



GREAT YARMOUTH
BOROUGH COUNCIL

Cabinet

Date: Monday, 04 December 2023

Time: 14:00

Venue: Supper Room

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

AGENDA

Open to Public and Press

1 **APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

2 **DECLARATIONS OF INTEREST**

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

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

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

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

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

3 ITEMS OF URGENT BUSINESS

To consider any items of urgent business.

4 MINUTES

4 - 10

To confirm the minutes of the meeting held on the 13 November 2023.

5 23-185 - QUARTER 2 PERFORMANCE REPORT 2023-24

11 - 57

Report attached.

6 23-186 - UKSPF PEOPLE SKILLS COMMISSIONING STRATEGY

58 - 65

Report attached.

7 23-182 - SAFEGUARDING POLICY 2023 - UPDATE

66 - 99

Report attached.

8 23-183 - DOMESTIC ABUSE POLICY - UPDATE

**100 -
126**

Report attached.

9 23-161 - AGILE WORKING REVIEW

**127 -
135**

Report attached.

**10 23-162 - GREAT YARMOUTH'S USE OF TEMPORARY
ACCOMODATION**

Report to follow.

11 23-052 - COUNCIL TAX DISCOUNTS 2024-25

**136 -
144**

Report attached.

- | | | |
|----|--|--------------|
| 12 | <u>23-051 - COUNCIL TAX SUPPORT SCHEME 2024-25</u> | 145 -
170 |
| | Report attached. | |
| 13 | <u>23-053 - COUNCIL TAX BASE 2024-25</u> | 171 -
174 |
| | Report attached. | |
| 14 | <u>23-155 - SAVINGS 2024/25- MEDIUM TERM FINANCIAL STRATEGY</u> | |
| | Report to follow. | |
| 15 | <u>22-161 - CONTROL CENTRE AND COMMUNITY ALARM SERVICES EMERGENCY CONTRACT DECISION</u> | 175 -
183 |
| | Report attached. | |
| 16 | <u>EXCLUSION OF PUBLIC</u> | |
| | In the event of the Committee wishing to exclude the public from the meeting, the following resolution will be moved:- | |
| | "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 1 of Part I of Schedule 12(A) of the said Act." | |
| 17 | <u>23-109 - CONFIDENTIAL - EQUINOX ENTERPRISES LIMITED AND EQUINOX PROPERTY HOLDINGS LIMITED SHAREHOLDER'S UPDATE</u> | |
| | Details | |



Cabinet

Minutes

Monday, 13 November 2023 at 14:00

Councillor Smith (Leader & Portfolio Holder for Finance, Governance and Major Projects) (in the Chair), Councillors Bensly (Portfolio Holder for Tourism, Culture & Coastal), Candon (Portfolio Holder for Economic Development & Growth), Plant (Deputy Leader & Portfolio Holder for Operational Property and Asset Management) & Wells (Portfolio Holder for Environment & Sustainability, Waste and Licensing).

Also in attendance

Ms S Oxtoby (Chief Executive Officer); Ms C Whatling (Monitoring Officer), Mrs N Hayes (Executive Director - Place), Ms K Sly (Executive Director - Finance), Mr C Furlong (Executive Director - Housing Assets), Mrs N Turner (Head of Housing Assets), Mrs S Wintle (Corporate Services Manager), Ms L Snow (Finance Manager); and Mr D Zimmerling (IT Support)

Councillors Wainwright and Jeal attended as observers to the meeting.

01 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Flaxman-Taylor.

02 DECLARATIONS OF INTEREST

There were no declarations of interest declared at the meeting.

03 ITEMS OF URGENT BUSINESS

There were no urgent items of business to be discussed.

04 MINUTES

The minutes of the meeting held on the 9 October 2023 were confirmed.

05 URN 23-160 - ANNUAL PROGRESS REPORT ON THE EQUALITY ACTION PLAN

Cabinet received and considered the Head of Organisational Developments report.

The Leader presented the report and advised that the report summarised the progress to deliver Great Yarmouth Borough Council's Equality Action Plan for 2021-2023.

Key achievements so far included sector-defining work to contribute to the Government's ambition to make the UK the most accessible tourism destination for disabled people in Europe.

The report also included a summary of the Council's workforce profile. There is good evidence that the workforce represents the local population, particularly in relation to ethnicity. This is an excellent indicator that recruitment practices promote race equality, and it also means that the Council performs strongly on workforce representation compared to other UK local authorities.

The Equality, Diversity & Inclusion Policy was also presented to Cabinet, following full consultation with Executive Leadership Team (ELT), UNISON and the Joint Consultative Working Group (JCWG).

The Leader thanked the Head of Organisational Development and her team for putting the policy and report together.

Councillor Wainwright made reference to the policy and thanked the Officers for their work on putting it together, he made reference to the requirement from one of the Labour Party Members requiring an adapted chair within the Chamber and he was informed this was on order and was being treated with the upmost priority.

Cabinet **RESOLVED** to :

1. Review and consider the progress made over the last 12 months against the Council's Equality Action Plan 2021-2023 (summarised below and in detail at Appendix A).
2. Consider the workforce profile, and the extent to which this reflects the diversity of the local population (set out in detail at Appendix B).
3. Consider and approve a draft Equality, Diversity and Inclusion Policy at Appendix C
4. Give delegated authority to the Head of Organisational Development to make minor and/or consequential amendments to the Policy for the purpose of keeping it up to date, clarifying its content or interpretation, correcting any errors or omissions, updating it in accordance with changes in legislation, and/or caselaw, or with changes in the management structure.
5. Note the latest Census 2021 findings for Great Yarmouth, attached at Appendix D.

06 URN 23-173 - TREASURY MANAGEMENT MID YEAR REVIEW 2023/24

Cabinet received and considered the Executive Director, Resources report. The Leader presented the report and advised that the Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Council to approve treasury management semi-annual and annual reports.

This report included the new requirement in the 2021 Code, mandatory from 1st April 2023, of quarterly reporting of the treasury management prudential indicators. The non-treasury prudential indicators are incorporated in the Council's normal quarterly Capital report.

The Council's treasury management strategy for 2023/24 was approved by Council on 21st February 2023.

This report provided a monitoring position for the first six months of the 2023/24 financial year.

The Leader paid tribute to the Council's Executive Director, Resources who had recently accepted a new job with another authority and wished her all the best in her new role, he stated that the Executive Director had been a fantastic asset to the Council and would be missed by all.

Councillor Wainwright echoed the comments made by the Leader and agreed that the Executive Director would certainly be missed.

Cabinet **RESOLVED** to **recommend to Council** :-

1. Approve the treasury management half yearly report for 2023/24 and the amended target as outlined at 9.10.

07 URN 23-181 - 2023/24 PERIOD 6 GENERAL FUND AND HOUSING REVENUE ACCOUNT BUDGET MONITORING

Cabinet received and considered the Executive Director, Resources report. The Leader advised that the report presented the budget monitoring forecast position for the General Fund and Housing Revenue Account and their respective capital programmes for the financial year 2023/24 as at September 2023. This report compares the actual expenditure and income position at the end of September 2023 to the general fund budget for 2023/24 and presents a forecast position for the current year.

Cabinet **RESOLVED** to :-

1) Note the content of the report and the revised forecast for the General Fund and Housing revenue Account for 2023/24.

2) Approve the updated General Fund capital programme (Appendix E).

3) Approve additional HRA capital budget of £104,000 to be financed from HRA revenue reserves to fund the digital upgrade of the sheltered alarm system.

08 URN 23-174 - MEDIUM TERM FINANCIAL STRATEGY REVIEW 2024/25 TO 2026/27

Cabinet received and considered the Executive Director, Resources report.

The Leader presented the report and advised that the Council receives a refresh of the Medium-Term Financial Strategy annually which is revised in light of known spending pressures taking into account the wider economic context. There is a legal requirement to set an annual budget and set the Council tax each year and part of this includes a number of preparatory reports and pieces of work that are prepared in support of setting the budget one being the update of the Council's Medium Term Financial Strategy (MTFS).

The MTFS sets out the context within which the financial planning for the Council is undertaken and the priorities (the business strategy) that will mitigate future funding gaps. The MTFS also includes the latest financial projections for the three years that are covered by the strategy and have been informed by known pressures in the current year and levels of inflation and interest rates. This is ahead of the provisional settlement announcement and the detailed work on the service budgets for 2024/25.

There continues to be significant uncertainties around funding for Local Government as the sector faces continued inflationary pressures for both day to day revenue spend and capital projects. The challenges that the Borough Council are facing are not unique, with reports of all tiers of authorities facing continued financial pressures being made public on a regular basis, it flags the pressures facing the sector and the need for timely decisions on local government funding reviews.

The economic climate of high inflation and interest rates and demand for services for example temporary housing has impacted on the financial position of the Council in a significant way. It is a legal requirement to set a balanced budget each year and there will be a need to identify and deliver significant savings and additional income in the short term to medium term in addition to using reserves to manage the risks.

The assumptions included in the MTFS will be subject to review as the detail of the 2024/25 budget is finalised.

Cabinet **RESOLVED** to **recommend to Council :-**

1. The updated Medium Term Financial Strategy (MTFS) and the key themes of the business strategy as outlined at Section 8;
2. Continue with the business rates pool for 2024/25 subject to the finalisation of the forecasts for 2024/25 and the outcome local government finance settlement, to delegate authority to the Section 151 Officer in consultation with the Leader to approve.

09 URN 23-153 - GYN TRANSFER PROJECT

Cabinet received and considered the Executive Director, Property and Housing Assets report.

The Portfolio Holder for Economic Development and Growth, Councillor Candon presented the report and advised that the Councils Contract with GYN terminates on 30th September 2024. The Cabinet authorised a process whereby the Council complete an asset purchase from GYN of those assets needed/left at the date of transfer, transferring the service back to the Council into a GYBC Company structure.

This process has now commenced with the appointment of a project lead in late August to oversee the insourcing of the service. This report is intended to seek a steer from Cabinet and make recommendations to Council on important decisions that will inform the direction of travel and therefore the mobilisation of the new service. The key areas discussed are the host vehicle for the service and fleet procurement.

In June 2023, the Cabinet decision was to bring the service back into the Council via a newly-formed Local Authority Trading Company (LATCO) or the existing LATCO, GYS. Since then officers have explored a third option which would be to bring the service back as an in-house workforce or what used to be known as a DLO or a Direct Labour Organisation. Independent legal advice has been sought via Browne Jacobsen who have prepared an options report and evaluation of all 3 options. The report is attached at Appendix 1.

Within each of the options the indicative set up costs have been considered, along with the annual support costs. At this stage these do not include all support costs for example IT software support as this level of detail is not available. It can be assumed that these costs are currently a charge into GYN through the overhead charging mechanism and therefore will be a cost that will continue to be charged whatever the delivery vehicle.

Based on the legal opinion of Browne Jacobson and the considerations set out above, the recommendation is to insource the service to provide an in-house workforce. This option, in particular, provides the Council with complete control over the service and importantly, will not create added pressures on the GYS Management to absorb another service into the business and allows to continue its progress in delivering its improvement plan.

The recommendation is not consistent with the original Cabinet decision to insource the GYN into a Council-owned company structure. Therefore, this report is seeking Cabinet approval to change that decision in respect of insourcing the service into an in-house workforce rather than a new or existing LATCO as originally agreed.

In addition to this, the current fleet that is being used by GYN is aged (up to 10 years old), in poor condition and have high levels of maintenance on a regular basis and comes at a significant cost at £7,030 per van. This gives a poor perception of the service and as they break down regularly, they impact on the productivity of the service. In summary, the current fleet is not viable and needs to be replaced. Irrespective of the delivery model, a decision on the fleet procurement needs to be made to enable the procurement timetable and the fleet to be in operation for the commencement of the new arrangement for September 2024.

Based on the evaluation of the options to procure new fleet, it is recommended that the Council procure the fleet using the TPPL framework and that the fleet is procured through a lease agreement as the costs are spread over the life of the lease and it would make an estimated saving of £378,253 plus interest charges over the cost of purchasing the fleet outright.

The Portfolio Holder for Tourism, Culture and Coastal made reference to the Fleet Strategy within the report and commented that anything that could continue to be worked on to ensure the Green Strategy remained a priority when looking at the fleet should be looked into.

The Portfolio Holder for Environment and Sustainability, Waste and Licensing commented that the Council was somewhat ahead that other Authorities in delivering a green fleet strategy but advised that this required a lot of work on the infrastructure.

Councillor Wainwright asked for reassurance that the currently ageing fleet of vehicles used would not be transferred across to GYBC, this was confirmed.

The Leader and Portfolio Holder for Operational Property and Assets paid tribute to the Executive Director, Property and Housing Assets for the fantastic piece of work completed around this project.

Cabinet **RESOLVED** to **recommend to Council** :-

1. Approval to the services currently delivered by GYN be insourced and delivered by a direct labour organisation (DLO)
2. Approval of the budget of £1,802,420 to enable the procurement of the fleet as outlined in the report using the TPPL framework; and
3. Approval of the budget of £145,000 to fund the set-up costs and enable the support services to be provided as outlined in the report to facilitate delivery of the project.

The meeting ended at: TBC

CABINET



URN: 23-185

Report Title : Quarter 2 Performance Report

Report to: Cabinet

Date of meeting : 5th December 2023

Responsible Cabinet Member: Carl Smith – Portfolio holder Governance, Finance and Major Projects

Responsible Director / Officer : James Wedon – Information Governance Lead & Data Protection Officer

Is this a Key decision ? No

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

The following presents an update on performance for the second quarter of 2023/24 (Jul – Sept) where progress is assessed against Targets which are set at the start of the financial year.

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

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

RECOMMENDATIONS :

That Cabinet agree:

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

1. Introduction




This report is written to enable consideration of all performance measures and key projects within the report and to allow the continual monitoring of these throughout the year, reporting quarterly to Executive Leadership Team (ELT) / Management Team (MT). The Performance Report will also be provided to the Governance, Finance and Major Projects Portfolio holder and presented to the Council's Cabinet for approval.

2. Work to Date

A review of all projects was conducted at the end of the 2022/23 financial year and a new list of key projects was established and included in the Council's 2023/24 Annual Action Plan, this was approved by Cabinet on 25th July 2023.

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

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

Key Project Current Status		Total
	Green – no problems or minor issues	11
	Amber – problems identified but contingency plan in place	2
	Red – out of tolerance serious problems	0

3. Performance Measures

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

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

New for 2023/24, this report includes new Social Housing Regulator Tenancy Performance measures (see HN09 – HN20). Due to the timescales involved in collecting this data, information for quarters 1 & 2 was collected cumulatively and has been entered as Q2 data. Going forward data will be collected and reported quarterly.

In total there are 44 targeted and 22 monitored measures reported in the first quarter performance report. The monitored measures are reported for contextual information,

this data is important information for the Council as the actions of the Council may make improvements however there is not sufficient control over the outcome to set a target.

A breakdown of the 44 targeted measures is shown below.

Performance Measures against Targets		Totals
	Green – Performance has met or exceeded target	28
	Amber – Performance is below target but within tolerance	11
	Red – Performance is below target and tolerance	5

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

The red status measures are:

- PR06: Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered (Quarterly Cumulative)
- PR13(a): Internal Audit recommendations - Number of priority 1 Internal Audit recommendations outstanding
- PR13(b): Internal Audit recommendations - Number of priority 2 Internal Audit recommendations outstanding
- EN06: Contamination rate in dry recycling
- HN04: Average cost of a Void repair

4. Financial Implications

None

5. Risk Implications

None

6. Legal Implications

None

7. Conclusion

None

8. Background Papers

None

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

Consultations	Comment
Monitoring Officer Consultation:	N/A
Section 151 Officer Consultation:	N/A
Existing Council Policies:	N/A
Equality Issues/EQIA assessment:	N/A


KEY PROJECTS – SUMMARY REPORT QUARTER 1 2023/24 (APR - JUN)

Key projects that impact on the corporate priorities in ‘The Plan 2020 – 2025’.

