programme and Projects	200,000	36,928	(163,072)	(34,000)		(197,072)	
Property and Projects	0	37,827	37,827			37,827	
Operational and Commercial Services	1,898,060	694,896	(1,203,164)		(71,226)	(1,274,390)	4.4
Leisure and Community Facilities	923,130	688,023	(235,107)			(235,107)	
<b>Total Excluding Exempt</b>	<b>44,044,370</b>	<b>36,446,601</b>	<b>(7,597,769)</b>	<b>0</b>	<b>(373,147)</b>	<b>(7,970,916)</b>	
Exempt Schemes	180,000	0	(180,000)			(180,000)	See exempt report
<b>Total Including Exempt</b>	<b>44,224,370</b>	<b>36,446,601</b>	<b>(7,777,769)</b>	<b>0</b>	<b>(373,147)</b>	<b>(8,150,916)</b>	

#### 4.2 Major Projects

A report to consider the impact in conjunction with partners, of a likely overspend in the NORA Enterprise Zone will be presented to committee. The outcome of which will then be reflected in the Capital Programme.

The £400k budget for public conveniences is currently being scoped. However, it is proposed to vire £34k from this budget to the St James Changing Places facility to support grant funding of £40k under the Assistant Director - Programme and Projects Operational Programme budget.

#### 4.3 Community and Partnerships.

An overspend of net £301k reflecting increasing demand for supported adaptations along with the impact of inflation on equipment costs. This financed by Better Care grant and Capital reserves. This leaves a balance of £99k that is rephased to future years.

#### 4.4 Operations and Commercial.

An underspend of £84k has been achieved for replacement of refuse and recycling bins. An overspend incurred of £155k funded from reserves to replace smaller refuse vehicles.

- 4.5 As a result of the capital outturn position detailed in the activities above the carry forward net budget provision of £7,970,916 to 2024/2025 is possible.
- 4.6 Total useable capital receipts generated in 2023/2024 are shown in the table below;

Table 3 – Capital Receipts 2023/2024

<b>Capital Receipt</b>	<b>£</b>
Council Houses – Preserved right to buy	237,195
General Fund – Major housing sales	10,852,696
General Fund – Land and property	2,326,750
General Fund – Housing grants repaid	10,000
<b>Total</b>	<b>13,426,641</b>

- 4.7 Table 4 below illustrates all the units sold to date on the various Major Housing Projects. The sale receipts are used to fund expenditure on the Major Housing Project alongside temporary borrowing.

Table 4

The table summarises the total number of units that are to be built by site and the number of units sold as at 31 March 2024 cumulatively;

Scheme	Total homes	Leased to WNPL	Sold to a RP (Affordable Housing)	Open Market Sale	Units in current capital programme 2024-28
NORA 4	105	48	21	35	1
Marsh Lane	130	-	20	110	0
Lynnsport 3	54	19	8	27	0
Lynnsport 4&5	89	8	13	68	0
Lynnsport 1	96	19	11	66	0
Parkway	226	-	-	-	226
Salters Road	78	-	23	-	55
Southend Road	32	-	-	-	32

## 5 Financing of the Capital Programme 2023/2024

- 5.1 The following table details the sources of finance used to fund capital spending during the 2023/2024 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 5.

	£
<b>Total Capital Programme Outturn to be Funded 2023/2024</b>	<b>36,486,111</b>
Less Third-Party Contributions (shown in table 8 below)	<u>(5,723,728)</u>
<b>Capital Programme Expenditure to be Funded</b>	<b><u>30,762,383</u></b>
<b>Sources of Finance:</b>	
Specific Capital Grant - Better Care Fund	1,941,287
Unsupported Borrowing	1,032,936
Temporary Borrowing	15,586,223
Capital Reserves	553,758
Capital Loan	0
Capital Receipts applied in year	<u>11,648,179</u>
<b>Total</b>	<b><u>30,762,383</u></b>

Table 6.

**Funded 2023/2024**

<b>Third-Party Contributions</b>	<b>£</b>
Business Rates Pool	253,650
Department for Levelling Up, Housing and Communities	4,791,836
Norfolk County Council	537,971
Community Infrastructure Levy	50,000
Alive West Norfolk	90,000
Miscellaneous Contributions	270
<b>Total Third-Party Contributions</b>	<b>5,723,728</b>

- 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 2023/2024 unsupported borrowing was used to purchase vehicles and equipment where previously lease payments were made. In effect the equivalent to lease payments now pay the debt charge. No help is available from Government to pay the costs – therefore they are classed as unsupported.
- 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.

- Capital Receipts come from the sale of assets including the receipts generated from the major housing sales receipts and the preserved rights from the sale of former council houses.

## 6 Minimum Revenue Provision

6.1 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 2023/2024 approved at Council on 23 February 2023 set out the policy proposals for the Borough for 2023/2024.

6.2 The amount of MRP charged to the accounts in 2023/2024 is £387,575, against a budget of £896,920. The actual MRP charge 2023/2024 has been calculated in accordance with the Council's policy based on the capital financing requirement as at 1 April 2023. The MRP is calculated based on the prior year capital programme requirements.

## 7 Capital Programme 2023/2028

7.1 The Capital Programme 2023/2028 was approved by Council on 22 February 2024 and is provided at Appendix 2. As detailed at section 4 above, it is proposed to carry forward budget provision of £8,150,916 from 2023/2024 to future years of the programme. This requires careful evaluation of the impact of scheme delays on compliance with funding terms and conditions, costs and capacity for delivering against reprioritised deadlines. A full impact assessment and reprofiling of the programme will be presented in the results of Quarter 1 monitoring 2024/2025.

Table 7 –Capital Programme 2024 – 2028 (February 2024)

	2024/2025 £	2025/2026 £	2026/2027 £	2027/2028 £
Major Projects	48,873,120	34,104,630	22,598,520	4,719,380
Community and Partnerships	2,290,000	2,260,000	2,260,000	2,260,000
Resources	258,740	450,000	300,000	150,000
Programme and Projects	0	0	0	0
Property and Projects	353,500	0	0	0
Operational and Commercial Services	1,260,200	692,440	348,570	180,000
Leisure and Community Facilities	574,480	235,000	185,000	0
<b>Total</b>	<b>53,610,040</b>	<b>37,742,070</b>	<b>25,692,090</b>	<b>7,309,380</b>
Major Projects (Exempt)	547,000	0	7,574,520	0
<b>Total Capital Programme</b>	<b>54,157,040</b>	<b>37,742,070</b>	<b>33,266,610</b>	<b>7,309,380</b>

## 8 Capital Financing 2024/2028

8.1 Table 8 provides details of the revised estimated capital financing for 2024/2028 updated after funding 2023/2024. Exempt schemes are shown in a separate report.

Table 8.

Source of Funding	2023/2024 £	2024/2025 £	2025/2026 £	2026/2027 £
Specific Capital Grants (Better Care Fund)	1,944,598	1,944,598	1,944,598	1,944,598
Specific Capital Grants (Towns Fund)	10,575,990	6,888,900	3,782,240	3,140,510
Misc. Government Grants	5,119,250	168,800	0	0
Business Rate Pool	1,820,760	0	0	0
Capital Receipts	16,140,770	22,574,610	14,102,799	1,467,079
Reserves/Revenue Contributions	6,646,773	972,193	772,193	587,193
Unsupported Borrowing	1,260,210	470,640	388,570	220,000
Temporary Borrowings	38,549,829	1,583,709	0	0
<b>Total Funding</b>	<b>82,058,180</b>	<b>34,603,450</b>	<b>20,990,400</b>	<b>7,359,380</b>

## 9 Equality Impact Assessment

9.1 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.

9.2 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)

## 10 Financial Implications

10.1 The financing arrangements for the capital programme are within budget. Where rephasing to/from 2023/2024 is to be made then the funding will follow. As previously noted, the MRP charge for 2022/2023 can be met from within the overall revenue outturn for the year.

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

## 11 Risk Implications and Sensitivity Analysis

- 11.1 Risk is inherent in any projection of future funding. The estimated resources available to fund the capital programme 2023-2028 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 2023-2028 if the resources are not achieved at the estimated level or at the time expected. This section has been updated to reflect the position in the Capital Programme and Resources for 2023-2028.

Source of Funding	Risk Implications and Sensitivity	Level of Risk
<p>Capital Grants</p> <p>Third Party Contributions</p>	<p><b>Risk</b> 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 2023/2024 is based on the confirmed level of grant from the Better Care Fund. Future years show no assumed growth rate but remain at a constant level for the rest of the programme as no indications of growth have been provided. The level of grant is confirmed by Central Government annually and can vary from year to year.</p> <p><b>Sensitivity/Consequences</b> This funding represents 20% of current total general fund reserve balance. 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>	<p>Medium</p>
<p>Capital Receipts</p>	<p><b>Risk</b> Capital receipts over the 5-year capital programme 2023-2028 represent 100% of the current general fund reserve balance. 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><b>Sensitivity/Consequences</b> 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 £5m and £105m 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>	<p>High</p>



Source of Funding	Risk Implications and Sensitivity	Level of Risk
Major Housing Project	<p><b>Risk</b> 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><b>Sensitivity/Consequences</b> Business case review prior to proceeding to end stage. Local Authority Housing Company has been established to hold any surplus units for rent.</p>	High
Unsupported Borrowing	<p><b>Risk</b> The proposed capital programme 2023-2028 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><b>Sensitivity/Consequences</b> 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
Temporary Borrowing External and Internal	<p><b>Risk</b> 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><b>Sensitivity/Consequences</b> 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.</p>	Medium

Source of Funding	Risk Implications and Sensitivity	Level of Risk
	<p>External borrowing will be sourced through market loans or PWLB depending on the most favourable rates.</p> <p>The interest rates of external loans and PWLB loans are at a higher rate due to the current Bank of England base rate.</p>	
Reserves	<p><b>Risk</b> Contributions from reserves are based on actual balances as at 1 April 2023 and take into account budgeted contributions to/from reserves.</p> <p><b>Sensitivity/Consequences</b> The reserves are available and as such the sensitivity is low. In the event that reserves are not 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
Sales Value Reduces / Costs Increase	<p><b>Risk</b> Macro-economic issues</p> <p><b>Sensitivity/consequences</b> Market confidence continues to be impacted by inflation and high interest costs (following on from Brexit and the pandemic). Sales values and cost of materials and labour will require regular review in determining how to proceed with schemes and, for example, whether to sell or rent properties through the Housing Company.</p>	Medium

11.2 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.

## 12 Policy Implications

The establishment and management of the capital programme are in accordance with the Council's Capital Strategy. The current Capital Strategy 2024/2025 was approved by Council on 22 February 2024.