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

Project	Project Lead	SRO Officer	Current Position
KP01 – Business Incubation Units	Steve Logan (Greyfriars)	Iain Robertson	
KP06 – Winter Gardens	Keith Henderson (Artelia UK Ltd)	Iain Robertson	
KP08a – Improving the six day covered market	Tom Warnes (Greyfriars)	Iain Robertson	
KP08b – Improving the Marketplace public realm	Tom Warnes (Greyfriars)	Iain Robertson	
KP11 – The Conge Redevelopment	Claire Wilkins	Iain Robertson	
KP12 – North Quay Redevelopment	Iain Robertson	Iain Robertson	
KP13 – Operations and Maintenance Base	Kate Dinis (Greyfriars)	Iain Robertson	
KP14 – Construction of 18 one bed houses (Jubilee Court)	Claire Wilkins	Iain Robertson	
KP15 – Library relocation & University Campus	Adri Van der Colff (Greyfriars)	Natasha Hayes	
KP16 – Town Wall restoration & walking trail	Tracey Read	Natasha Hayes	
KP17 – Creation of a Sculpture trail	Tracey Read	Natasha Hayes	
KP19 – Transitional Housing Scheme	Claire Wilkins	Paula Boyce	
KP20 – Physical Enhancements of the Railway Station Gateway	Steve Logan (Greyfriars)	Iain Robertson	

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

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Business Incubation Units	Project Sponsor	David Glason
Date of Report	07 September 2023	Project Manager	Steve Logan
Reporting Period	Q2 2023/24	Finance Officer	Helena Craske

Project Status			GREEN – no problems or only minor issues with the new instructions to proceed to RIBA Stage 3.
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Project Overview

The Incubator will help to achieve several of the economic and regeneration objectives within Great Yarmouth. These include increasing the amount of high quality, affordable commercial floor space, the amount of shared work facilities (to achieve higher levels of innovation), the extent of business enterprise in the town and the extent of collaboration between businesses (attraction of renewable energy industry and skilled job creation)

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Architect to complete RIBA Stage 3 designs for presentation to client	7 August 2023	15 August 2023	Ongoing – VE changes to plans, sections and elevations following Stage 3 cost plan to ensure project meets budget	
Submit RIBA Stage 3 package to planning for approval under the LDO.	30 September 2023		Ongoing	

Key activities achieved this reporting period	Areas of work for next reporting period
Activity halted between February 2023 and May 2023 pending reallocation of funding process and formal TDB approval to proceed to RIBA Stage 3.	Consultant team re-engaged May 2023 to proceed to complete RIBA Stage 3, and secure defacto planning consent through the South Denes Local Development Order (LDO) process.

Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.)

The project has been approved to progress up to RIBA Stage 3 and will be halted at that point due the budget being reallocated to other projects which have been adversely affected by inflation. The council will be pursuing new sources of funding for the Business Incubator project to allow it to progress at a later date.

Project Risks – the top 2 highest risks


Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Large increase inflation (minimum 15 %).	Inflationary pressures generally within the GYBC development programme have led to the temporary halting of the project after RIBA Stage 3 completion.	Red
2	No new sources of funding found.	Council to ensure resources are allocated to source new funding.	Amber

Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£245,000	£0		
Funded by:				
GYBC	£0	£0		
Town Deal Fund	£245,000	£0		
Total Funding	£245,000	£0		
Actual Spend to date	£198,750	£0	To 31-08-23	

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£46,250	£	£	£
FY 24/25	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	07-09-23

Project Highlight Report Winter		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Restoration and Commercial use of the Winter Gardens	Project Sponsor	Iain Robertson
Date of Report	21 September 2023	Project Manager	Keith Henderson (Artelia)
Reporting Period	June to September 2023	Finance Officer	Jane Bowgen

Overall Project Status			GREEN – no problems or only minor issues
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Project Overview				
To restore, re-purpose the Grade II* Listed building, transforming both the internal and external spaces into an all-year seafront attraction for both the local community and the visitors to Great Yarmouth.				
Project Timetable (Key upcoming milestones)				
Milestone	Target date	Achieved Date	Status/Comment	RAG
RIBA Stage 3 Complete Design & Report	17 th Aug 2023	August '23	Completed	
Procurement of operator - commence ITT	Jan '24	Jan '24	On Track	
Listed Building Application	10th Aug '23	August '23	Submitted	
HF Grant Application	17 th Aug	August '23	Submitted	
HF Grant Funding Decision	13 th Dec 2023	December	Pending	
Listed Building Planning Permission – Committee	29 th Nov 2023	November	Pending	

Key activities achieved this reporting period		Areas of work for next reporting period	
Project Management: <ul style="list-style-type: none"> Risk Register completed, submitted to HF Programme & cost plan submitted to HF RIBA 3 design workshops completed. 		Project Management: <ul style="list-style-type: none"> Awaiting decision from HF 13/12/23 Gap workshop September '23 Procurement workshop October '23 	
Finances: <ul style="list-style-type: none"> Business modelling profiled with Business Planner Procurement Strategy submitted – workshop in October Fundraising Strategy submitted Town Deal Fund PAR submitted Business Rate Pool claim approved (claim 1) 		Finances: <ul style="list-style-type: none"> Business Rate Pool claim 2 due Jan 2024 Submission of NLHF payment request to be submitted 	

Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.			
There are no project changes in this reporting period.			

Project Risks – the top 5 highest risks			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Financial risk to Council managing project of this magnitude and national importance.	The cost of the project and budget continues to be tested and reviewed at regular design stages by the	

		appointed design team and overseen by a qualified client-side project manager.	
2	Programme delays experienced due to Historic England interventions and scheduling of decision-making requirements.	Project Manager has worked with GYBC to update Programme and PEP, decision points incorporated and MWG diarized to ensure this remains on track. Delivery Stage submission extended by agreement with NLHF.	
3	Commercial Operator withdraws from project.	Liaison has continued following positive outcome and a partnership discussion is ongoing to continue the development of the agreement in line with the other preferred partners. Regular engagement taking place between DC and potential operators. Pushing to have Head of Terms in place with operator by time of Round 2 submission to Lottery.	
4	Late changes to client brief: Changes lead to abortive work, increased design costs not budgeted for and delays to the project whilst re-design is undertaken. Knock on impact in submitting listed building application, securing operator. Potential impact on programme and risk of missing May 2023 application deadline. Grant Agreement may need to be extended.	Continued dialogue with NLHF and other stakeholders. Change control process to be put in place and managed by Artelia. All changes to the brief or scheme to be reviewed with the project team first to understand potential implications. Project governance requirements are factored into the programme to ensure decisions for change can be captured.	
5	Construction costs continue to escalate and failure to procure suitable specialists in timber, iron/metalwork, glazing components	Continued monitoring of market conditions and execute proactive procurement strategy	

Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£13.560m	£2.211m		£16m total. Development (£0.811m) and Delivery stages (£14.931m) plus approx. £68k internal PM costs.


Funded by:			
GYBC	£1.079m	£0.014m	Borrowing & Revenue contribution and EMR.
National Lottery Heritage Fund	£8.708m	£1.362m	£9.976m grant. Additional £94k approved in June 23 for delivery stage.
Business Rate Pool	£0	£0.444m	
Town Deal	£6.075m	£0	£2m additional funding subject to approval May 23
Public Sector	£0	£0.250m	
Non-Cash volunteers	£0	£0.090m	
Other	£0	£0.258m	
Total Funding	£15.862m	£2.418m	
Actual Spend to date to end of August 2023	£0 £0	£0.915m £0.021m	Development Stage only (budget revised to £962k) Development Stage internal PM (budget £21k)

Project Manager projections: Forecast as per cashflow submitted for delivery stage application in August 2023.

Forecast spend	Quarter 1	Quarter 2	Quarter 3	Quarter 4
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	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
	£000	£000	£000	£000	£000	£000	£000	£000
FY 22/23								
FY 23/24					£ -	£ 0.002	£ 0.100	£ 0.043
FY 24/25	£ 0.100	£ 0.051	£ 0.100	£ 0.052	£ 0.100	£ 0.053	£ 0.150	£ 0.062
FY 25/26	£ 1.469	£ 0.290	£ 1.469	£ 0.315	£ 1.469	£ 0.295	£ 1.969	£ 0.380
FY26/27	£ 1.547	£ 0.314	£ 1.547	£ 0.366	£ 1.994	£ 0.445	£ 1.966	£ 0.472
FY 27/28	£ 0.055	£ 0.169	-	£ 0.128	-	£ 0.108	-	£ 0.102

Financial data verified by (name of finance officer)	Date
J Bowgen	08/09/2023

Project Highlight Report			 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Covered Market	Project Sponsor	Iain Robertson	
Date of Report	22 September 2023	Project Manager	Tom Warnes	
Reporting Period	June/September 2023	Finance Officer	Helena Craske	
Project Status			GREEN – no problems or only minor issues	
Project Overview				
A unique redevelopment of the Market Place as a key part of the wider ambitions to regenerate the town centre. The project provides significantly improved market facilities in the heart of the Market Place, with new units under an architecturally striking canopy, designed to ensure the market is more inviting and better complements the historic setting. The overall the aim is for a beautiful building with more covered seating that will better meet the needs of traders, be more attractive to local shoppers and day trippers, create jobs and vibrancy.				
Project Timetable (Key upcoming milestones)				
Milestone	Target date	Achieved Date	Status	RAG
Market stalls to phase 2	June	Completed	Completed	
Phase 3 roof and skylights	March	Complete	Completed	
Toilet block	1 st June	Completed	Completed	
Paving	August	Completed	Completed	
Completion of Project (Phases 2&3)	Aug 2023	Scheduled	PC 22/9/23	
Key activities achieved this reporting period		Areas of work for next reporting period		
Project Management: PC 22/9/23		Project Management: Market to be handed over to GYBC Property Services 22/9/23 O&M Manuals handed over already, Chaplin Farrant to review and approve. Copy sent to GYBC (A Wadsworth). Final Account to be agreed with Pentaco. Tenants to move in from as early as 11 th September subject to leases being signed, in order to fit out. Chip stalls/Fruit n Veg moving end September Tenants or GYBC remove stalls from Market Place		
Budget: Pentaco Delay Notices to be resolve (Extension of Time)		Budget: Adjust forecast to final account Review of budget carried out, including prof fees and contingency.		
Design: Completed		Design: Completed		
Procurement: Larch cladding for Phase 1 defects still pending		Procurement: Cladding has 16wk lead time. NP Law advise.		


Utilities: Awaiting confirmation of installation date of gas meters by Total. Electric meters installed only unit 23 remains to be completed.	Utilities: Gas meter installations to be completed, along with the final electric meter. GYBC chasing meter installation dates.		
Construction: Completed Majority of construction complete, with only the east, west and south gates left to install. However, without the ability to secure the market GYBC are not able to take practical completion.	Construction: East, west and south gates booked for installation on the 18&19 th September, giving a potential handover of 22 nd Sept. Phase 2 & 3 Defects to be closed out.		
Comms: No comms update in the period.	Comms: Maintain communication with all stakeholders. Opening event October 2023		
Snagging: Ongoing snagging issues are being addressed. East and west gate latch has been re-designed and is awaiting installation. North gate locking lugs have been installed and gate is functioning as required. Cost to carry out remedials to phase 1 doors has been received and is under review.	Snagging: Phase 1 bi-fold doors cladding requires rectification. East and west gates latching mechanism to be completed in this period, in conjunction with installation of remaining gates. Clerk of works has completed snagging prior to completion of phase 2/3, de-snagging to take place once Pentaco present the building as complete and ready for inspection.		
Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.			
Project delayed by identification and removal of further UKPN cable. Estimated 6 weeks delay at this stage. Project further delayed by Pentaco due to security gates not being ready to install on programme.			
Project Risks – the top 5 highest risks			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Delay due to further UKPN cable found in area of phase 3 foundations	Works completed – Extension of time to be agreed	
2	Cladding issues. No further issues, but phase 1 cladding boards need replacing, due to being left with fixings showing in them.	Bi-fold doors design issues resolved for phase 2/3. Phase 1 remains to be closed out.	
3	Proposed paving for phases 2&3 is not acceptable due to issues with cleaning.	Revised blocks selected for phase 2/3, of same make & colour blocks with smoother texture that will appear the same but be cleanable.	
4	East, west and south gate installation.	Gates do not get delivered and installed on the 18&19 th Sept as advised.	
5	Utilities companies do not provide electric and gas meters in line with programme requirements.	One electric meter remains to be installed. Gas meters still need to be installed, no firm date given yet, but the application is in hand. Issues with metering company verifying the supply pressures prior to authorising meter installations.	

Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£6,905,000			
Funded by:				
GYBC Borrowing	£2,000,000			
GYBC Borrowing/Capital Receipts	£535,000			
FHSF	£3,250,000			
Business Rate Pool	£1,100,000			
Total Funding	£6,905,000			
Actual Spend to date	£6,382,163		To 31-08-23	

Project Manager Projections:

Forecasts spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	
FY 22/23	£	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£522,837	£	£	£	£
FY 24/25	£	£	£	£	£	£	£	£	£
Totals:	£	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	07-09-23

Project Highlight Report				 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Marketplace Public Realm Improvements		Project Sponsor	Iain Robertson	
Date of Report	21 st September 2023		Project Manager	Tom Warnes, Greyfriars PM	
Reporting Period	June to September 2023		Finance Officer	Helena Craske	
Project Status			AMBER – Problems but within contingency plan		
Project Overview					
The project aim is to deliver public realm enhancements surrounding the new market building which aims to improve the functionality and sense of place for the area whilst preserving the historic character. This will be achieved through engagement with stakeholders to inform design. Repairing, removal and reconstruction of paved surfaces. New integrated trees and planters. New street furniture and lighting.					
Project Timetable (Key upcoming milestones)					
Milestone		Target date	Achieved Date	Status	RAG
Design Freeze and detailed design		March 23	June 23	Only electrical and streetlight design remains to be finished.	
Contractor producing Construction cost, via engagement through Scape framework.		Mar23 – May 23	Ongoing	Process taking longer than expected with Morgan Sindall.	
Contractor Mobilisation		August 23		Delayed	
Construction Start		Autumn 23		Delayed	
Construction Finish		Autumn 24		TBC	
Key activities achieved this reporting period			Areas of work for next reporting period		
Design: <ul style="list-style-type: none">Design has been revisited, due to full scheme far exceeding budgetary constraints.Morgan Sindall are reviewing prices to determine what could be delivered for the budget, based on rates and outputs from their sub-contractors.Letter sent to Highways to seek alternative spec for scheme to reduce costs.			Design: <ul style="list-style-type: none">Continue to answer queries from Morgan Sindall as they arise throughout the next phase of the Scape framework while MS put their contract price together.Revised scope will need instructing to design team for them to amend and update drawings.		
Commercial: <ul style="list-style-type: none">Commercial team holding weekly meetings with Morgan Sindall during this phase of the Scape framework.Scaled back scheme has been priced.			Commercial: <ul style="list-style-type: none">Continue to work with Morgan Sindall to review breakdown of scaled back scheme.Present this figure and details of what is in the scope of this scheme to GYBC.		
Programme: <ul style="list-style-type: none">Programme updated to reflect slippage and updated design programme.MS have raised the issue of construction methodology as part of their work.			Programme <ul style="list-style-type: none">Proactive management of design deliverables.Construction period being reviewed, opportunities to be looked at in depth.		
Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.					

Project is in the process of reviewing the scope of works that can be delivered for the budget.
Spec from detailed design gives rise to cost and programme changes, as identified below in risks.

Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Uncertainty of rising construction costs and risk costs. The project is currently exceeding budget.	MS engaged through Scape framework and working to produce accurate construction cost. Areas for VE and reduction in scope identified.	
2	Programme slippage due to length of time to produce revised scope and price up revised scheme. Potential extended construction programme due to change in spec and subsequent methodology of construction.	Meetings held regularly with MS to identify how logistics can be revised and improved. Letter sent to Highways requesting review of spec. Potential VE options and scaling back on scope of work would provide time savings as well as cost savings.	
3	Unidentified ground constraints – There is a risk that the ground conditions/utilities encountered are not as anticipated.	Undertake trial holes have been undertaken to prove the design concept. Residual risk is low, however still the possibility of services being encountered during construction.	
4	Alignment with other projects, 6 Day Market build ongoing if further delays arise this could impact a potential start date.	Ongoing co-ordination with 6-day team and Palmers project team. 6 Day phase 2&3 on the verge of handover, should not affect public realm project. Seeking gains from shared offices and welfare with Palmers.	
5	Mixed messaging on scheme completion could cause uncertainty with local businesses.	A robust communications plan developed and implemented to ensure that stakeholders expectations are managed.	