13 See separate Exempt Report.

## 14 Statutory Consideration

None

## 15 Consultations

Management Team

## 16 Access to Information

Cabinet Reports Approved Financial Plan 2022/2027 - 7 February 2023  
Council Approved Financial Plan 2022/2027 - 23 February 2023  
Financial Plan 2023/2028 - 22 February 2024  
Capital Strategy 2023/2024 - 22 February 2024  
Capital Strategy 2022/2023 - 23 February 2023  
Monthly Monitoring Reports 2023/2024

Appendix 1 - Capital Programme 2023/2028	Original Budget 2023/2024	(Cabinet 7 February 2024) Forecasted Budget 2023/2024	Outturn Actual Spend 31st March 2024	Variance to original Budget	Variance to Forecast Budget
	£	£	£	£	£
<b>MAJOR PROJECTS</b>					
<b>Enterprise Zone</b>					
Project Management / Marketing	45,180	45,180	3,680	(41,500)	41,500
Roads / Infrastructure	7,623,120	6,396,130	8,095,383	472,263	(1,699,253)
EZ Development of Spec Units 1	534,400	534,400	682,777	148,377	(148,377)
<b>Total Enterprise Zone ( AD Property and Projects)</b>	<b>8,202,700</b>	<b>6,975,710</b>	<b>8,781,840</b>	<b>579,140</b>	<b>(1,806,130)</b>
<b>Major Housing Development</b>					
Salters Road	9,393,220	7,911,740	7,460,843	(1,932,377)	450,897
Alexandra Rd Hunstanton BCKLWN Cost	2,461,410	0	10,082	(2,451,328)	(10,082)
Phase 3-Lynnsport 1	1,172,850	185,000	29,686	(1,143,164)	155,314
Lynnsport 3	0	7,290	7,469	7,469	(179)
Phase 2 -Lynnsport 4 /5	164,540	9,360	9,445	(155,095)	(85)
Major Housing Management	14,330	14,330	46,173	31,843	(31,843)
Major Housing Projects Unallocated Budget	66,490	66,490	6,614	(59,876)	59,876
Parkway - Gaywood	18,641,790	9,312,650	6,220,827	(12,420,963)	3,091,823
Nora Phase 4	253,150	1,153,150	1,189,167	936,017	(36,017)
Nora Phase 5	764,870	50,000	19,642	(745,228)	30,358
Hunstanton Regeneration Bus Station & NCC Library	0	0	13,539	13,539	(13,539)
Hunstanton Regeneration Southend Road Car Park	3,668,630	4,607,500	3,141,593	(527,037)	1,465,907
<b>Total Major Housing Development (AD Companies and Housing)</b>	<b>36,601,280</b>	<b>23,317,510</b>	<b>18,155,079</b>	<b>(18,446,201)</b>	<b>5,162,431</b>
<b>Other Major Projects</b>					
<b>Towns Fund</b>					
Town Centre Public Realm	192,510	192,510	192,510	0	(0)
St Georges Guildhall Complex	783,960	783,960	963,915	179,955	(179,955)
Active and Clean Connectivity	1,090,550	665,550	305,528	(785,022)	360,022
Riverfront Regeneration	244,970	182,740	388,247	143,277	(205,507)
Multi User Community Hub	228,110	1,199,110	1,209,781	981,671	(10,671)
Programme Management	92,000	92,000	88,421	(3,579)	3,579
<b>Total Towns Fund</b>	<b>2,632,100</b>	<b>3,115,870</b>	<b>3,148,402</b>	<b>516,302</b>	<b>(32,532)</b>
NORA Remediation	216,480	0	9,704	(206,776)	(9,704)
South Quay Somerfield Thomas Silo	96,320	96,320	65,384	(30,936)	30,936
Factory Unit 1 - New Depot Site	77,100	77,100	145,309	68,209	(68,209)
Air Source Heat Pump Project - Enterprise Works	2,240	2,240	21,522	19,282	(19,282)
<b>Total for AD Property and Projects</b>	<b>392,140</b>	<b>175,660</b>	<b>241,919</b>	<b>(150,221)</b>	<b>(66,259)</b>
Southgate Regen Area Business Rate Pool Contribution	493,860	93,860	14,077	(479,783)	79,783
ICI/Active Travel Hub (KLIC2)	121,060	0		(121,060)	0
South Quay Stage 3	120,000	120,000		(120,000)	120,000
UK Shared Prosperity Fund	28,800	8,800	64,653	35,853	(55,853)
Rural England Prosperity Fund	374,110	374,110	352,217	(21,893)	21,893
Baxter's Plain Public Realm Feasibility Study	0	40,000	39,900	39,900	100
Local Authority Housing Fund		3,539,740	1,352,264	1,352,264	2,187,476
<b>Total for AD Regeneration</b>	<b>1,137,830</b>	<b>4,176,510</b>	<b>1,823,111</b>	<b>685,281</b>	<b>2,353,399</b>
Old Hunstanton Public Conveniences	400,000	0		(400,000)	0
<b>Total for AD Operational and Commercial Services</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>(400,000)</b>	<b>0</b>
Re:Fit Project	563,140	263,140	96,671	(466,469)	166,469
Lynn Sport 3G Replacement	300,000	300,000	6,700	(293,300)	293,300
Lynn Sport New 3G Pitch	900,000	0		(900,000)	0
<b>Total for Leisure and Community Facilities</b>	<b>1,763,140</b>	<b>563,140</b>	<b>103,371</b>	<b>(1,659,769)</b>	<b>459,769</b>
<b>Total Major Projects</b>	<b>51,129,190</b>	<b>38,324,400</b>	<b>32,253,722</b>	<b>(18,875,468)</b>	<b>6,070,678</b>
<b>OPERATIONAL SCHEMES</b>					
<b>AD Community and Partnerships</b>					
Disabled Facilities Grant	618,200	773,770	925,237	307,037	(151,467)