Financial Summary

	Capital	Revenue	RAG	Comment
Total Budget Approved	£4,608,309	£		
Funded by:				
GYBC	£	£		
Future High Street Fund	£4,427,184	£0		
HAZ	£181,125	£0		
Total Funding	£4,608,309	£		
Actual Spend to date	£524,734	£	To 31-08-23	

Project Manager projections:


Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	
FY 22/23	-	-	-	-	-	-	-	-	£
FY 23/24					£800,000		£800,000		£
FY 24/25	£800,000		£800,000		£800,000		£608,309		£

Financial data verified by (name of finance officer)

Date

H Craske

07-09-23

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	FHSF Intervention 3 The Conge	Project Sponsor	Iain Robertson
Date of Report	30 th August 23	Project Manager	Claire Wilkins
Reporting Period	1st July 23 – 31 st August 23	Finance Officer	Helena Craske

Project Status			GREEN – no problems or only minor issues
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Project Overview

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

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status/Comment	RAG
Appointment of Strategic Partner	January 23		Development and Partnership Agreement between GYBC and preferred bidder finalised and awaiting signature	
Vacant possession of South Side	January 23	March 23	All buildings are now vacant	
Demolition of buildings to the South	Commence July 23		Internal strip out has started. Start of main demolition reliant upon utilities disconnection, Party Wall Agreement and nesting birds.	
Vacant possession of the Top North (adjacent to job centre)	31 st March 24		Notices served upon occupiers.	
Key activities achieved this reporting period		Areas of work for next reporting period		
<ul style="list-style-type: none"> - Internal strip out of buildings completed - Commencement of site re-design works 		<ul style="list-style-type: none"> - Announcement of Strategic Partnership - Completion of demolition works 		

Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.)

Cost - Within budget

Timescales - Actions to date within deadlines to meet grant funding requirements

Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Lengthy delays or failure to secure vacant possession could result in loss of funding	Vacant possession of the South secured therefore moving forwards this risk no longer applies. FHSF grant conditions relating to the South have been met.	
2	Viability gap	Use of FHSF and other secure grant funding to increase viability to south side of The Conge. Strategic Partner to bring additional funding to address remaining viability gap, will remain a risk until grant secured. Additional funding streams being considered to support delivery of the North.	

3	Failure to secure North side of site	Property and Assets negotiating with leaseholders, alongside securing additional funding to secure vacant possession.	
4	Key town centre site remains demolished / vacant	Contract with strategic partner incorporates long-stop date.	


Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£883,882	-		

Funded by:			
GYBC	£220,000		
Future High Street Fund	£444,727		
Other grant funding	£219,155		
Total Funding	£883,882		
Actual Spend to date	£642,329		To 31-08-23

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£241,553	£	£	£
FY 24/25	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	07.09.23

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	North Quay Riverside Gateway	Project Sponsor	Iain Robertson
Date of Report	21 September 2023	Project Manager	Greyfriars (Infrastructure)
Reporting Period	June to September 2023	Finance Officer	Helena Craske

Project Status			GREEN – no problems or only minor issues
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Project Overview

Comprehensive redevelopment of the North Quay Riverside Gateway in Great Yarmouth – a strategic site allocation in the Great Yarmouth Local Plan and North Quay SPD 2020. Town Deal & LUF 2 spend by 31st March 2026

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Procurement – PIN issued August; developers contacted; marketing material completed for developer awareness event on 13 th September. Contract Notice to be issued September and target contract award March/April 2024. Once developer appointed, pursue masterplan design process and planning application	April 2024		On track	
	March-Sept '25		On track	
CPO team appointed. Cabinet Report required for final approval to make CPO with Statement of Reasons	March-September 2025		On track	
Land Assembly team appointed. Cabinet approved Land Assembly & Engagement Strategy in July 2023 with budget. Strategy implemented, all persons having a property interest in North Quay contacted and negotiations ongoing. Complete acquisitions.	March to September 2025		On Track	
Infrastructure & public realm 'Gateway' team appointed (incl Vauxhall Bridge, technical work, surveys, archaeology, utilities, flood defenses, remediation) to drive forward creating linkages to North Quay and The Conge, Town Centre from the Rail Hub. Secure designs and planning Commence construction	2024/25 2025/26		On track	
Reclaim Public Highway	April 2024		On track	
Contract Award Development Partner	March 24		On Track	
Planning permission for scheme	March 25		On Track	
CPO Vesting Order	March 26		On Track	

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> DLUHC engagement Sharpe Pritchard & LSH initiate PIN to secure development partner 2024 	<ul style="list-style-type: none"> Procurement tender documents to be completed Pursue Land Assembly strategy Engage with landowners, tenants

<ul style="list-style-type: none"> • Prepare for developer awareness event and procurement launch September 2023 • Cabinet report approved Land Assembly & Engagement Strategy and budget • GYBC implemented the strategy • NCC to commence proceedings to enforce Highways Acts against landowner re Vauxhall Bridge highways land • Report to Cabinet requesting approval to project budget to 31st March 2026 	<ul style="list-style-type: none"> • Engage with developers • Prepare Planning Strategy • Engage with stakeholders, planners • Issue Contract Notice & ITT • Complete critical path programme • Ongoing engagement with Environment Agency / EPOCH 3 Compartment G / Coastal Partnership East re: Innovative Resilience Fund and ongoing repairs and maintenance to flood defenses • Progress scope & design of gateway infrastructure work • Secure enforcement of highway rights regarding the land south of Vauxhall Bridge • Communications strategy to be finalised and approved
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Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.

No project changes this period.

Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Failure to secure sufficient land holdings	Land Assembly Strategy with budget approved and team implemented. Engagement with property owners has commenced.	
2	Lack of developer interest following open procurement	Ongoing engagement with potential developer partners via LSH. GYBC consider going alone to pursue masterplanning and planning permission	
3	Viability - insufficient funding to deliver the project	LSH viability options & engagement with potential developers & funding partners	
4	CPO – Committee does not approve resolution or local objections raised	Project team to work closely with nplaw and appointed consultants to draft resolution	

Financial Summary

	Capital	Revenue	RAG	Comment
Total Budget Approved	£27,300,000	£0		

Funded by:


GYBC – Levelling up Match	£2,200,000	£0	
GYBC Cap. Programme	£2,500,000	£0	
Town Deal Fund	£2,600,000	£0	Deadline for spend Mar 2026
Levelling Up Fund	£20,000,000	£0	Awarded January 2023. Deadline for spend Mar 2026
Total Funding	£27,300,000	£0	
Actual Spend to date	£607,916	£0	Actual spend to 31-08-23

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£

FY 23/24	£	£	£	£	£2,042,084	£	£1,500,000	£
FY 24/25	£	£	£11,000,000	£	£	£	£10,850,000	£
FY 25/26	£	£	£650,000	£	£	£	£650,000	£

Financial data verified by (name of finance officer)	Date
Helena Craske	07-09-23

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Great Yarmouth Operations & Maintenance Facility	Project Sponsor	David Glason
Date of Report	11 September 2023	Project Manager	Jon Barnard
Reporting Period	Q3 2023	Finance Officer	Helena Craske / Tom Galer (NCC)

Project Status		AMBER – Problems but within contingency plan	
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Project Overview

The objectives of the Proposed Scheme are:

- Deliver an O&M Facility at the existing Port at Great Yarmouth to serve the operation of North Sea offshore windfarms.
- Create new, additional employment and training opportunities at the Port site, during the construction and operation of the Proposed Scheme.
- Provide the opportunity for further site development once construction is complete.

This will be achieved through:

1. Demolition (in part) and upgrading of the Quay wall.
2. Construction of a floating pontoon for Crew Transfer Vessels.
3. Construction of an extended highway.
4. Creating storage and parking areas.
5. Delivering an electricity substation/kiosk and associated utility provisions.

The site is located to the southern tip of the South Denes Road, covering an area of approx. 6.9 hectares with a perimeter of 1,600m.


Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Design package for Tender delivered		May 2021	Completed	
Planning Application (06/21/0415/F) submitted to GYBC LPA		May 2021	Completed	
MMO Construction License application submitted		May 2021	Completed	
Demolition works completed		June 2021		
Commenced main works tender process using EHA4 framework		June 2021	Completed	
Commenced main works tender process using Open Tender		August 2021	Completed	
NALEP Funding released		March 2022	Completed	
Flood Risk Assessment Permit granted		August 2022	Completed	
Contractor Award		September 2022	Completed	
Planning Approval granted		September 2022	Completed	
Construction Issue Drawings distributed		October 2022	Completed	
Contractor access to Site		February 2023	Completed	
MMO Construction License granted		February 2023	Completed	
Completion of UXO Site Investigation		April 2023	Completed	
Perform additional Ground Investigation		June 2023	Completed	
Discharge of Pre-Construction Planning Conditions		August 2023	Completed	
Construction commencement	September 2023		Delayed	

Pontoon installation	April 2024		Delayed	
Contractor demobilisation	September 2024		Delayed	
Key activities achieved this reporting period		Areas of work for next reporting period		
<ul style="list-style-type: none">Implementation of the use of CEMAR for contract management.		<ul style="list-style-type: none">Ongoing use to facilitate open dialogue with Tilbury Douglas in contractual timescales.		
<ul style="list-style-type: none">Soft start site mobilisation.		<ul style="list-style-type: none">Ensure delivery to programme; all changes to programme to be reviewed with respective Project Managers.		
<ul style="list-style-type: none">Initial review of plastic alternative material with specifications sent through to WSP.		<ul style="list-style-type: none">Collaborative review (WSP, TD and manufacturer) of the drainage proposal accommodating the comments raised by GYBC LPA and LLFA.		
<ul style="list-style-type: none">Wave data received and being analysed by subcontractor.		<ul style="list-style-type: none">Finalise pontoon designs and assess against client requirements.		
<ul style="list-style-type: none">Procurement of outstanding subcontractors ongoing.		<ul style="list-style-type: none">Continue to progress subcontractor onboarding		
<ul style="list-style-type: none">Further discussions around infill material shortfall.		<ul style="list-style-type: none">Agreement of NCE and movement of material to site storage facility.		
<ul style="list-style-type: none">Agreement progressed with GYBC regarding storage site for infill near to the construction site.		<ul style="list-style-type: none">PMI to be accepted by Project Manager for quantity of infill.		
<ul style="list-style-type: none">Discussions with GYBC regarding the pre-use condition progression (non-construction, but site operation) and discharge.		<ul style="list-style-type: none">Meeting to be held with GYBC Property Asset Team to progress further, align resources and budget (outside the scope of this project).		
Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.				
<ul style="list-style-type: none">Programme has been revisited following the delay caused by additional ground investigation requirements.The shift of material from pre-cast concrete to plastic has been proposed				
Project Risks – the top 5 highest risks				
Issue No	Significant Risk/Issue Description	Mitigation actions		RAG
1	Remediation – The full extent of remediation required is unknown until earthworks are underway.	1) Ongoing communication with Contractor to use the early warning process. 2) Asbestos; risk meeting held with contractor to agree programme limiting		
2	Underground Tanks - Previously unidentified underground tanks require investigation, emptying of the liquid within, and demolishing / backfilling.	1) Conclude tank investigations (CCTV surveys). 2) Seal openings as necessary. 3) Demolish / backfill tanks.		
3	Pontoon Design - Pontoon designs may require option engineering due to results from latest wave analysis data indicating more onerous conditions than earlier survey data.	1) Pontoon designers to assess all available data. 2) Option engineer pontoon designs if necessary. 3) Designers of concept pontoon design to review & confirm suitability of any option engineered designs.		
4	Fill Material – An additional 20,000m3 of imported fill material may be required, but final quantities will not be known until contamination (outside of known areas) is identified during construction.	1) Confirm volume of imported fill required. 2) Order imported fill material to avoid possible inflationary impacts. 3) Utilisation of local storage facility provided by GYBC.		

Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£21.4m	£0	Red	Estimated forecasted costs and risk allowance exceed the approved budget. This is to be discussed at the NCC full Cabinet meeting to take place on 26/09/23. Funding and forecast spend to be updated following full Cabinet approval.

Funded by:			
New Anglia Local Enterprise Partnership	£6m	£0	
Great Yarmouth Borough Council	£1.5m	£0	
Norfolk County Council	£1.5m	£0	
Norfolk Pooled Business Rates Pool	£1m	£0	
Norfolk County Council prudential borrowing to be repaid from Great Yarmouth Enterprise Zone Pot B business rates funding	£11.4m	£0	
Total Funding	£21.4m	£0	
Actual Spend to date	£7.9m	£0	

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Beach Coach Station (Jubilee Court)	Project Sponsor	Iain Robertson
Date of Report	25 th October 2023	Project Manager	Alex Williamson (Broadland Housing) & Tom Warnes GPM
Reporting Period (Quarter months)	Q2 to 30 th September 23	Finance Officer	Jane Bowgen

Project Status			GREEN – no problems or only minor issues
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Project Overview

Construction of 18 new one-bedroom homes at the former Beach Coach Station site off Nelson Road North, Great Yarmouth.

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
All invoices collated and paid and final highlight report issued	31.12.23		Costs known, just awaiting invoices	

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> Nominations and viewings of homes Formal signs offs of the new homes completed Handover of homes to Tenancy Team All properties occupied the day after handover All remaining funding drawn down from Homes England 	<ul style="list-style-type: none"> Final outstanding invoices paid and project closed

Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.


Time – The handover date was slightly later than forecast at the outset of the build however there were no financial or other implications to this.

Cost – Final invoices being collated however all amounts now known and project will come in well under budget. Exact amounts to be reported in next period.

Project Risks – the top 5 highest risks

No	Significant Risk/Issue Description	Mitigation actions	RAG
1	There are no further risks to this project as properties are complete.		

Financial Summary as at 30.09.23			
	Capital	Revenue	Notes on Background
Total Budget Approved	£3,564,602	£0	Committee Approval May 2021
Funded by:			
GYBC	£2,197,005	£0	Borrowing
Homes England	£776,076	£0	Funding to be apportioned to 12 homes
Right to Buy Retained Receipts	£384,249	£0	Funding to be apportioned to 6 homes
Brownfield Land Release Fund	£207,272	£0	Held by GYBC from the outset of the project
Actual Spend to date	£3,186,965		To end of September 23
Total Funding Utilised	£3,186,965		
Financial data verified by;			Date
Jane Bowgen			25.10.23

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	GY ULC & Library Relocation	Project Sponsor	Natasha Hayes
Date of Report	10 September 2023	Project Manager	Adri Van der Colff
Reporting Period	July to September 2023		Helena Craske

Project Status			GREEN – no problems or only minor issues
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Project Overview

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

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status/Comment	RAG
RIBA Stage 3 completed	August 2022	October 2022	Completed	
Internal strip-out and external demolition completed	December 2022	December 2022	Completed	
Planning consent achieved	February 2023	February 2023	Completed	
Main contractor to be engaged through SCAPE framework with Stage 1 costs	March 2023	March 2023	Completed	
Roofing contractor appointed for enabling works for replacement roof	March 2023	n/a	Now included in the main contractor package	
Public consultation completed and report issued	March 2023	March 2023	Completed	
Roof repair works to commence	September 2023	September 2023	Now included in main contractor's package	
Lease and Agreement to Lease to be finalised and signed off	June 2023	September 2023	All partners agreed to lease once costs finalised	
Appoint main contractor	July 2023	August 2023	On track – price expected 18/07/2023	
Main contractor start on site	August 2023	12 September 2023	On track	
RIBA 4 designs and specifications signed off and completed	August 2023	August 2023	Completed	
£1m redirected from Town Deal Fund to meet inflationary gap	September 2023		Awaiting decision from Dept from Levelling Up, Housing and Communities	
Project completion	October 2024	Ongoing	On track	

Key activities achieved this reporting period		Areas of work for next reporting period	
<ul style="list-style-type: none">Fixed price contract agreed with SCAPE contractor Morgan SindallMorgan Sindall's appointment approved by project board and funding partnersMorgan Sindall starting on site 11 September 2023. Initial works to replace the roof to make the building water-tightRIBA 4 designs and specifications (Room Data Sheets) frozenLeases issued to tenants£1,005,000 reallocation from Town Deal Fund approved by Town Board; awaiting final approval from Dept for Levelling Up, Housing and CommunitiesPress announcement re. works starting on sitePartnership agreement about running of building and curriculum offer in development		<ul style="list-style-type: none">Internal fit-out element of works to start once the roof has been completed and the building is dry and water tight.Put furniture package out to competitive tender£1,005,000 redirected from other Town Deal projects to accommodate inflationary uplift to be approved by Town Deal (awaiting approval from central government)Cabinet paper to October cabinet to approve disposal of asset through long leaseAgree curriculum offer and operational partnership agreement with tenants	
Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.			
No scope changes. Funding of £1m redirected from Town Deal to meet inflationary increases. Programme confirmed with contractor. Project to be completed in October 2024.			
Project Risks – the top 5 highest risks			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	The inflationary market and supply and lead-in issues are resulting in programme and cost issues across the industry.	Fixed contract price prevents contractor from offloading further inflation costs on the client. £1,005,000 from other Town Deal projects redirected to accommodate inflationary increase from RIBA Stage 3. Awaiting decision from central government. Part-order placed with contractor to allow order of items with long lead-in times.	
2	It may not be possible to incorporate all sustainable technology to give the building a good EPC rating and help tenants save on their energy bills. This is due to sharp inflationary increases in mechanical equipment.	Cost of new technology (e.g. air source heat pumps and PV panels) included in Morgan Sindall price. It was not necessary to cut out any sustainable solutions as part of value engineering.	
3	There may be significant structural /load-bearing issues with the Palmers building which makes it unsuitable as a library. The existing drains may also not be adequate.	Strip-out revealed that the structure is broadly sound and suitable for the new intended purpose. Structural and civil surveys are ongoing to underpin detailed design.	
4	It may not be possible to reach an acceptable negotiated contract price with the SCAPE contractor, in which case an alternative procurement route via Find-a-Tender (post-Brexit OJEU open tender) will have to be pursued, which could result in delays.	Price was agreed with Morgan Sindall that is within the budget.	
5	Unexpected issues with the building encountered during the refurbishment period could cause delays and increased costs.	Extensive surveys were undertaken to mitigate against this risk.	

Page 37 of 183

Financial Summary

	Capital	Revenue	RAG	Comment
Total Budget Approved	£17,048,918	£267,000		Estimated capital costs at feasibility stage based on RIBA Stage 3 design.


Funded by:

GYBC	£694,312	£0	
Norfolk Strategic Fund (business rates)	£0	£190,000	Grant for project development costs
One Public Estate Phase 8	£0	£77,000	Grant for project development costs for the next stage RIBA 3 development.
Future High Street Fund	£3,390,659	£0	Capital funding grant
Town Deal Fund	£7,463,947	£0	Capital funding grant could be increased by £1,005,000 to accommodate inflation, but this is still subject to approval
Norfolk County Council	£2,000,000	£0	Capital contribution to project (library element)
East Coast College / University of Suffolk partnership	£3,500,000	£0	Capital contribution to project (university element)
Total Funding	£17,048,918	£267,000	
Actual Spend to date	£2,784,396	£267,000	Revenue - Project development to RIBA Stage 2 Capital – Figures to 31/08/2023

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£253,000	£	£850,000	£0	£1,752,100	£0	£2,577,704	
FY 24/25	3,208,009	£0	£3,804,947	£0	£1,075,312	£0	£743,450	

Financial data verified by (name of finance officer)	Date
Helena Craske	07/09/2023

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Public Wayfinding and Sustainable Connectivity Town Wall Restoration	Project Sponsor	Natasha Hayes
Date of Report	7 th September 2023	Project Manager	TBC
Reporting Period	July-August 2023	Finance Officer	Jane Bowgen

Project Status			GREEN – no problems or only minor issues
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Project Overview

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

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status/Comment	RAG
Production of Conservation Plan	Dec 2022	Dec 2022	Complete	
Production of comprehensive project plan	Q2 2023		On track	
Procurement of professional team	Q2 2023		On track	
Procurement of contractor	Q2 2023		On track	
Works start date	Q3 2023		On track	
Works completion	March 2026		On track	

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> Project Planning Phase Town Wall mapping of wayfinding route and opportunities for enhancements completed Indicative costings drafted Draft project plan produced Need for QS support identified re costing plans Liaising with Historic England re Ancient Monument Consent requirements OWG established (OWG will also oversee Sculpture Trail) 	<ul style="list-style-type: none"> Development to RIBA 3 OWG to be presented with wayfinding route and enhancement proposals Proposals to be costed and project plan to be finalised Planning to be engaged

Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.

Nothing to report

Project Risks – the top 5 highest risks

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

Financial Summary

	Capital	Revenue	RAG	Comment
Total Budget Approved	£0.520m	£0.090m		Town Deal Connectivity Public Wayfinding


Funded by:

GYBC	£0	£0	
Town Deal Programme	£0.335m	£0	
Heritage Action Zone	£0.185m	£0	HAZ Programme – match funding noncash
Historic England	£0	£0.090m	HE Funding agreement 2122 – 2324– match funding non cash
Total Funding	£0.520m	£0.090m	£0.610m
Actual Spend to date August 2023	£0.185m	£0.036m	HAZ and Historic England Town Wall spend.

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	
FY 22/23					-	-			
FY 23/24	-	-	-		-	-	-	£0.054m	£0.060m
FY 24/25	-	-	-		-	-	-		
FY 25/26	-	-	-	-	-	-	£0.335m		£0.335m

Financial data verified by (name of finance officer)	Date
J Bowgen	08/09/2023

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Public Wayfinding and Sustainable Connectivity Sculpture Trail	Project Sponsor	Natasha Hayes
Date of Report	7 th September 2023	Project Manager	Tracey Read
Reporting Period	July-August 2023	Finance Officer	Jane Bowgen

Project Status			GREEN – no problems or only minor issues
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Project Overview

Sculpture and public art trails radiating from the town centre will create visual rhythms of connectivity supporting wayfinding and signposting. The project will strategically populate the urban area with sculpture and public art creating an outdoor gallery carefully located for navigation and to connect the town.

The project will deliver 30 permanent works of public art/sculpture in various forms including traditional sculpture and street art. This will be complemented with an annual sculpture event where a significant art exhibition is staged for a 4-week period.

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status/Comment	RAG
Feasibility stage	Dec 2022	Dec 2022	Complete	
Concept design	Feb 2023	Q2 2023/24	Complete	
Sculpture procurement	Q3 2023	Q3 2023/24	On track	
Installation start	Q4 2023/24	Q4 2023/24	On track	
Project completion	Q3 2024	Q4 2025/26	On track – in line with TD funding completion	

Key activities achieved this reporting period	Areas of work for next reporting period
Trail route, artwork themes, locations and procurement routes approved by TC MWG. Artist briefs drafted and circulated to Public Artwork Panel for final approval. Procurement and nplaw engaged for support with procurement and artist agreements respectively. Communications plan being drafted to include public consultation. Greyfriars to PM installation programme. Project specific OWG established – OWG to also oversee Town Wall project	<ul style="list-style-type: none"> Public Artwork Panel to approve artist briefs Procurement of artworks to begin Communications plan to be finalised Artist agreements to be finalised ahead completion of procurement Public engagement process to be finalised Planning to be engaged once final artworks have been approved

Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.

Nothing to report

Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	In house capacity and resource	Cultural officer supporting with project	
2	Inflation & costs of materials	Monitor and value engineering	
3	Planning permission required	Officers to work closely with GYBC Planning Team to ensure all, if any, conditions can be	
4	Procurement of artists	Advertise and promote widely	

5	Public perception/negativity	Robust communications plan	
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Financial Summary

	Capital	Revenue	RAG	Comment
Total Budget Approved	£0.295m	£0		Town Deal Connectivity Public Wayfinding
Funded by:				
GYBC	£0m	£0		
Town Deal Programme	£0.227m	£0		
Future High Street Fund	£0.050m	£0		Mkt place sculpture - Match funding noncash
Great Yarmouth Preservation Trust	£0.020m	£0		Blackfriars Road Sculpture GYPT spend - Match funding noncash
Norfolk County Council	£0.05m	£0		Contribution to mkt place sculpture. (was £60k now £5k as per DB) – match funding noncash
Total Funding	£0.302m	£0		
Actual Spend to date August 2023	£0	£0		

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23					-	-	-	-
FY 23/24	-	-	-	-	-	-	£0.055m	-
FY 24/25	-	-	-	-	-	-	-	-
FY 25/26	-	-	-	-	-	-	£0.247m	--
Totals:							£0.302m	

Financial data verified by (name of finance officer)	Date
J Bowgen	08/09/2023

Project Highlight Report



Project Name	Transitional Housing Scheme	Project Manager	Claire Wilkins
Date of Report	25.10.23	Project Sponsor	Paula Boyce
Reporting Period (Quarter months)	Q2 to 30 th September 2023	Finance Officer	Helena Craske – Capital

Project Status			GREEN – no problems or only minor issues
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Project Overview

Purchase of 7 properties 'off the shelf' to be used as 'Transitional Housing' to meet the needs of those with low or medium support needs who are rough sleeping or at risk of rough sleeping.

Project to be delivered in 2 Phases. (One block of three flats, one block of 4 flats)

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> - DLUCH agreed to additional funding to support purchase of 4 properties in Phase 2 - Due diligence underway for Phase 2 	<ul style="list-style-type: none"> - Progression of the purchase of the remaining homes to deliver the complete project.

Project stage tolerance status


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

Phase 1 (3 homes) – Completed within budget and funding timescales.

Phase 2 - Will now be for 4 homes as opposed to 3 (overview above amended) as DLUCH have agreed additional funding to support an additional home.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Failure to secure replacement 4 dwellings to complete Phase 2 within funding timescales and within budget.	Replacement properties identified and due diligence (on fire safety / building control sign offs etc) underway	
2	Interest rate increases since the outset of the project are having significant impact on viability of proposed purchases.	Additional funding agreed by DLUHC to support delivery.	

Financial Summary			
	Capital	Revenue	Notes on Background
Total Budget Approved	£1,499,718		Total Budget approved is for delivery of 12 properties in total however grant funding to support 7 only has been awarded.
	£687,990		Relates to purchase of the 7 homes
Funded by:			
GYBC	£325,115		
Homes England Grant and GYBC Capital contribution	£397,757	£45,682	Revenue grant funding to subsidise cost of support worker
Actual Spend to date	£328,067	£0	To 30-09-23
Total Funding Utilised	£328,067		
Income Achieved	£0		
Savings Achieved	£0		
Financial data verified by;			Date
Helena Craske (Capital)			25-10-23

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Improvements to Great Yarmouth Rail Station	Project Sponsor	Iain Robertson
Date of Report	2 nd November 2023	Project Manager	Steve Logan
Reporting Period	1 st July – 30 th September 2023	Finance Officer	Helena Craske

Project Status			GREEN – no problems or only minor issues
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Project Overview

To improve a key commuter/visitor gateway to enhance physical connectivity and sustainable transport. Improving the arrival by rail to Great Yarmouth is crucial to encourage sustainable travel choices by workers and visitors. Investment has been made by Abellio into the rolling stock and the signaling however this is not translating into significant numbers travelling via train. The Great Yarmouth Transport Strategy notes 'The main station building in Great Yarmouth serves as a poor gateway feature to the town'. Town Deal funding to be used for minor capital improvements to the station building.

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Approval of Town Deal summary documents enabling funds to be spent	June 2022		Completed	
Discussion with Greater Anglia on procurement strategy and scope of works	September/October 2023		Ongoing	
Greater Anglia to procure the works – finalisation and acceptance of tenders	December 2023		On track	
Commencement of works	January 2024		On track	
Completion of Towns Fund element of the works	31 March 2024		On track	
Completion of Norfolk Community Rail Partnerships / Changing Places element of the works	June 2024		On track	

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> Agreement on funding process reached between GYBC and Greater Anglia Works scoped out with Greater Anglia and Community Rail Partnerships which include: a Changing Places facility in the main building & improved 'out of hours' entrance/exit with a brighter/safer experience. 	<ul style="list-style-type: none"> Completion of tender process and acceptance of suppliers (being carried out by GA) Agreement of works to be undertaken - by all parties

Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.

The method of procurement has changed, now using the services of the Norfolk Community Rail Partnership to co-ordinate and procure suppliers on behalf of Greater Anglia. This will allow the faster procurement of suppliers, having experience in delivering at Lowestoft Rail Station.

Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Improvement costs exceed budget	The works have been scoped out on an item by item basis, none of which are contingent on each other. Once prices	

		received, then if over budget, a prioritisation process will take place to ensure the project remains within budget.	
2	Suppliers unable to supply works/products within programme	Early engagement with suppliers during tender process, to ensure that programme is clear, and working within programme dates is part of the tender approval process.	
3	Inflation/increased costs of materials	Ensure that there is no delay between selection of suppliers and closing the contract.	
4	Planning consent needed, which would have programme implications.	Assess all elements of the works which are being procured by Greater Anglia and ensure planning matters are assessed.	
5	Greater Anglia make strategic decision to not engage with procuring the works, leaving not enough time for GYBC to pick up the threads and move forward on programme.	Maintain close communications with Greater Anglia.	

Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£52,180.00	£150,000.00		

Funded by:			
GYBC	£0	£0	
Town Deal Fund	£0	£150,000.00	
Norfolk Community Rail Partnership	£52,180.00	£0	
Total Funding	£52,180.00	£150,000.00	
Actual Spend to date	£0	£0	

Forecast spend Project Manager projections:	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 22/23 Actuals	£	£	£	£	£	£	£	£
FY 23/24	£	£	£	£	£	£	£52,180.00	£150,000.00
FY 23/24 Actuals	£							
FY 24/25	£	£	£	£	£	£	£	£
FY 24/25 Actuals	£							
Totals:	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	2 nd November 2023

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (JUL – SEP) 2023/24

OPERATIONAL MEASURES

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
PR01: Average time to assess Housing Benefit: New claims (Quarterly Cumulative)	15 days	16 days	14 days	14 days	13 days	16 days	G	↓	↓
PR02: Average time to assess Housing Benefit: Change in circumstances (Quarterly Cumulative)	9 days	10 days	9 days	13 days	9 days	10 days	G	↔	↑
PR03: Collection rates Council Tax (Quarterly Cumulative)	54.2%	54.7%	28.4%	54.6%	96%	96%	A	N/A	↓
PR04: Empty Homes									
a) Number of long term empty homes (6 months or more)	605	Less than 600	599	575	584	Less than 600	A	↓	↓
b) Number of long term empty homes (Over 2 years) (Snapshot at last day of quarter)	155	Less than 160	150	136	144	Less than 160	A	↓	↓
Commentary: The number of long-term empty properties has increased from 599 to 605 since the last quarter and is only slightly above the target figure of 600 properties. This slight increase is likely due to the current position of the housing market. The number of properties empty for more than two years is still the same at 155 properties									
PR05: Collection rates NNDR (Quarterly Cumulative)	54.8%	55%	26.1%	57.5%	97.8%	97.5%	A	N/A	↓
PR06: Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered (Quarterly Cumulative)	83.93%	90%	87.11%	81.9%	80.16%	90%	R	↓	↑
Commentary: Long term sickness continued to impact our quarter 2 performance when call demand is still high. Two members of staff have now returned to work following a successful phased return with one member of the team still absent. With the return of the two members of staff we expect to achieve target in Q3, with performance for October being 90.48%.									