Appendix 1 - Capital Programme 2023/2028	Original Budget 2023/2024	(Cabinet 7 February 2024) Forecasted Budget 2023/2024	Outturn Actual Spend 31st March 2024	Variance to original Budget	Variance to Forecast Budget
Adapt Grant	1,318,190	1,218,190	1,218,587	(99,603)	(397)
<b>Preventative Works</b>					
Home Repair Assistance Loan	0	0	(7,659)	(7,659)	7,659
Emergency Repair Grant	0	0	2,428	2,428	(2,428)
Careline Grant	25,000	25,000	12,600	(12,400)	12,400
Safe and Secure Grant			35,772	35,772	(35,772)
Low Level Prevention Fund	125,000	225,000	215,582	90,582	9,418
<b>Preventative Works Total</b>	<b>150,000</b>	<b>250,000</b>	<b>258,724</b>	<b>108,724</b>	<b>(8,724)</b>
<b>Total Private Sector Housing Assistance</b>	<b>2,086,390</b>	<b>2,241,960</b>	<b>2,402,548</b>	<b>316,158</b>	<b>(160,588)</b>
Careline-Replacement Alarm Units	60,000	60,000	201,333	141,333	(141,333)
Careline - Replacement Vehicles	56,850	56,850		(56,850)	56,850
Community Projects	90,890	52,000	9,567	(81,323)	42,433
Community Safety Vehicle	30,000	0		(30,000)	0
<b>Total for AD Community &amp; Partnerships</b>	<b>2,324,130</b>	<b>2,410,810</b>	<b>2,613,448</b>	<b>289,318</b>	<b>(202,638)</b>
<b>AD Resources (S151 Officer)</b>					
ICT Development Programme	374,980	208,520	105,400	(269,580)	103,120
Standard Desktop Refresh	21,730	79,450	16,357	(5,373)	63,093
<b>Total for AD Resources (S151 Officer)</b>	<b>396,710</b>	<b>287,970</b>	<b>121,757</b>	<b>(274,953)</b>	<b>166,213</b>
<b>AD Programme and Projects</b>					
Downham Market Public Conveniences	200,000	200,000	0	(200,000)	200,000
Changing Places Toilet - St James's	0	0	36,928	36,928	(36,928)
<b>Total for AD Programme and Projects</b>	<b>200,000</b>	<b>200,000</b>	<b>36,928</b>	<b>(163,072)</b>	<b>163,072</b>
<b>AD Property and Projects</b>					
Sewage Treatment Works Refurb/Connect Public Sewer	28,000	0		(28,000)	0
Estate Roads - Resurfacing	30,500	0		(30,500)	0
Bergen Way Industrial Estate roof replace	250,000	0		(250,000)	0
North Promenade Erosion		0	41,774	41,774	(41,774)
Kings Court - Toilets Refurbs		0	(3,947)	(3,947)	3,947
<b>Total for AD Property and Projects</b>	<b>308,500</b>	<b>0</b>	<b>37,827</b>	<b>(270,673)</b>	<b>(37,827)</b>
<b>AD Regeneration, Housing &amp; Place</b>					
Tourist Signs A47	21,000	0		(21,000)	0
<b>Total for AD Regeneration, Housing &amp; Place</b>	<b>21,000</b>	<b>0</b>	<b>0</b>	<b>(21,000)</b>	<b>0</b>
<b>Car Parks</b>					
Resurfacing (various car parks)	100,000	30,000		(100,000)	30,000
Car Parks Pay & Display Machine Replacement	60,000	60,000		(60,000)	60,000
Car Pk Multi-storey Barrier Ticket Machine	38,130	0		(38,130)	0
Car Prk Multi-storey Lighting + Controls	192,000	192,000	9,573	(182,427)	182,427
Mintlyn Crematorium - Car Park	140,000	100,000	119,247	(20,753)	(19,247)
Heacham North Beach Pay & Display Infrastructure	23,000	23,000		(23,000)	23,000
Decrim Car Park	49,150	49,150		(49,150)	49,150
<b>CCTV</b>					
CCTV Control Room Upgrade	121,050	0		(121,050)	0
CCTV Kettlewell Gadens	24,840	0		(24,840)	0
CCTV Multi-storey	9,890	0		(9,890)	0
CCTV Crematorium	7,730	0		(7,730)	0
CCTV Safer Streets	50,000	0		(50,000)	0
Christmas Lights Replacement	187,550	0		(187,550)	0
Emergency Plan - Replace Radios	30,000	30,000		(30,000)	30,000
Gayton Road Cemetery Extension	145,800	0		(145,800)	0
Parking/Gladstone Server Upgrade	12,030	4,000		(12,030)	4,000