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
PR07: Contact centre telephone calls: Average wait time by customers contacting the Contact Centre (Quarterly)	1m 40s	1m 30s	1m 17s	2m 30s	2m 30s	1m 30s	A	↓	↑
PR08: Percentage of FOI and EIR requests responded to within 20 working days (Quarterly Cumulative)	96%	92%	87%	90%	88%	92%	G	↑	↑
PR09: % of completed Full Performance Reviews (Quarterly Cumulative)	85%	75%	73%	77%	85%	90%	G	↑	↑
PR10: The number of working days lost due to sickness absence per FTE. (Quarterly Cumulative)	5 days	4.2 days	2.69 days	6.17 days	12.25 days	8.5 days	A	N/A	↑
<p>Commentary: Sickness absence has decreased in the second quarter of 2023/24 for 2022/23 with a reduction of 1.17 days per FTE. 44% of the workforce had a period of absence in the first two quarters of 2023/24, a reduction of 3% when compared to the same period past year. The top reasons remaining similar to previous years.</p> <p>Personnel Today has reported that sickness absence rates have soared to a 10 year high, so it is encouraging to see that our figures are reducing.</p>									
PR11: Council spend on apprenticeships as a % of apprenticeship levy (Quarterly Cumulative)	64%	Monitor	64%	63%	58%	Monitor	N/A	↔	↑
PR12: % of Audit days delivered (of the annual plan) (Quarterly cumulative)	27%	50%	11%	39%	89%	100%	A	N/A	↓
<p>Commentary: The percentage of audit days delivered has not met the target for Q2, due to a significant number of audits being deferred to Q3 and Q4 at the request of management. Due to this, only one audit has remained scheduled for Q2. The Q1 work has all been either concluded or finalised, and Q3 work is underway.</p>									
PR13: Internal Audit recommendations									
a) Number of priority 1 Internal Audit recommendations outstanding	13	3	14	New Measure	New Measure	3	R	↑	N/A
b) Number of priority 2 Internal Audit recommendations outstanding	36	9	36	13	32	9	R	↔	↓
<p>Commentary: The number of outstanding P1 and P2 recommendations remains high. Internal Audit urge management to work together with internal audit to ensure these recommendations are updated, and closed as soon as possible.</p>									

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
PR14: Corporate Property Portfolio Revenue Growth per annum (Quarterly Cumulative)	100%	1.26%	15.86%	3.97%	13.29%	2.50%	G	↑	↑
Commentary: Skewed result as this is based upon a single lease in the value of £4000. Fully expect a decrease back towards target in following months as more lease renewals and new leases are progressed.									
PR15: Corporate Property Portfolio									
a) % Arrears per annum	4.4%	7.5%	14.50%	7.06%	4.05%	7.5%	G	↑	↑
b) Total Arears amount in £'s	£45,304	£100,000	£101,939	£204,166	£208,086	£100,000	G	↑	↑
PR16: Corporate Property Overall Occupancy levels per annum (Quarterly Cumulative)	80%	90%	85.44%	97.01%	97.01%	90%	A	↓	↓
Commentary: Ongoing amendments are being made to the property database to increase accuracy with a data cleanse. Project still underway so expect the figures to be quite volatile until complete.									
PR17: Payment of Invoices within 30 days (%) (Quarterly Cumulative)	94%	90%	93.4%	91.8%	92%	90%	G	↑	↑

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (JUL – SEP) 2023/24

DEVELOPMENT CONTROL MEASURES

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)	100%	80%	100%	86%	96%	80%	G	↔	↑
ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)	88%	80%	94%	85%	84%	80%	G	↓	↑
ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	91%	80%	89%	98%	90%	80%	G	↑	↓
ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	83%	80%	78%	86%	80%	80%	G	↑	↓
ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)	0%	3%	2%	2%	2%	3%	G	↑	↑
ED06: Planning Appeals: Percentage of Non Major Planning applications overturned on appeal over the last 24 months of an authority's total number of decisions on applications (Quarterly Cumulative)	0.6%	6%	0.7%	0.76%	0.58%	6%	G	↑	↑
ED07: Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period. (Quarterly Cumulative)	100%	100%	100%	90%	87.5%	100%	G	↔	↑
ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)	88%	90%	85.4%	78%	78.4%	90%	A	↑	↑
Commentary: Improvement on q1 and nearing target. Staff sickness and a current lack of resilience mean target has not yet been reached. Resources currently under review.									
ED09: Enterprise Zone: Beacon Park: % of empty floor space across Beacon Park (Quarterly Snapshot at last day of quarter)	0.74%	3%	0.74%	0.74%	0.74%	3%	G	↔	↔

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (JUL – SEP) 2023/24

ENVIRONMENTAL MEASURES

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
EN01: Food Hygiene									
a) % of food premises scoring 3 star food hygiene ratings or above (Snapshot at last day of quarter)	97.8%	90%	96.9%	97.3%	96.6%	90%	G	↑	↑
b) % of scheduled Cat A food premises inspections completed (Snapshot at last day of quarter)	100.0%	100%	100%	New Measure	New Measure	100%	G	↔	N/A
c) % of scheduled Cat B food premises inspections completed (Snapshot at last day of quarter)	100.0%	100%	100%	New Measure	New Measure	100%	G	↔	N/A
d) % of new food premises inspections completed (Snapshot at last day of quarter)	88.1%	100%	43.2%	New Measure	New Measure	100%	A	↑	N/A
Commentary: We are still catching up from the backlog of new inspections from the Covid period. The team has 28 days to complete inspections from the date of trading. 104 of 118 new food premises have been visited.									
EN02: Garden waste service: Number of households taking up garden waste bin service. (Quarterly Cumulative)	11,251	10,500	10749	10741	10916	10,500	G	↑	↑
EN03: Percentage of total domestic waste collected which is sent for recycling (Quarterly Cumulative)	36.64%	35%	36.4%	34%	32.5%	35%	G	↑	↑
EN04: Number of Flytips reported (Quarterly Cumulative)	676	Monitor	305	689	1171	Monitor	N/A	N/A	↑
EN05: Number of streets in the Borough meeting street cleanliness levels for:									
a) Litter (formerly NI195a)	99%	95%	100%	98.2%	100%	95%	G	↓	↑
b) Detritus (formerly NI195b) (Snapshot at last month of quarter)	98%	95%	93.3%	100%	92.3%	95%	G	↑	↓

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
EN06: Contamination rate in dry recycling (Quarterly Cumulative)	23.5%	19%	24.9%	19%	19.4%	19%	R	↑	↓
Commentary: Contamination rates of recycling bins does still remain high and there has been an national trend of contamination rates increasing for the past six years. The Government is implementing the “Simpler Recycling” requirements to make recycling easier for the public with a view to increasing recycle quantity and quality. At a Borough level training is taking place for specific collection crews from GYS around contamination and the impact it has on the sorting and reprocessing of materials. Clarity will be given around when to reject bins and crews will then be expected to follow this guidance which will be supported with a 3 step process for addressing repeat issues at a household. This will be trialled for 6 weeks and then gradually rolled out to other crews.									

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 2 (JUL – SEP) 2023/24

HOUSING MEASURES

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
HN01: Great Yarmouth Housing rent: GYBC rent collection rate									
a) Rent collected as % of rent and arrears (snapshot at end of quarter)	97.3%	97%	98%	97.83%	99.5%	97%	G	↓	↓
b) Arrears as a % of rent debit (snapshot at end of quarter)	2.7%	3%	2%	2.17%	0.5%	3%	G	↓	↓
c) Arrears of Rent and Service Charge (snapshot at end of quarter)	£183,389	£203,602	£136,845	£135,923	£122,367	£203,601	G	↓	↓
d) Amount of arrears recovered (former years arrears from current tenants) in year £	£31,001	Monitor	£42,369	£177,741	£120,580	Monitor	N/A	↑	↑
HN02: Number of Number of Social housing applicants on Housing Register	616	Demand led	409	1165	326	Demand led	N/A	↓	↑
HN03: Average Time to Re-let Local Authority Housing (Quarterly Cumulative)	24 days	25 days	27 days	30 days	32 days	25 days	G	↑	↑
HN04: Average cost of a Void repair (Housemark Indicator) (Quarterly Cumulative)	£4,132	£3,051	£4,426	£2,297	£3,341	£3,051	R	↑	↓
<p>Commentary: A contributing factor in the cost increase is the poorer quality of returned voids, of the 131 voids completed in Q1&2, 28% of the voids were in poorer condition than would normally be expected this in turn raises GYBC average order cost to the GYN.</p> <p>Assets are working closely with colleagues in Housing to ensure tenants return their property in a suitable condition to re-let, to allow GYBC to relet with the minimum expenditure required.</p> <p>Of the 131 voids completed by GYN in Q1&2 2023/34, 21 needed significant revenue works due to their returned condition, these “Larger” voids had average cost of over 12K and have caused a spike the Q1&2 average cost. The 110 “Standard” voids completed with an outturn of less than 7k had the expected average cost of 3.2K.</p> <p>GYBC and GYN now have a new process where “Standard Revenue Voids” (Ave. order value of 3.2k) are reported separately to the “Larger Revenue Voids”, this change will help GYBC and GYN drive efficiencies into void delivery.</p>									

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
HN05: Percentage of residents:									
a) very or fairly satisfied with the repairs service they received (Social Housing Regulator TP02 measure)	80%	Monitor	Not Available	93.61%	Not Available	Monitor	N/A	N/A	↓
b) very or fairly satisfied with the condition of their new home	74%	Monitor	81.48%	New Measure	New Measure	Monitor	N/A	↓	N/A
Commentary: a) TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is culmulative satisfaction rate. This shows a slight increase against the STAR data (79%).									
HN06: Average cost of a standard responsive repair (Housemark Indicator) (Quarterly Cumulative)	£134.41	£167.53	£137.20	New Measure	New Measure	£167.53	G	↑	N/A
Commentary: The average cost of a repair is falling, it is noted that this will not be fully reflected in spend due to increases in demand. It is anticipated that the average cost will reduce significantly on transfer of the service due to the high overhead cost charged by Norse to GYN.									
HN07: Customer Perception - Total number of repairs completed first time as a % of total repairs completed (Quarterly Cumulative)	83%	Monitor	83.67%	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: Although the actual performance is close to the target, this KPI is a priority for GYN to improve customer satisfaction and to increase productivity.									
HN08: Number of Disabled Facilities Grant (DFGs)									
a) Number of completions	12	Monitor	18	14	77	Monitor	N/A	↓	N/A
b) Number of calendar days from GYBC receipt of D(OT)2 recommendation to works complete in the quarter.	214	Monitor	178	New Measure	New Measure	Monitor	N/A	↓	N/A
HN09: Percentage of tenants either very satisfied or fairly satisfied with the service they received (Social Housing Regulator TP01 measure) (Quarterly)	79%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is culmulative satisfaction rate. This shows a slight decrease against the STAR data (80%).									




Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
HN10: Percentage of tenants either very satisfied or fairly satisfied with the time taken to complete their most recent repair after reporting it (Social Housing Regulator TP03 measure) (Quarterly)	79%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: Positive performance reflected on successfully completing minor responsive repairs. The performance can be improved with the successful completion of more complex repairs and improved communication with residents when the works are being completed. Again, this is a priority for GYN in Quarter 3.									
HN11: Percentage of tenants either very satisfied or fairly satisfied that their home is well maintained (Social Housing Regulator TP04 measure) (Quarterly)	77%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This mirrors the STAR data (77%).									
HN12: Percentage of tenants either very satisfied or fairly satisfied that their home is safe (Social Housing Regulator TP05 measure) (Quarterly)	80%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This mirrors the STAR data (80%).									
HN13: Percentage of tenants either very satisfied or fairly satisfied that their views are listened to and acted upon (Social Housing Regulator TP06 measure) (Quarterly)	59%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This shows no change against the STAR data score.									
HN14: Percentage of tenants either very satisfied or fairly satisfied that they are kept informed about things that matter to them (Social Housing Regulator TP07 measure) (Quarterly)	77%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This shows an increase against the STAR data (66%).									

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
HN15: Percentage of tenants either very satisfied or fairly satisfied that they are treated fairly and with respect (Social Housing Regulator TP08 measure) (Quarterly)	83%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This shows an increase against the STAR data (77%).									
HN16: Percentage of tenants either very satisfied or fairly satisfied that their communal areas are kept clean and well maintained (Social Housing Regulator TP10 measure) (Quarterly)	78%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This shows no change against the STAR data score.									
HN17: Percentage of tenants either very satisfied or fairly satisfied that GYBC makes a positive contribution to their neighborhood (Social Housing Regulator TP11 measure) (Quarterly)	72%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This shows an increase in satisfaction levels against the STAR data (68%).									
HN18: Percentage of tenants either very satisfied or fairly satisfied with GYBC's approach to handling anti-social behavior (Social Housing Regulator TP12 measure) (Quarterly)	67%	Monitor	Not available	New Measure	New Measure	Monitor	N/A	N/A	N/A
Commentary: TSM data was not available in Qtr 1, for Qtr 2 data collection has met the target of 50% of responses required. Data shown is cumulative satisfaction rate. This matches the STAR data (67%). .									
HN19: Percentage of GYBC homes that do not meet the Decent Homes Standard (Social Housing Regulator RP01 measure) (Quarterly)	19%	Monitor	19%	New Measure	New Measure	Monitor	N/A	↔	N/A
Commentary: The Decent Homes Standard non compliance figure is not reviewed quarterly, however, there is an active programme to address Decent Home Standard failures.									

Indicators	This Quarter	Target	Previous Quarter	Qtr 2 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
								Last Period	Last Year
HN20: Percentage of repairs completed									
a) within the 28 day timescale we publish (excluding emergency repairs)	85.98%	Monitor	91.71%	New Measure	New Measure	Monitor	N/A	↓	N/A
b) Emergency repairs only (Social Housing Regulator RP02 measure) (Quarterly)	95.34%	Monitor	96.04%	New Measure	New Measure	Monitor	N/A	↓	N/A
HN21: Engage at least 500k 'active' customers per annum across both Freedom Leisure sites (Quarterly Cumulative)	204,465	250,000	140,783	New Measure	New Measure	500,000	A	N/A	N/A

Key

Status

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

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

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

CABINET



URN: 23-186

Report Title: UKSPF People & Skills Commissioning Strategy

Report to: Executive Leadership Team and Cabinet

Date of meetings:

8 November 2023: ELT

4 December 2023: Cabinet

Responsible Cabinet Member: Cllr Daniel Candon

Responsible Director / Officer: Executive Director of Place, Natasha Hayes

Is this a Key decision? Yes

Date added to Forward Plan of Key Decisions if a Key Decision: 1 November 2023

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

This report sets out recommendations for the open, competitive commissioning of three interventions under the Council's approved UK Shared Prosperity Fund (UKSPF) 'People & Skills' investment priority in 2024/25.

RECOMMENDATIONS :

That Cabinet :

- Notes and approves the commissioning strategy set out in this report
- Delegates to officers the management of the open, competitive commissioning process described

1. Introduction

1.1. The approved Great Yarmouth UKSPF Investment Plan makes provision for three interventions under the 'People & Skills' Investment Priority in 2024/25, reflecting local needs. Summaries of the funding, guidance and associated outputs/outcomes are presented in the annex.

- E33: Employment Support for Economically Inactive Residents (£150,000 allocated)
- E35: Supporting Residents Furthest from the Labour Market (£80,000 allocated)
- E37: Tailored Support for Residents in Employment (£50,000 allocated)

1.2. In order to ensure the delivery of activity from April 2024, a commissioning strategy must be established. Key stakeholders, including the County Council and GY Skills Taskforce members have been consulted and this report provides Cabinet with recommendations for consideration.

1.3. As set out in the UKSPF Investment Plan, open competitive calls – effectively the packaging-up of specific budgets and associated outputs/outcomes and critically assessing submissions from third parties – are considered to be the most appropriate means of delivering interventions under the 'People & Skills' Investment Priority, where there are a number of established providers in the voluntary, public and private sectors representing established, projects currently or previously in receipt of EU ESF and other funding.

- 1.4. This approach would also encourage innovation in delivery, integrate best practice and maximise value for money. Ongoing reporting evaluation is implicit in provision of all contracted provision.