Appendix 1 - Capital Programme 2023/2028	Original Budget 2023/2024	(Cabinet 7 February 2024) Forecasted Budget 2023/2024	Outturn Actual Spend 31st March 2024	Variance to original Budget	Variance to Forecast Budget
Digital Signage Installation - NTP	43,000	43,000		(43,000)	43,000
HAG _ CRF Signage			7,400	7,400	(7,400)
High Street Public Realm TF Accelerated project	34,030	34,030	17,819	(16,211)	16,211
NSF Events Equipment	59,080	59,080	39,971	(19,109)	19,109
Replacement Stage	50,000	50,000	57,538	7,538	(7,538)
<u>Refuse and Recycling</u>					
Refuse - Black Bins	40,000	40,000	31,010	(8,990)	8,990
Brown Bins/Compost	40,000	40,000	12,594	(27,406)	27,406
Green Bins/Recycling	40,000	40,000	27,214	(12,786)	12,786
Trade Bins	40,000	40,000	5,610	(34,390)	34,390
Refuse Vehicles	18,010	18,010	172,808	154,798	(154,798)
The Walks Crazy Golf Equipment	120,000	0		(120,000)	0
Bandstand Roof Replacement - Hunstanton	30,000	30,000		(30,000)	30,000
Replacement Play Area Equipment	75,000	75,000		(75,000)	75,000
Play Area Equipment - King's Lynn (KLACC)	8,000	8,000		(8,000)	8,000
Replacement Dog Bins	21,000	21,000		(21,000)	21,000
Downham Market Play Equipment	0	0		0	0
Resort Chalet Window Replacement	100,000	100,000		(100,000)	100,000
Resort Replacement Play Area Equipment	28,000	0		(28,000)	0
Resort - Beach Safety Signage	15,000	0		(15,000)	0
Resort - Visitor Digital Sign	50,000	0		(50,000)	0
Grounds Maintenance Equipment	161,300	161,300		(161,300)	161,300
Grounds Maintenance Vehicles	199,620	199,620		(199,620)	199,620
Public Cleansing Vehicles	450,870	450,870	194,112	(256,758)	256,758
<b>Total for AD Operations and Commercial</b>	<b>2,814,080</b>	<b>1,898,060</b>	<b>694,896</b>	<b>(2,119,184)</b>	<b>1,203,164</b>
<b><u>Leisure and Community Facilities</u></b>					
<u>Corn Exchange</u>					
Corn Exchange -Internal Dec	0	0		0	0
Corn Exchange -Refurbish Seating	15,000	15,000	13,608	(1,392)	1,392
Corn Exchange - Replace Speakers	0	0	4,801	4,801	(4,801)
Corn Exchange - Light Desk & Lights	50,000	50,000	50,136	136	(136)
Corn Exchange - Mobile Elevat Wrk Platf	0	0		0	0
Corn Exchange - Auditorium LED Lighting	0	0		0	0
<u>Downham Market Leisure Centre</u>					
DMLC - Replacement Spin Bikes	23,000	23,000		(23,000)	23,000
DMLC - Replace Heat/Cool AHU Dance Studio	25,000	22,000	28,296	3,296	(6,296)
DMLC - Fitness Room Flooring	0	0		0	0
DMLC - HallDance Studio Reseal	0	18,000	16,925	16,925	1,075
DMLC - Fitness Equipment	60,000	60,000		(60,000)	60,000
DMLC - Flooring Replacement	0	0		0	0
DMLC - Replacement Lighting Pool	20,000	0		(20,000)	0
DMLC - Replacement Distribution Boards	25,000	0		(25,000)	0
DMLC - Plate Heat Exchanger	10,000	10,000		(10,000)	10,000
<u>Lynnsport</u>					
Lynnsport - Fitness Equipment	108,000	108,000	493,270	385,270	(385,270)
L/Sport - Floor Surface Reseal	17,000	0		(17,000)	0
L/Sport Fire Alarm Upgrade	70,000	0		(70,000)	0
L/sport Boilers & Plant	0	0		0	0
L/Sport Athletics Cage replacement and athletics lighting upgrade	61,610	46,610	45,963	(15,647)	647
L/Sport Toilets & Changing Room	42,480	0		(42,480)	0
L/Sport Spin Bikes	17,000	17,000		(17,000)	17,000
L/Sport Spin Room	10,000	10,000		(10,000)	10,000
L/Sport Wellness Studio	150,000	150,000		(150,000)	150,000
L/Sport Spin Ventilation	17,090	17,090		(17,090)	17,090
L/Sport Fitness Flooring	40,000	40,000		(40,000)	40,000
L/Sport 3G LED Lighting	25,000	20,000	20,822	(4,178)	(822)
L/Sport Roof	0	171,430		0	171,430

Appendix 1 - Capital Programme 2023/2028	Original Budget 2023/2024	(Cabinet 7 February 2024) Forecasted Budget 2023/2024	Outturn Actual Spend 31st March 2024	Variance to original Budget	Variance to Forecast Budget
L/Sport Cubical and locker replacement	10,000	0		(10,000)	0
L/Sport Basket Ball fittings replacement	0	15,000	11,683	11,683	3,317
<u>St James Pool</u>					
St James - Floor/Surface Replace	25,000	0		(25,000)	0
St James Fitness Equipment	30,000	30,000		(30,000)	30,000
St James Spin Bikes	20,000	20,000		(20,000)	20,000
St James Replacement Plant	0	0	2,520	2,520	(2,520)
St James Flooring (changing area)	50,000	0		(50,000)	0
St James Pool Hall replacement lighting	20,000	0		(20,000)	0
St James Cubical replacement	50,000	0		(50,000)	0
St James Locker replacement	50,000	0		(50,000)	0
St James wetside toilet refurb	25,000	0		(25,000)	0
St James Pool plate heat exchange	10,000	0		(10,000)	0
<u>Oasis</u>					
Oasis Fitness Equipment	50,000	50,000		(50,000)	50,000
Oasis Fitness Flooring	20,000	20,000		(20,000)	20,000
Oasis lockers replacement	20,000	0		(20,000)	0
<u>Town Hall</u>					
Roofing	10,000	10,000		(10,000)	10,000
<b>Total for Leisure and Community Facilities</b>	<b>1,176,180</b>	<b>923,130</b>	<b>688,023</b>	<b>(488,157)</b>	<b>235,107</b>
<b>Total Operational Schemes</b>	<b>7,240,600</b>	<b>5,719,970</b>	<b>4,192,879</b>	<b>(3,047,721)</b>	<b>1,527,091</b>
<b>Total Capital Programme (Non Exempt)</b>	<b>58,369,790</b>	<b>44,044,370</b>	<b>36,446,601</b>	<b>(21,923,189)</b>	<b>7,597,769</b>
<u>Exempt Schemes</u>					
<b>Total Commercially Sensitive Schemes (Exempt)</b>	<b>8,301,520</b>	<b>180,000</b>	<b>0</b>	<b>(8,301,520)</b>	<b>180,000</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>66,671,310</b>	<b>44,224,370</b>	<b>36,446,601</b>	<b>(30,224,709)</b>	<b>7,777,769</b>