2. Work to Date / Proposal / Next Steps

- 2.1. The Great Yarmouth Skills Taskforce – comprising local skills/employability stakeholders – led the prioritisation of interventions under the ‘People & Skills’ Investment Priority. It has a central role in the co-ordination of local skills interventions to improve access to and enhance the visibility/uptake of numerous local learning/upskilling/reskilling interventions to a) maximise social inclusion and the accessibility of local opportunities, and b) ensure that the jobs that employers need to fill are aligned to pathways for residents to access them.
- 2.2. Other bodies, such as the Town Board (which was augmented to meet the requirements of a UKSPF ‘Local Partnership Group’) and Great Yarmouth Health and Wellbeing Partnership – successor to the Great Yarmouth Locality Board and includes representation from elected members, council officers, colleges, hospitals, the police and voluntary sector – also had the opportunity to contribute.
- 2.3. The UKSPF-funded Skills Manager is in the process of drafting a new Skills & Employability Strategy and Action Plan for consideration. They and the Skills Taskforce also have an ongoing role in the strategic mapping of progression pathways based upon current and emerging skills support provision in the Borough.
- 2.4. Two pieces of UKSPF-funded and Taskforce-endorsed research have been procured; Neighbourly Lab is currently working on a) the identification and characterisation of local barriers to skills and education attainment and the critical success factors required to address them, and b) a strategic assessment of current/projected workforce and workforce segmentation needs. These will directly inform the detail of the competitive calls alongside the Local Skills Improvement Plan (LSIP) and Norfolk Strategic Skills Plan.
- 2.5. *Sections 3-5* set out the focus of each intervention and recommendations for the commissioning of corresponding activity, with a short executive summary provided at the top of each section. The following critical pathway summarises the relationship between the Skills and Employability Strategy, UKSPF interventions and ‘next step’ communication:

ELT: UKSPF commissioning strategy / Skills and Employability Strategy (update)	8 November 2023
Skills Taskforce: UKSPF commissioning strategy / Skills and Employability Strategy (update)	9 November 2023
Final reporting and integration of externally commissioned research	30 November 2023
Cabinet: UKSPF People and Skills commissioning strategy (decision)	4 December 2023
UKSPF / skills and employability communications release	5 December 2023
Skills Taskforce and NCC draft strategic objectives endorsement	15 January 2024

Leaders' meeting: themed activity – achieving objectives	30 January 2024
Draft Skills and Employability Strategy – internal circulation	31 January 2024
Launch of competitive calls for UKSPF-funded interventions	2 February 2024
ELT: Skills and Employability Strategy report presented	14 February 2024
Skills Taskforce: Skills and Employability Strategy and Action Plan presented	February 2024
Cabinet: Skills and Employability Strategy (decision)	4 March 2024
Procurement and contracting of UKSPF-funded interventions	March 2024
Launch of UKSPF-funded activity across all three interventions	April 2024

3. E33: Employment support for economically inactive residents (£150,000 allocated)

E33 Executive summary
Description: employment support for economically inactive people, with intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills support where there are local provision gaps
Key considerations: wrapping around – rather than replicating – new programmes, such as 'Working Well Norfolk', prioritising innovation in delivery and value for money
Recommended commissioning strategy: commission three providers, each with a value of £50,000, avoiding reliance upon a single provider/approach via an open competitive call for proposals

- 3.1. E33 is intended to provide intensive and tailored one-to-one employability support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills support where there are local provision gaps. This provision can include promoting the importance of work to help people to live healthier and more independent lives, alongside building future financial resilience and wellbeing.
- 3.2. The 16-24 year old cohort has emerged as a local priority, although cohorts may include, but are not limited to, people aged over 50, people with a disability or health condition, women, people from an ethnic minority, neuro-diverse, young people not in education, employment or training and people with multiple complex needs (homeless, care leavers, ex/offenders, people with substance abuse problems and victims of domestic violence).
- 3.3. Local economic inactivity rates compare unfavourably against other, similar areas. Working directly with these residents and, in some cases their families as well, to help them realise their potential can raise aspirations and improve their access to jobs. It's also desirable that intervention makes reference to parents' critical role in countering school-age absenteeism.

- 3.4. National research is examining the interplay of contributory factors to economic inactivity, providing a more comprehensive breakdown of the underlying reasons for economic inactivity – including mental health – over and above headline figures provided by the Office for National Statistics. This intervention seeks to address multiple employability barriers through referrals supporting benefit entitlements, healthcare and other support services in addition to education providers.
- 3.5. Furthermore, new data indicates disparities that emerged during the Pandemic that have not normalised yet – specifically, a significant increase in male economic inactivity compared to pre-Pandemic levels and other spatial benchmarks. This is an obvious focus for investigation and corrective intervention.
- 3.6. The ‘Working Well Norfolk’ project has emerged since the approval of UKSPF Investment Plan and will, undoubtedly, seek to engage similar target beneficiaries in terms of those self-declaring a health condition as the primary reason for economic inactivity. Other projects, including Work Well, will equally be monitored closely to mitigate duplication risk.
- 3.7. There will need to be close integration with alternative projects to ensure that eligible beneficiaries that are already well-supported are de-prioritised and that new intervention is complementary. Collaborative signposting and cross referrals are essential to ensure best-fit support is prioritised, duplication is avoided, and no one is left behind.
- 3.8. Engagement routes also include cross-referrals of individuals ineligible for other support, community services and active support providers (e.g. referrals from case workers, food banks and community hubs).
- 3.9. Similar projects have previously been undertaken via ESF, so good practice and lessons learned will need to be integrated into new provision. For example, in-project post-work support and post-project tracking data will be expectations. Support is also expected to be aimed at behaviours such as resilience and independence, where appropriate, focusing on the best interests of beneficiaries.
- 3.10. The recommendation is to commission three providers under this intervention, each with a value of £50,000, avoiding reliance upon a single provider/approach. An open competitive call for proposals should prioritise innovation in delivery, value for money in terms of delivering contracted UKSPF outputs/outcomes and adding value to other complementary schemes. Selected proposals could reflect, for example, different approaches and discrete beneficiary cohorts.
- 3.11. Delivery could be undertaken by established providers or consortia in the voluntary, public and private sectors representing established, successful projects or new entrants seeking to replicate best practice elsewhere.

4. E35: Supporting residents furthest from the labour market (£80,000 allocated)

E35 Executive summary
Description: tailored support to help people into employment, who are not supported by mainstream provision to address barriers to accessing education and training courses

Key considerations: alignment with the Local Skills Improvement Plan (LSIP), integration of ‘soft skills’ into job-specific work placements, prioritising innovation in delivery, value for money and adding value to other complementary schemes

Recommended commissioning strategy: commission either two providers via an open competitive call for proposals, each with a value of £40,000 or a single provider/approach to ensure the best possible integration of the two core elements with this intervention

- 4.1. E35 is intended to support and motivate participants into the workplace by way of ‘tasting’ the work environment and developing their employability/soft skills to enable ‘work readiness’. This will support local employers in terms of recruitment, productivity, and staff retention.
- 4.2. This will necessitate broad employment engagement focused upon ‘opening new doors’ for relevant work experience opportunities aligned to current/emerging labour force needs (Paragraph 2.4) . A key local challenge is engaging employers in the facilitation of supported work placements and volunteering which will be achieved by supporting them through processes/administration and overcoming adverse preconceptions that disincentivise participation.
- 4.3. ‘New doors’ must include traditionally hard-to-reach sectors, such as those with elevated health and safety risk and SMEs and include cohorts requiring additional support. This intervention will also focus on expanding work placements directly related to specific job-matching. An objective of this intervention is to promote the benefits of facilitating work experience within the local area to maximise long-term opportunity for wider education and support providers.
- 4.4. Aligning to the Local Skills Improvement Plan (LSIP), ‘soft skills’ are a primary solution to recruitment and retention challenges. Responding to local research, this work will focus on communication skills, teamwork, problem solving and time management alongside recognised needs such as digitalisation in the workplace. This standalone provision aims to prepare participants ahead of work-placements and/or interviews and will equally support transitioning between sectors/industries. Post-project findings will inform future LSIP strategy.
- 4.5. Designed through employer voice, the ‘soft skills’ element will evolve and adapt through participant feedback. The final version will be the ‘property’ of the Great Yarmouth Skills Taskforce and accessible throughout the wider local stakeholder network. This ‘shared resource’ will support future participants across the wider skills and employability network and provide continuing professional development (CPD) for practitioners across all age groups and cohorts.
- 4.6. Where work-experience is either inaccessible or less appropriate for participants, volunteering is an acceptable alternative for observing, practicing and developing soft-skills. The expectation of this project is that all beneficiaries have a work-placement or volunteering experience and the soft skills module delivery.
- 4.7. During this process, providers are expected to extend quality careers guidance to participants and, wherever possible, job-match work-placements/volunteering aligning personal aspirations with current/emerging local skills gaps. Beneficiaries will receive information, advice or guidance (IAG) preferably undertaken on employers’ sites.

- 4.8. The combination of the skills development and work/volunteering experience will result in personal beneficiary action/development plans, including education/skills and matched-education/training/career routes corresponding to local workforce needs.
- 4.9. The recommendation is to either commission two providers under this intervention, each with a value of £40,000 or a single provider/approach, which might ensure better integration of the two core aspects of this intervention. As proposed for E33, a competitive call for proposals should prioritise innovation in delivery, value for money in terms of delivering contracted UKSPF outputs/outcomes and adding value to other complementary schemes. Selected proposals could reflect, for example, different industrial groups.

5. E37: Tailored Support for Residents in Employment (£50,000 allocated)

E37 Executive summary
Description: a smaller package of tailored support to help people in employment to address barriers to accessing education and training courses, supporting the retention of groups who are likely to leave the labour market early
Key considerations: wrapping around, rather than replicating other programmes, such as Norfolk County Council's 'Multiply', prioritising innovation in delivery and value for money
Recommended commissioning strategy: commission a single providers/scheme with a value of £50,000 via an open competitive call for proposals

- 5.1. E37 is intended to provide tailored support to help people in employment to address barriers to accessing education and training courses. This includes supporting the retention of groups who are likely to leave the labour market early, for example, 'under-employed' residents and those vulnerable to 'technological unemployment', displacement through automation/digitalisation or seasonal factors.
- 5.2. Delivery will need to wrap around the County-administered 'Multiply' programme, which provides adult learning including those already in employment. There are also projects/programmes with pre-existing delivery models and established relationships with employers which, with modest re-focussing, may be able to provide the support required.
- 5.3. Whereas Multiply is focused on adult numeracy, this support will address alternative skills gaps, such as literacy/ESOL/digital, which present barriers to developing further sector skills, including mandatory licenses to practice. For example, language barriers impact mandatory health and safety understanding and digital skills limit some over-50s. Basic skills provision is a natural enabler for wider vocational upskilling activity and will support participation in advanced learning.
- 5.4. Non-flexible provision can be a major barrier to employer engagement in terms of reskilling/upskilling their workforce. This funding stream may bridge gaps between employer operational needs and that of providers requiring cost-efficient enrolment numbers and fixed qualification frameworks. Provision will be tailored to employer expectations in terms of delivery times and venues encouraging employer sited learning which further supports associated cost and time to widen participation.

- 5.5. The recommendation is to commission a single £50,000 scheme, focussing on engaging with employers to provide complimentary provision supporting wider participation in organisation/sector specific upskilling. Initial engagement/participation in the skills system will support and motivate employers to ‘unlock potential’ towards work-place progression, including apprenticeships and higher education.

6. Financial Implications

- 6.1. UKSPF revenue funding is secured and allocated to interventions E33, E35 and E37 as summarised in Paragraph 1.1. No Council funding is required. A failure to spend allocated monies on the interventions outlined by the end of March 2025 would result in the de-allocation of some or all the £280,000 awarded by the Government.

7. Risk Implications

- 7.1. A key capacity challenge relates to local need/demand and the budget available under UKSPF. There is considerable thematic ground to cover – especially when the need to include backfilling successful projects/programmes whose funding is being wound down is considered. The UKSPF resources available to the Council are likely to be insufficient to offset the tapering-out of EU ESF funding. Competitive tendering will confer only partial mitigation against this.
- 7.2. In terms of commissioning activity, duplication is the primary risk. The evaluation of proposals will need to take account of new funding and new projects emerging since the mapping that informed the UKSPF Investment Plan submitted in August 2022. The involvement of the Skills Taskforce in the review of draft calls will largely mitigate this risk.
- 7.3. The distribution/delegation of public funding to third parties confers risk. Due diligence on and the selection and appointment of delivery partners and contractors provides a first line of defence. Compliant contractual procedures and mechanisms for the cascading of funding and explicit, evidenced deliverables, outputs and outcomes to trusted third parties are already in place.

8. Legal Implications

- 8.1. Delivery of the approved UKSPF Investment Plan is the subject of an MoU signed by the Secretary of State for Levelling Up, Housing and Communities and the Council on 13 December 2022.
- 8.2. The competitive tendering of the requirements set out in respect of E33, E35 and E37 will need to comply with applicable procurement provisions. An open, competitive tendering process – rather than direct award – will also help to ensure that the Council’s subsidy control obligations are met.

9. Conclusion

- 9.1 This report sets out recommendations for the open, competitive commissioning of three interventions under the UKSPF ‘People & Skills’ investment priority in 2024/25. It is recommended that management of the competitive commissioning process along the lines outlined is delegated to officers, with the evaluation of proposals and awarding of contracts undertaken by a panel comprising: GYBC (director level) and Skills Taskforce members from NCC, LSIP, DWP and resident representation.

10. Background Papers

Annex: Summaries of the three 'People & Skills' interventions, including associated budgets and outputs/outcomes.

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

Consultations	Comment
Monitoring Officer Consultation:	As part of ELT review
Section 151 Officer Consultation:	As part of ELT review
Existing Council Policies:	The approved UKSPF Investment Plan
Equality Issues/EQIA assessment:	EQIA to be undertaken at the point of procurement inception

CABINET



URN: 23-182

Report Title: Safeguarding Policy 2023 - Update

Report to: Cabinet

Date of meeting: 4th December 2023

Responsible Cabinet Member: Cllr. Carl Smith

Responsible Director / Officer: Paula Boyce, Executive Director - People

Steve Scott-Greenard, Prevention & Early Help Manager

Is this a Key decision? No

Date added to Forward Plan of Key Decisions if a Key Decision: N/A

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

This report provides members with an update to the Council's Safeguarding Policy 2020 and reporting procedures. The review of the Policy (every 3 years) ensures the Council complies with current and up to date legislation. The refreshed Safeguarding Policy subsumes the Child Protection Policy of March 2017 and the Modern Slavery Policy of March 2017.

RECOMMENDATIONS:

That Cabinet:

- (1) Agrees the Safeguarding Policy 2023 as amended and updated.
- (2) Delegates authority to the Executive Director – People and Prevention & Early Help Manager to make minor and/or consequential amendments to the Policy for the purpose of keeping it up to date, clarifying its content or interpretation, correcting any errors or omissions, updating it in accordance with changes in legislation, and/or caselaw, or with changes in the management structure.

1. INTRODUCTION

- 1.1. The Council's current Safeguarding Policy is due for renewal in line with its 3-year renewal cycle. The current adopted Safeguarding Policy was ratified by the Policy and Resources Committee in October 2020.
- 1.2. Safeguarding encompasses legal duties and responsibilities to protect people's health, wellbeing, and human rights, supporting them to prevent problems from escalating and

enabling them to live free from harm, abuse, and neglect. It involves many organisations including Criminal Justice Agencies, Children's Services, Adult Social Care, Health agencies and the Police. Borough/District Councils have a range of statutory duties to safeguard and promote the wellbeing of individuals and communities which complement but do not duplicate those of our partners.

- 1.3. Great Yarmouth Borough Council embraces its duties and responsibilities to keep people safe. This Policy ensures that we fulfil our legal duties, taking consistent and effective action to protect those who need safeguarding. This includes:
 - Having effective safeguarding policies and procedures in place.
 - Having a workforce and elected councillors who know how to identify concerns and how refer appropriately.
 - Referring concerns to partner agencies.
 - Working closely with partners (e.g., police, social care, etc.).
 - Undertaking regular audit and scrutiny to test our effectiveness.
- 1.4. Safeguarding is described as preventing the physical, emotional, sexual, psychological and financial abuse of adults, children and young people and acting quickly when abuse is suspected. Safeguarding can also include neglect, domestic violence, modern slavery, organisational or discriminatory abuse.
- 1.5. Working with the Norfolk Safeguarding Adults Board (NSAB) and the Norfolk Safeguarding Children Partnership (NSCP) and as an early-adopter of the Norfolk Children and Young People's Strategic Alliance's FLOURISH (Family, Learning, Opportunity, Understood, Resilience, Individuality, Safe, Healthy) commitment, Great Yarmouth Borough Council ensures it 'Makes Every Contact Count' through its resident-facing services and broader partnership working in order to discharge its safeguarding responsibilities and report concerns. As such Great Yarmouth Borough Council is committed to ensuring that local policies and procedures remain consistent with government guidance and best practice.
- 1.6. The Policy (Appendix 1) sets out how Great Yarmouth Borough Council undertakes safeguarding practices and guides safeguarding processes internally and working with external partners across Norfolk.