Appendix 2 - Capital Programme 2023/2028	To be Rephased from 2023/2024	Revised Budget 2024/2025	Revised Budget 2025/2026	Revised Budget 2026/2027	Budget 2027/2028	Total Capital Budget 2023/2028
	£	£	£	£	£	£
<b>MAJOR PROJECTS</b>						
<b>Enterprise Zone</b>						
Project Management / Marketing	41,500	35,000	0	0		76,500
Roads / Infrastructure	(1,699,253)	1,143,470	0	0		(555,783)
EZ Development of Spec Units 1	(148,377)	0	0	0		(148,377)
<b>Total Enterprise Zone ( AD Property and Projects)</b>	<b>(1,806,130)</b>	<b>1,178,470</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(627,660)</b>
<b>Major Housing Development</b>						
Salters Road	450,897	3,591,880	0	0		4,042,777
Alexandra Rd Hunstanton BCKLWN Cost	(10,082)	0	0	0		(10,082)
Phase 3-Lynnsport 1	155,314	5,153,690	9,153,840	8,622,560	1,264,910	24,350,314
Lynnsport 3	(179)	0	0	0		(179)
Phase 2 -Lynnsport 4 /5	(85)	10,000	0	0		9,915
Major Housing Management	(31,843)	2,510	0	0		(29,333)
Major Housing Projects Unallocated Budget	59,876	0	0	0		59,876
Parkway - Gaywood	3,091,823	16,456,950	14,621,780	9,272,500	313,960	43,757,013
Nora Phase 4	(36,017)	210,000	10,000	0		183,983
Nora Phase 5	30,358	1,555,960	3,266,780	4,061,730		8,914,828
Hunstanton Regeneration Bus Station & NCC Library	(13,539)	0	0	0		(13,539)
Hunstanton Regeneration Southend Road Car Park	1,465,907	1,258,440	0	0		2,724,347
<b>Total Major Housing Development (AD Companies and Housing)</b>	<b>5,162,431</b>	<b>28,239,430</b>	<b>27,052,400</b>	<b>21,956,790</b>	<b>1,578,870</b>	<b>83,989,921</b>
<b>Other Major Projects</b>						
<b>Towns Fund</b>						
Town Centre Public Realm	(0)	0	0	0		(0)
St Georges Guildhall Complex	(179,955)	1,380,630	6,102,790	641,730	3,140,510	11,085,705
Active and Clean Connectivity	360,022	4,892,260	281,320	0		5,533,602
Riverfront Regeneration	(205,507)	3,306,460	596,010	0		3,696,963
Multi User Community Hub	(10,671)	5,458,000	0	0		5,447,329
Programme Management	3,579	95,000	72,110	0		170,689
<b>Total Towns Fund</b>	<b>(32,532)</b>	<b>15,132,350</b>	<b>7,052,230</b>	<b>641,730</b>	<b>3,140,510</b>	<b>25,934,288</b>
NORA Remediation	(9,704)	845,890	0	0		836,186
South Quay Somerfield Thomas Silo	30,936	0	0	0		30,936
Factory Unit 1 - New Depot Site	(68,209)	0	0	0		(68,209)
Air Source Heat Pump Project - Enterprise Works	(19,282)	0	0	0		(19,282)
<b>Total for AD Property and Projects</b>	<b>(66,259)</b>	<b>845,890</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>779,631</b>
Southgate Regen Area Business Rate Pool Contribution	79,783	400,000	0	0		479,783
ICI/Active Travel Hub (KLIC2)	0	121,060	0	0		121,060
Nelson Quay Redevelopment		0	0	0		0
Chapel Street		0	0	0		0
South Quay Stage 3	120,000	0	0	0		120,000
UK Shared Prosperity Fund	(55,853)	233,570	0	0		177,717
Rural England Prosperity Fund	21,893	1,122,350	0	0		1,144,243
Baxter's Plain Public Realm Feasibility Study	100	0	0	0		100
Local Authority Housing Fund	2,187,476	0	0	0		2,187,476
<b>Total for AD Regeneration</b>	<b>2,353,399</b>	<b>1,876,980</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,230,379</b>
Public Conveniences	(34,000)	400,000		0		366,000
<b>Total for AD Operational and Commercial Services</b>	<b>(34,000)</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400,000</b>
Re:Fit Project	166,469	300,000	0	0		466,469
Lynn Sport 3G Replacement	293,300	0	0	0		293,300
Lynn Sport New 3G Pitch	0	900,000	0	0		900,000
<b>Total for Leisure and Community Facilities</b>	<b>459,769</b>	<b>1,200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,659,769</b>
<b>Total Major Projects</b>	<b>6,036,678</b>	<b>48,873,120</b>	<b>34,104,630</b>	<b>22,598,520</b>	<b>4,719,380</b>	<b>116,366,328</b>