2. WORK TO REVIEW SAFEGUARDING POLICY

- 2.1. Great Yarmouth Borough Council's safeguarding work is led by a network of trained Designated Safeguarding Officers (DSO) who are in turn supported by officers acting as Safeguarding Champions across the council's services. DSOs meet monthly to discuss individual safeguarding cases when needed, provide support to colleagues with safeguarding queries, track trends and ensure national guidance updates to policies and procedures inform local policy.
- 2.2. In October 2022, the DSOs identified the need to improve the way the council tracked safeguarding concerns and support staff and members to report safeguarding. As a result in October 2022, the Council introduced a new internal reporting form for staff and members. This helps the Council track and evidence its safeguarding interventions and onward interaction with and referral to the Norfolk Safeguarding Children Partnership (NSCP) and Norfolk Safeguarding Adults Board (NSAB).

- 2.3. Safeguarding data is reviewed and monitored by the Designated Safeguarding Officers at their monthly meeting and allows the Council to identify safeguarding trends, develop training requirements and prepare communication updates.
- 2.4. All members briefings were provided in July and September 2023 to present the Safeguarding reporting procedure and the data collection process.
- 2.5. Members will note that the updated Safeguarding Policy has been restructured to outline responsibilities and legislation within the main body and has the inclusion of 3 appendices. These appendices are provided to give practical advice on recognising safeguarding topics, recognising abuse and the process required to follow reporting procedures for all staff and elected members.

3. FINANCIAL & RISK IMPLICATIONS

- 3.1. There are no financial impacts of adopting the updated Policy.
- 3.2. The removal of outdated policies in the public domain could damage the Council's trust and reputation and hence the work to undertake a policy refresh.

4. LEGAL IMPLICATIONS

- 4.1. The Safeguarding Policy 2023 outlines how the Council fulfils its legal duties, taking consistent and effective action, working with safeguarding agency partners to protect those who need safeguarding in the borough.

5. CONCLUSION

- 5.1 Members are asked to note the changes to safeguarding reporting procedures, acknowledge the subsumption of previous relevant policies and to agree the revised Safeguarding Policy 2023 as presented.

6. Background Papers

Safeguarding Policy 2023 – Appendix 1

Consultations	Comment
Monitoring Officer Consultation:	At ELT
Section 151 Officer Consultation:	At ELT
Existing Council Policies:	Yes
Equality Issues/EQIA assessment:	N/A



Great Yarmouth Borough Council

Safeguarding Policy 2023

Date of Policy	November 2023
Owner of Policy	GYBC Designated Safeguarding Officers Group
Ratified by	Cabinet - [4 th December 2023]
Review Date	December 2026 (or as legislation requires)

Contents

1. Introduction.....	3
2. Policy Overview	4
3. Equality	6
4. Mental Capacity	6
5. Safeguarding Roles and Responsibilities	6
6. Professional Curiosity and Respectful Uncertainty	11
7. Inter-Agency Disputes, Escalation Policies & Challenge Logs.....	12
8. Confidentiality, Information Sharing and Consent.....	12
9. Record Keeping	15
10. Safeguarding in Photography	16
11. Recruitment, Induction and Training, Supervision and Appraisal.....	16
12. Support to Staff Experiencing Abuse.....	19
13. Safe Working Practices	19
14. Responding to allegations and/or abuse and neglect by employees	20
15. Complaints and Whistle Blowing	21
16. Audit and Quality Assurance	21
17. Monitoring and Review.....	21
 Appendix 1 -Safeguarding by Topic	22
Appendix 2 -Recognising Potential Abuse & Neglect	26
Appendix 3 -Safeguarding Reporting Procedure	30

1. Introduction

- 1.1 Safeguarding encompasses legal duties and responsibilities to protect people's health, wellbeing, and human rights, supporting them to prevent problems from escalating and enabling them to live free from harm, abuse, and neglect.
- 1.2 Safeguarding involves many organisations including Criminal Justice Agencies, Children's Services, Adult Social Care and Health agencies. District Councils have a range of statutory duties to safeguard and promote the wellbeing of individuals and communities which complement but do not duplicate those of our partners.
- 1.3 Great Yarmouth Borough Council embraces its duties and responsibilities to keep people safe. This policy ensures that we fulfil our legal duties, taking consistent and effective action to protect those who need safeguarding. This includes:
 - Having effective safe guarding policies and procedures in place.
 - Having a workforce and elected councillors who know how to identify concerns and how refer appropriately.
 - Referring concerns to partner agencies.
 - Working closely with partners (e.g., police, social care, etc.).
 - Undertaking regular audit and scrutiny to test our effectiveness.

This policy and its related procedures apply to and must be followed by all staff, councillors, volunteers, and contractors or consultants working on behalf of and/or representing Great Yarmouth Borough Council.

- 1.4 Everyone must:
 - Know where and how to access this policy and its related procedures.
 - Read and comply with these documents.
 - Complete appropriate training for their role.
 - Identify and respond to concerns, abuse, alleged abuse, neglect, exploitation and/or poor practice.
 - Understand how, why and who to contact with concerns or for further advice.
 - Always respond to concerns, discussing these with their manager, the safeguarding lead officer, or another appropriate organisation.
 - Act swiftly to ensure the safety and wellbeing of anyone at risk or suspected of being at risk.

2. Policy Overview

2.1 This Policy aims to protect all children, young people and adults who need safeguarding (including employees, apprentices, and those on work experience); those who use our services or are cared for by others who use our services; and those with whom our staff, councillors, volunteers, commissioned contractors and consultants have contact. Appendix 2 sets out the types of potential abuse encapsulated under safeguarding. This Policy aims to:

- Provide guidance for staff, councillors, volunteers, contractors and consultants acting on behalf of Great Yarmouth Borough Council, protecting the Council and those individuals from failing to take safeguarding actions.
- Ensure a person-centred approach which puts people's own needs and wishes first, hears their voice, respects their views, and upholds their human rights but recognises some safeguarding concerns will be required to be raised without consent.
- Achieve the best possible outcomes for all individuals, including enabling all children and young people to Stay Safe, Be Healthy, Enjoy and Achieve, Make a Positive Contribution and Achieve Economic Wellbeing (Children Act 2004).
- Secure stable relationships with professionals built on trust but with respectful challenge if required.
- Provide consistent support to help people to meet their individual needs, with all decisions taken in line with the Mental Capacity Act 2005 & Mental Capacity (Amendment) Act (MCA) 2019.
- Ensure that everyone gets the support they need.
- Provide a proportionate, timely, supportive, informed and professional response to anyone experiencing abuse or neglect.
- Ensure that the Council plays its full role in safeguarding and promoting the health and welfare of all children, young people and adults, at all times.
- Create a safe and healthy environment within all of our services, avoiding situations where abuse or allegations of abuse may occur.

2.2 Great Yarmouth Borough Council will:

- Work within national legislation and guidance.
- Be an active member of multi-agency partnerships in Norfolk including Norfolk County Community Safety Partnership, Norfolk Safeguarding Adults Board (NSAB) Norfolk Safeguarding Children Partnership (NSCP), Domestic Abuse and Sexual Violence Group (DASVG), County Lines and Channel / Prevent protocols.
- Prevent harm and minimise risks by working closely with other agencies, supporting risk assessments, and providing proactive support.

- Designate a senior manager to oversee and manage the Council's safeguarding activity.
- Listen to and respect individual's wishes and feelings, empowering and supporting them to make their own choices, and promoting their rights, including publicising routes for self-referral.
- Respond to concerns, unmet needs, and emerging issues quickly and in the individual's best interests.
- Develop, implement, and maintain effective procedures for recording, tracking, and learning from incidents and how these were handled.
- Implement safer recruitment procedures.
- Identify training needs, develop plans and provide appropriate training for staff and councillors to enable them to recognise signs of potential harm and to act on any concerns in line with this policy.
- Ensure ongoing supervision and support, in particular for those staff most likely to be dealing with those at risk of abuse or neglect.
- Develop safe working practices and environments which reduce the risk and avoid situations where abuse or allegations of abuse may occur.
- Aid staff, councillors, volunteers, contractors and consultants to respond sensitively and seriously to anyone who discloses information about abuse, ensuring that they are confident to take appropriate action regardless of whom the allegation is about (e.g., carer, staff, councillor, partner agency, etc.).
- Develop and implement effective procedures for recording and responding to complaints of alleged or suspected abuse by staff, councillors, volunteers, contractors, or consultants, ensuring they receive appropriate advice.
- Raise awareness of the Council's responsibilities throughout the organisation, actively encouraging good practice and promoting wider awareness where possible e.g., through partnerships and other user groups.
- Actively reflect on the Safeguarding Policy, Procedures and Practice.

2.3 This Policy covers six key topics of good safeguarding practice. Each is summarised in **Appendix 1**. They are:

- 1) Safeguarding Children and Young People
- 2) Safeguarding Adults at Risk
- 3) Domestic Abuse
- 4) Preventing Violent Extremism
- 5) Modern Slavery and Human Trafficking
- 6) Hate Crime and Mate Crime

3. Equality

- 3.1 Everyone, regardless of background, should be given the same level of support and protection. Regard should always be given to a person's religion or belief.
- 3.2 People with disabilities, migrant adults and children, unaccompanied asylum-seeking children (UASC), victims of trafficking, domestic abuse and bullying may have additional care needs, and this should be remembered when considering the behavioural indicators.

4. Mental Capacity

- 4.1 The Mental Capacity Act (MCA) 2005 requires an assumption that all adults and all young people aged 16 or over have full legal capacity to make decisions unless it can be shown that they lack capacity to make a decision for themselves at the time that the decision needs to be made. Individuals must be given all appropriate help and support to enable them to make their own decisions or to maximise their participation in any decision-making process. Unwise decisions do not necessarily indicate lack of capacity.
- 4.2 Any decision made, or action taken, on behalf of someone who lacks the capacity to make the decision or act for themselves must be made in their best interests. An individual's mental capacity must be considered at each stage of the process. More information can be found in the Safeguarding Adults Guidance and Procedures.

5. Safeguarding Roles and Responsibilities

Safeguarding is everyone's business.

All Employees

- 5.1 All employees must read this policy and associated procedures and complete relevant safeguarding training in order to fulfil their legal responsibility to identify and respond to actual or alleged abuse and poor practice.
- 5.2 Those who visit people's homes must be particularly alert to signs of abuse or neglect. All officers must always report and respond to concerns, doing so swiftly to ensure the safety and wellbeing of those involved. Early intervention and empowerment are key as is working with the person in a multi-agency approach to prevent the situation deteriorating. Officers will be alert to and record their response to the person's wishes, keeping details of safeguarding activity on the individual's case file and advice of the corporate Designated Safeguarding Officers Group.
- 5.3 All officers should exercise professional curiosity, looking beneath the surface and testing the facts and also their 'gut feelings' rather than accepting every explanation, however plausible. Staff may need to discuss concerns with their manager and/or refer these to another agency. If an employee and their manager do not agree on the best course of action when a concern is raised, they should speak to a Borough Council Designated Safeguarding Officer (DSO).

Managers and Supervisors

- 5.4 Team managers and supervisors are responsible for increasing safeguarding awareness in their services, ensuring that staff are properly trained and follow good practice. They will include relevant safeguarding actions in their service plans, ensure that team and individual training needs are identified in appraisal and supervision, and ensure training is completed. They will review and manage progress on cases identified by their teams, liaising with the Operational Safeguarding Lead as appropriate.
- 5.5 Dealing with abuse and neglect can be stressful and distressing. Managers will support and supervise staff appropriately recognising the impact Safeguarding cases can have on staff. They will respond promptly to requests for information regarding specific cases and maintain clear communication with the Designated Safeguarding Officer and their Deputies, and good working relationships with other agencies, addressing any difficulties between frontline staff.

Designated Safeguarding Lead (DSL) / Operational Safeguarding Lead (OSL)

- 5.6 The Designated Safeguarding Lead (DSL) is the senior person responsible for ensuring that the Council meets its responsibilities under the Children Act 2004, the Care Act 2014, and related statutory guidance. Their role is to provide leadership and accountability, increasing awareness of safeguarding issues across the Council. They have authority to commit resources and make strategic decisions, providing expert advice to Senior Managers, staff and councillors.
- 5.7 Working with the Designated Safeguarding Officers Group and OSL, they co-ordinate safeguarding activity: implementing and reviewing policy and procedures; co-ordinating and monitoring training; ensuring safer recruitment; supporting referrals; overseeing complex cases to ensure these are dealt with promptly, thoroughly and fairly; ensuring appropriate reporting and recording systems which comply with Data Protection and Confidentiality requirements; meeting external requests for information; engaging in serious case reviews, audits and inspections, and conducting assurance reviews, reporting on and implementing the outcomes of these. They also oversee the dissemination of information from Norfolk Safeguarding Children Partnership and Adults Board (NSCP and NSAB) as necessary.
- 5.8 The DSL or OSL leads on inter-agency arrangements, liaising with NSCP and NSAB. They support case referrals to NSCP / NSAB for review where: there is a need to enhance inter-agency working or the case is of particular interest or concern; a case is an example of good and effective practice; or where there is a split decision regarding action to be taken to safeguard an individual. The DSL/OSL contributes to multi-agency reviews and investigations, with a role in agreeing the scope of reviews and representing their agency; and assists in overcoming difficulties in inter-agency working which cannot be resolved by other colleagues, including initiating and responding to cases in line with the agreed escalation policy.

The Executive Director – People is the Designated Safeguarding Lead (DSL). The Operational Safeguarding Lead (OSL) is the Prevention & Early Help Manager.

Chief Executive and Management Team

- 5.9 The Chief Executive leads and promotes the Council's work to identify, respond to and prevent abuse and neglect, in line with national legislation and local guidance. The Chief Executive must assure themselves that safeguarding systems and practices within the Council are effective.
- 5.10 The Council's Management Team and Executive Leadership Team must ensure that resources are available to support staff, councillors, volunteers, contractors and consultants, including lead officer time, training budgets, etc. and ensure appropriate scrutiny and reporting arrangements are in place to review legal compliance with safeguarding requirements.

The Chief Executive as Head of Paid Service is responsible for recruitment and disciplinary action in relation to all staff.

Housing and Environmental Health

- 5.11 All Housing and Environmental Health Officer (EHO) staff working with individuals and families in difficult and/or crisis situations may identify concerns regarding welfare. Intervening early, working with parents or carers, taking account of the needs of the individual, in a multi-agency approach e.g., joint home visits with a Health Visitor; referral to Children's Services or Adult Social Care, often prevents the situation deteriorating.
- 5.12 In particular, this policy requires such a response in every case where staff work with a 16- or 17-year-old homeless child, a pregnant teenager or teenage parent, care leaver, or where Domestic Abuse is suspected. Housing staff also assess the needs of families, including those with disabled children who may need home adaptations to enable them to participate fully in family life, and are alert to the child's own needs and wishes. Part 1 of the Housing Act 2004 requires authorities to take account of the impact of health and safety hazards in housing on vulnerable occupants, including children, when deciding on the action to be taken by landlords to improve conditions.
- 5.13 Housing staff work with and assess the needs of adults who may be vulnerable due to their circumstances, including older people, those with disabilities, long-term conditions and sensory impairment, those fleeing domestic violence, those with learning disabilities, mental health needs or who abuse drugs or alcohol. They may need specialist housing, medical help and/or housing adaptations. The Housing Act 1996 section 213A requires housing authorities to refer to adult social care services people with whom children normally reside or might reasonably be expected to reside, who they believe may be ineligible for assistance, or who may be homeless and may become so intentionally or who may be threatened with homelessness intentionally, as long as the person consents. If homelessness persists, any child in the family could be in need. In such cases, if social services decide the child's needs would be best met by helping the family to obtain accommodation, they can ask the housing authority for reasonable advice and assistance, and the housing authority must give reasonable advice and assistance.