Appendix 2 - Capital Programme 2023/2028	To be Rephased from 2023/2024	Revised Budget 2024/2025	Revised Budget 2025/2026	Revised Budget 2026/2027	Budget 2027/2028	Total Capital Budget 2023/2028
<b>OPERATIONAL SCHEMES</b>						
<b>AD Community and Partnerships</b>						
Disabled Facilities Grant	(151,467)	618,200	618,200	618,200	618,200	2,321,333
Adapt Grant	(397)	1,281,800	1,281,800	1,281,800	1,281,800	5,126,803
	<b>(151,864)</b>	<b>1,900,000</b>	<b>1,900,000</b>	<b>1,900,000</b>	<b>1,900,000</b>	<b>7,448,136</b>
<b>Preventative Works</b>						
Home Repair Assistance Loan	7,659	0	0	0		7,659
Emergency Repair Grant	(2,428)	0	0	0		(2,428)
Careline Grant	12,400	25,000	25,000	25,000	25,000	112,400
Safe and Secure Grant	(35,772)					(35,772)
Low Level Prevention Fund	9,418	225,000	225,000	225,000	225,000	909,418
<b>Preventative Works Total</b>	<b>(8,724)</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>991,276</b>
Total Private Sector Housing Assistance	<b>(160,588)</b>	<b>2,150,000</b>	<b>2,150,000</b>	<b>2,150,000</b>	<b>2,150,000</b>	<b>8,439,412</b>
Careline-Replacement Alarm Units		60,000	60,000	60,000	60,000	240,000
Careline - Replacement Vehicles	56,850	0	0	0		56,850
Community Projects	42,433	50,000	50,000	50,000	50,000	242,433
Community Safety Vehicle	0	30,000	0	0		30,000
<b>Total for AD Community &amp; Partnerships</b>	<b>99,283</b>	<b>2,290,000</b>	<b>2,260,000</b>	<b>2,260,000</b>	<b>2,260,000</b>	<b>9,008,695</b>
<b>AD Resources (S151 Officer)</b>						
ICT Development Programme	103,120	258,740	150,000	150,000	150,000	811,860
Standard Desktop Refresh	63,093	0	300,000	150,000		513,093
<b>Total for AD Resources (S151 Officer)</b>	<b>166,213</b>	<b>258,740</b>	<b>450,000</b>	<b>300,000</b>	<b>150,000</b>	<b>1,324,953</b>
<b>AD Programme and Projects</b>						
Changing Places Toilet - St James's	(2,928)					(2,928)
Downham Market Public Conveniences	200,000	0	0	0		200,000
<b>Total for AD Programme and Projects</b>	<b>197,072</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>197,072</b>
<b>AD Property and Projects</b>						
Sewage Treatment Works Refurb/Connect Public Sewer	0	28,000	0	0		28,000
Estate Roads - Resurfacing	0	30,500	0	0		30,500
Bergen Way Industrial Estate roof replace	0	250,000	0	0		250,000
North Promenade Erosion	(41,774)	45,000	0	0		3,226
Kings Court - Toilets Refurbs	3,947					3,947
<b>Total for AD Property and Projects</b>	<b>(37,827)</b>	<b>353,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>315,673</b>
<b>AD Regeneration, Housing &amp; Place</b>						
<b>Tourist Signs A47</b>	<b>(21,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(21,000)</b>
<b>Total for AD Regeneration, Housing &amp; Place</b>	<b>(21,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(21,000)</b>
<b>AD Operational and Commercial Services</b>						
<b>Car Parks</b>						
Resurfacing (various car parks)	30,000	70,000	261,800	0		361,800
Car Parks Pay & Display Machine Replacement	60,000	180,000	0	0		240,000
Car Pk Multi-storey Barrier Ticket Machine	0	38,130	0	0		38,130
Car Prk Multi-storey Lighting + Controls	182,427	0	0	0		182,427
Mintlyn Crematorium - Car Park	(19,247)	0	0	0		(19,247)
Heacham North Beach Pay & Display Infrastructure	23,000	0	0	0		23,000
Decrim Car Park	49,150	0	0	0		49,150
<b>CCTV</b>						
CCTV Control Room Upgrade	0	171,050	50,000	50,000		271,050
CCTV Kettlewell Gardens	0	24,840	0	0		24,840
CCTV Multi-storey	0	9,890	0	0		9,890
CCTV Crematorium	0	7,730	0	0		7,730
CCTV Safer Streets	0	50,000	0	0		50,000
Christmas Lights Replacement	0	187,550	0	0		187,550
Emergency Plan - Replace Radios	30,000	0	0	0		30,000
Parking/Gladstone Server Upgrade	4,000	8,030	0	0		12,030
Digital Signage Installation - NTP	43,000	0	0	0		43,000
HAG _ CRF Signage	(7,400)					(7,400)
High Street Public Realm TF Accelerated project	16,211	0	0	0		16,211
NSF Events Equipment	19,109	0	0	0		19,109
Replacement Stage	(7,538)	0	0	0		(7,538)

Appendix 2 - Capital Programme 2023/2028	To be Rephased from 2023/2024	Revised Budget 2024/2025	Revised Budget 2025/2026	Revised Budget 2026/2027	Budget 2027/2028	Total Capital Budget 2023/2028
<b>Refuse and Recycling</b>						
Refuse - Black Bins		40,000	40,000	40,000	40,000	160,000
Brown Bins/Compost		40,000	40,000	40,000	40,000	160,000
Green Bins/Recycling		40,000	40,000	40,000	40,000	160,000
Trade Bins		40,000	40,000	40,000	40,000	160,000
Refuse Vehicles	0	0	0	0		0
The Walks Crazy Golf Equipment	0	120,000	0	0		120,000
Bandstand Roof Replacement - Hunstanton	30,000	0	0	0		30,000
Replacement Play Area Equipment	75,000	20,000	20,000	20,000	20,000	155,000
Play Area Equipment - King's Lynn (KLACC)	8,000	0	0	0		8,000
Replacement Dog Bins	21,000	0	0	0		21,000
Resort Chalet Window Replacement	100,000	0	0	0		100,000
Resort Replacement Play Area Equipment	0	28,000	0	0		28,000
Resort - Beach Safety Signage	0	15,000	0	0		15,000
Resort - Visitor Digital Sign	0	50,000	0	0		50,000
Tourist Signs A47	0	21,000	0	0		21,000
Grounds Maintenance Equipment	161,300	42,000	139,080	0		342,380
Grounds Maintenance Vehicles	199,620	56,980	61,560	118,570		436,730
Public Cleansing Vehicles	256,758	0	0	0		256,758
<b>Total for AD Operations and Commercial</b>	<b>1,274,390</b>	<b>1,260,200</b>	<b>692,440</b>	<b>348,570</b>	<b>180,000</b>	<b>3,755,600</b>
<b>Leisure and Community Facilities</b>						
<b>Corn Exchange</b>						
Corn Exchange -Internal Dec	0	0	0	10,000		10,000
Corn Exchange -Refurbish Seating	1,392	15,000	15,000	0		31,392
Corn Exchange - Replace Speakers	(4,801)	0	0	0		(4,801)
Corn Exchange - Light Desk & Lights	(136)	0	0	0		(136)
Corn Exchange - Auditorium LED Lighting	0	30,000	0	0		30,000
<b>Downham Market Leisure Centre</b>						
DMLC - Replacement Spin Bikes	23,000	0	0	0		23,000
DMLC - Replace Heat/Cool AHU Dance Studio	(6,296)	0	0	0		(6,296)
DMLC - HallDance Studio Reseal	1,075	0	0	0		1,075
DMLC - Fitness Equipment	60,000	0	0	0		60,000
DMLC - Flooring Replacement	0	40,000	0	0		40,000
DMLC - Replacement Lighting Pool	0	20,000	0	0		20,000
DMLC - Replacement Distribution Boards	0	25,000	0	0		25,000
DMLC - Changing room refurb	0	30,000	0	0		30,000
DMLC - Pool Cover	0	0	0	15,000		15,000
DMLC - Window Replacement (dryside)	0	15,000	0	0		15,000
DMLC - Plate Heat Exchanger	10,000	0	0	0		10,000
<b>Lynnsport</b>						
Lynnsport - Fitness Equipment	(385,270)	0	0	0		(385,270)
L/Sport - Floor Surface Reseal	0	17,000	0	0		17,000
L/Sport Fire Alarm Upgrade	0	70,000	0	0		70,000
L/Sport Athletics Cage replacement and athletics lighting upgrade	647	0	0	0		647
L/Sport Toilets & Changing Room	0	42,480	0	0		42,480
L/Sport Spin Bikes	17,000	0	0	0		17,000
L/Sport Spin Room	10,000	0	0	0		10,000
L/Sport Wellness Studio	150,000	0	0	0		150,000
L/Sport Spin Ventilation	17,090	0	0	0		17,090
L/Sport Fitness Flooring	40,000	0	0	0		40,000
L/Sport 3G LED Lighting	(822)	0	0	0		(822)
L/Sport Roof	171,430	0	0	0		171,430
L/Sport Flooring (changing/toilets/reception)	0	0	30,000	0		30,000
L/Sport Cubical and locker replacement	0	10,000	0	0		10,000
L/Sport Track and Barn Line marking	0	0	15,000	0		15,000
L/Sport Basket Ball fittings replacement	3,317	0	0	0		3,317
L/Sport Window replacement	0	0	40,000	0		40,000
<b>St James Pool</b>						
St James - Floor/Surface Replace	0	25,000	0	0		25,000
St James Fitness Equipment	30,000	0	0	0		30,000
St James Pool Covers	0	0	0	15,000		15,000
St James Spin Bikes	20,000	0	0	0		20,000
St James Replacement Plant	(2,520)	0	0	0		(2,520)
St James Flooring (reception/corridors/viewing)	0	15,000	0	0		15,000
St James Pool Hall replacement lighting	0	20,000	0	0		20,000
St James Fire Alarm System	0	0	0	50,000		50,000
St James Pool plate heat exchange	0	10,000	0	0		10,000
<b>Oasis</b>						
Oasis Fitness Equipment	50,000	0	0	0		50,000
Oasis Fitness Flooring	20,000	0	0	0		20,000
Oasis Fitness Flooring bowls hall/fitness stairs	0	10,000	0	0		10,000
Oasis Pool Hall lighting	0	0	15,000	0		15,000
Oasis Cubicles replacement	0	0	50,000	0		50,000
Oasis lockers replacement	0	20,000	0	0		20,000
Oasis distribution board replacement	0	0	0	30,000		30,000

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<u>Town Hall</u>						
Roofing	10,000	60,000	0	0		70,000
Electrical Switch Replacement	0	40,000	0	0		40,000
Redecoration	0	30,000	30,000	30,000		90,000
Replacement flooring/stairs	0	0	20,000	20,000		40,000
Stone Mason external works	0	20,000	20,000	0		40,000
Prep Kitchen Replacement	0	10,000	0	0		10,000
<u>Community Centres</u>						
Fairstead Replacement Flooring	0	0	0	15,000		15,000
<b>Total for Leisure and Community Facilities</b>	<b>235,107</b>	<b>574,480</b>	<b>235,000</b>	<b>185,000</b>	<b>0</b>	<b>1,229,587</b>
<b>Total Operational Schemes</b>	<b>1,934,238</b>	<b>4,736,920</b>	<b>3,637,440</b>	<b>3,093,570</b>	<b>2,590,000</b>	<b>15,831,580</b>
<b>Total Capital Programme (Non Exempt)</b>	<b>7,970,916</b>	<b>53,610,040</b>	<b>37,742,070</b>	<b>25,692,090</b>	<b>7,309,380</b>	<b>132,197,908</b>
<u>Exempt Schemes</u>						
<b>Total Commercially Sensitive Schemes (Exempt)</b>	<b>180,000</b>	<b>547,000</b>	<b>0</b>	<b>7,574,520</b>	<b>0</b>	<b>8,301,520</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>8,150,916</b>	<b>54,157,040</b>	<b>37,742,070</b>	<b>33,266,610</b>	<b>7,309,380</b>	<b>140,499,428</b>

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