- 5.14 Tenancy Services staff will ensure that safeguarding concerns in relation to children or adults are quickly dealt with. In making decisions in relation to enforcement action, staff will consider the vulnerabilities of the tenant and their household in taking proportionate and reasonable action to resolve tenancy breaches. Such decisions will also take into account the vulnerabilities of adjacent residents who are impacted upon by the actions/in action of the tenant. Staff will take early action where there are concerns to liaise with the Prevention & Early Help Manager as well as Social Services and the police as applicable.

Community Safety Team

- 5.15 The Community Safety Team works with children, young people and adults who are the victims or the perpetrators of anti-social behaviour or crime, or who live in families involved in anti-social behaviour. They are involved in agreeing multi-agency responses to meeting people's needs and ensuring that they live in a safe environment

e.g., through Anti-Social Behaviour Advisory Group (ASBAGs). Staff are alert to signs of abuse or neglect, including the links with Domestic Abuse and Prevent, know how to record and act on their concerns, and make referrals to other agencies as appropriate.

Licensing Service

- 5.16 The Council has a responsibility to undertake its functions under the Licensing Act 2003 and the Gambling Act 2005. The Licensing Act 2003 requires 'the protection of children from harm', one of four licensing objectives. The Council must indicate in its statement of licensing policy the body (responsible authority) it deems to be competent to advise on matters relating to child protection: for the local district councils, this is Norfolk Safeguarding Children Partnership (NSCP). Also, where a premises license authorises the exhibition of films, this must include a condition requiring the admission of children to be restricted from viewing age-restricted films classified according to the recommendations of the British Board of Film Classification (BBFC) or the licensing authority itself. The licensing service is well-placed to raise awareness of abuse and neglect and promote good practice with taxi drivers and owners of licensed premises, requiring compliance with specific criteria such as completion of training in order to receive their licence.

Integrated Health & Communities

- 5.17 The Council's prevention, early help and operational safeguarding responsibilities are coordinated by Great Yarmouth Community Hub team. It works with residents to provide person-centric support to potentially vulnerable people with their consent. The team facilitates collaboration with health agencies active in the borough including Norfolk & Waveney ICB, Primary Care Networks, GP Practices, James Paget University Hospital, NSFT, and commissioned community health providers. It also liaises with the Police, Children's Services, Adult Social Care and Voluntary, Community, Faith and Social Enterprises (VCFSE) in a multi-agency approach to safeguard people.

Councillors

- 5.18 Elected members need a good understanding of safeguarding and the need to balance this with empowerment. All councillors must read this Policy, adhering to this at all times and undertaking appropriate training. Councillors attending Norfolk Health Overview and Scrutiny Committee, Norfolk & Waveney Health and Wellbeing Board, Norfolk & Waveney Integrated Case Partnership and the Great Yarmouth Health & Wellbeing Partnership and/or Norfolk County Community Safety Partnership all play a further role in assuring local safeguarding measures are effective and accountable.

Monitoring Officer

- 5.19 The Monitoring Officer ensures that the Council, its officers and its councillors maintain the highest standard of conduct in all they do. The Monitoring Officer is likely to be involved in advising political group leaders regarding member conduct.

Licensing Committee

- 5.20 Licensing Committee operates under the Licensing Act 2003 and the Gambling Act 2005, requiring members of the Committee to protect children and other vulnerable persons from being harmed or exploited by gambling. Committee members must complete appropriate training in order to serve on this Committee.

Cabinet

- 5.21 Great Yarmouth Borough council's Cabinet approves this Safeguarding Policy and procedures.

The Council as a Commissioner of Services from Contractors

- 5.22 Where the Council commissions services from contractors, it retains a legal duty to assure itself of the quality and safety of their safeguarding arrangements, holding them to account for preventing and dealing promptly and appropriately with any examples of abuse and neglect. Staff and volunteers in these agencies will have different levels and types of contact with children, young people and adults, but all are required to be alert to safeguarding concerns, recording details of these and any actions taken in response, reporting these to their manager and to the relevant agencies where further action is needed.
- 5.23 Great Yarmouth Borough Council requires all contractor agencies to complete 3-yearly Section 11 (children's) safeguarding audit reviews and annual updates on progress and to share their relevant safeguarding policies and procedures with the Council prior to appointment. This may include annual Modern Slavery Statement, Prevent Strategy Statement and Neglect Strategy Statement.

Community and Voluntary Organisations

- 5.24 Where Great Yarmouth Borough Council makes grants to community and voluntary sector organisations; these should have appropriate safeguarding policies in place.

Anyone who does not believe they can comply with this Policy should speak to the Designated Safeguarding Lead (DSL).

6. Professional Curiosity and Respectful Uncertainty

- 6.1 Always exercise professional curiosity. This is the ability to ask proactive questions rather than making assumptions or reaching conclusions not based on assessment of history and current circumstances. Never be frightened to ask the obvious question to look beneath the surface rather than accepting everything at face value.
- 6.2 Professional curiosity is much more likely if practitioners:
- Have good quality training to help them develop.
 - Have access to good management, support, and supervision to review challenging and potentially upsetting situations.
 - Have time to review the lived experience of children and families and undertake regular assessment to ensure new information and developments are reflected.
 - Have capacity to keep 'working away' to find what might have happened.
- 6.3 Always exercise **respectful uncertainty** considering and where necessary challenging the responses. People do not always tell the truth, sometimes to deny a situation to avoid detection or because they are afraid.
- 6.4 Always consider and record the specific circumstances and wider context: does the person have mental capacity, are others at risk, is there an emerging pattern, have others witnessed this, what is the role of family members and/or paid staff?
- 6.5 Always try to speak to individual family members separately. When that is not possible, and particularly when a person is not being allowed to be seen alone, be particularly alert: for example, when someone:
- Waits for her/his partner to speak first.
 - Glances at her/his partner each time (s)he speaks, checking her/his reaction.
 - Smooths over any conflict.
 - Speaks for most of the time stopping others speaking.
 - Sends clear signals by eye / body movement, facial expression or verbally, to warn the other person.
 - Has a range of complaints about the other person, which (s)he does not deny.
- 6.6 Always, as soon as possible, make a factual record of everything that has happened, was said and was seen. Also record whether the issue was referred on or not, and the reasons in either case. Records must be accurate, legible, dated and reflect the author of the record.
- 6.7 If you are not sure how to proceed or if the situation is urgent, make referral to the Designated Safeguarding Officer for your service or your manager. Keep a record of who you speak to and their response.

7. Inter-Agency Disputes, Escalation Policies & Challenge Logs

- 7.1 If you are concerned about or unhappy with the decisions or action / lack of action of another agency when referring a case or securing their involvement in supporting an individual, this can be escalated by the Designated Safeguarding Officer or their Deputy. The NSCP and NSAB's Escalation Policies and Protocols require Designated Safeguarding Officers in all agencies to act on issues which are escalated to them by partners, challenging their own staff regarding the concerns raised and seeking assurance about the appropriateness of decisions and actions.
- 7.2 The NSCP and NSAB maintain records of any challenges made, to identify issues which might require additional local guidance to provide clarification for the future.

8. Confidentiality, Information Sharing and Consent

- 8.1 Personal information held by professionals and agencies is subject to a legal duty of confidentiality. Information would normally only be disclosed to third parties, including other organisations, with the consent of the subject of the information. In most cases you will ask for and receive their consent to share. However, in some situations, there may be times when it is necessary to disclose information without the subject's consent. If staff are unsure about what action to take they should discuss with a DSO.
- 8.2 You cannot promise someone that you will keep their situation totally confidential. You should always make them aware at the earliest opportunity that you may need to share information with others in order to safeguard and support them. You should always seek their consent to share information, but there will be some limited circumstances where this is not possible or not appropriate. However, consent may not be needed for a referral, for example if the person lacks mental capacity.
- 8.3 You should make every effort to maintain confidentiality for all concerned in an incident by sharing information appropriately and only on a "need to know" basis. Do not discuss allegations or concerns inappropriately as this could damage the individual, their family and any resulting investigation.
- 8.4 Confidential information should always be stored securely with access limited to the Prevention & Early Help Manager, the Designated Safeguarding Officer, the DSL or OSL, in line with data protection laws e.g. paper records in a lockable drawer, electronic data in a secure folder and/or password protected. If sending emails in relation to a safeguarding issue, these should only be sent to a Designated Safeguarding officer, the DSL or OSL and emails should be marked confidential without personal details in the subject line.
- 8.5 Sharing information appropriately with other agencies protects people and prevents harm. Information sharing is key to delivering better, more efficient public services that are coordinated around the needs of the individual. It is vital to enable early intervention and prevention work, for safeguarding and promoting wellbeing and for wider public protection, to improve outcomes for all.

- 8.6 Knowing when and how to share information is not always easy but it is important to get it right. People need to be confident that their personal information is kept safe and secure and that their individual privacy is considered and safeguarded. It is essential to share information appropriately and confidently.
- 8.7 You must be aware of and adhere to information sharing protocols and data protection regulations, always recording who information has been shared with and on what basis.
- 8.8 Deciding 'Who needs to know' and 'What needs to be known' should be done on a case-by-case basis in line with agency policies and national legislation.

Before you share information, ask yourself the following questions:

- Do I have the person's permission to disclose personal information?

If not:

- Do I have the legal power to disclose this information?
- Is there a duty to protect the wider public interest, are other people at risk?
- Am I proposing to share information with due regard to common and statute law?
- Where a child is experiencing abuse or harm caused by their parent / carer (e.g. fabricated or induced illness), the parent's consent should not be sought.
- Preventing serious harm; including through prevention, detention and prosecution of a serious crime.
- Providing urgent medical treatment
- Implementing specific actions required by the Care Act 2014.

If a child over 16 or an adult lacks capacity to consent to sharing information, then any information disclosed must comply with the Mental Capacity Act and Data Protection Act 2018.

Sharing information that may be in the public interest includes:

- When there is reasonable cause to believe someone is suffering, or is at risk of suffering serious harm.
- To prevent the person from harming someone else.
- To promote the wellbeing of the person.
- Detecting crime.
- Apprehending offenders.
- Maintaining public safety.

- 8.9 The Data Protection Act is not a barrier to sharing information but provides a framework to ensure that personal information about living persons is shared appropriately.

There are **Seven Golden Rules for Information Sharing**:

Data Sharing Law	Remember that the General Data Protection Regulations (GDPR), Data Protection Act 1998 and human rights law are not barriers to justified information sharing, but provide a framework to ensure that personal information about living individuals is shared appropriately
Be open and honest	Be open and honest with the person (and/or their family where appropriate) from the outset about why, what, how and with whom information will or could be shared and seek their agreement, unless it is unsafe or inappropriate to do so.
Seek advice	If you are in any doubt, seek advice from the Designated Safeguarding Officer, the Operational Safeguarding Lead or the Information Governance Lead and Data Protection Officer, without disclosing the identity of the person if possible.
Share with consent	Where appropriate and, where possible, respect the wishes of those who do not consent to share confidential information. You may still share information without consent if, in your judgement, that lack of consent can be overridden in the public interest. You will need to base your judgement on the facts of the case. Seek advice if you are not sure.
Consider safety and well-being	Base your information sharing decisions on considerations of the safety and wellbeing of the person and others who may be affected by their actions.
Necessary, proportionate	Ensure that the information you share is necessary for the purpose for which you are sharing it, is shared only with those who need to have it, is accurate and up to date, is shared in a timely fashion and is shared securely.
Keep a record	Keep accurate records of your concerns, your decision and the reasons for it, whether it is to share information or not. If you decide to share, then record what you have shared, with whom and for what purpose.

- 8.10 Enquiries from those involved in an incident or from their families or carers should be dealt with by the case officer or their line manager. Always be cautious about sharing information with family members where this may put other relatives at risk. You may need consent to share even within families.
- 8.11 Where councillors refer cases to officers, they should seek the person's consent, if possible in writing. Officers cannot share information with councillors without the consent of the person involved.
- 8.12 The Council does not disclose details about individuals or incidents to the public or to the media. Such enquiries should be directed to the Communications Team.
- 8.13 Enquiries from the general public regarding this policy or any specific incident should be referred to the Designated Safeguarding Officer Lead.

9. Record Keeping

- 9.1 Records must always be made with great care. They will almost always be open to inspection by others, including those about whom they are made; they may be required as evidence in case reviews of legal proceedings.
- 9.2 Good records are factual, accurate, legible, comprehensive and made as soon after the incident as possible. They include direct evidence, such as the words used by individuals themselves, and specific information, such as the exact location of an injury (e.g., bruising 'on the left lower forearm just above the wrist', rather than 'on the arm'). Diagrams which explain family relationships, layouts of locations, or locations of injuries are helpful.

When making records, do not:

- Make value judgements about those involved.
- Criticise those involved for their behaviours, attitudes, beliefs or actions.
- Use jargon, slang, derogatory or negative language about victims or perpetrators.
- Use abbreviations which are not explained.
- Speculate or make assumptions about someone's explanations or actions. Speculating makes assumptions; professional curiosity teases out concerns and prevents assumptions being made.

Always record:

- The date and time of the incident.
- The person's name, address and date of birth.
- The nature of the allegation or incident and, if possible, the name, address, date of birth or any others involved, including the employer of anyone alleged to have caused the harm.
- Factual observations: visible injuries, the person's behaviour / physical / emotional state, etc.
- Exactly what they said, using their own words, and exactly what you said.
- **Their consent to share the information.**
- All actions you took: who you spoke to and all resulting actions so far. Include names, addresses and telephone numbers wherever possible.
- **Complete the Safeguarding Report Form available on the Council's website and/or intranet (The Loop) which will then be stored on Great Yarmouth borough Council's secure case management (E-CINS).**

- Consider whether the person needs adding to the Council's 'Warning Marker' system. If you feel that staff, councillors, volunteers, contractors or consultants may be at risk of harm from the person, seek advice from the Health and Safety Officer.
- 9.3 For **every** safeguarding incident report by an officer, the officer is expected to discuss the issue, and all action taken, with the Designated Safeguarding Officer for your service and complete the Safeguarding Report Form available on the Council's intranet site (The Loop).
- 9.4 Staff without IT access should telephone the Designated Safeguarding Officer for their service.

10. Safeguarding in Photography

- 10.1 Data protection legislation applies to photographic and film materials. People have a right to privacy. Some people have used children and young persons' activities and events as an opportunity to take inappropriate photographs or video footage of children and young people.
- 10.2 Staff, councillors, volunteers, contractors, and consultants should not take photographs or video of children involved in Council or community-based activities to which they are invited unless they have sought and received consent for this. Where material is produced by or for the Council, the consent of those appearing in any pictures should always be sought. Details of such materials should be listed on each service's information retention schedules and kept / destroyed in line with these.
- 10.3 Where members of the public may expect to take photographs (e.g., birthday parties, sports competitions, etc.), staff, councillors, volunteers, contractors and consultants and anyone working for and/or on behalf of the Council should be vigilant at all times. In such cases, a respectful request to provide identification and contact details should be made. Always report any activity you deem to be inappropriate at the earliest opportunity to staff attending the event, to the manager of the service or event, to the Designated Safeguarding Officer or to the Police. This is a judgement call balancing the protection of individuals and the expectations of the customer.

11. Recruitment, Induction and Training, Supervision and Appraisal

Recruitment

- 11.1 The Council takes all reasonable steps to ensure that unsuitable people are prevented from working with children, young people and adults at risk, through safer recruitment and verification processes. Pre-selection checks for all relevant posts include:
- Completion of an application form and a criminal records self-disclosure.
 - Where appropriate, consent to check with the Disclosure and Barring Service (DBS) for previous convictions.
 - Receipt of 2 references for the 3 years prior to the application and, if there

has been a period of unemployment, references from a character referee.

- Substantiation of identity and qualifications.
 - Eligibility to work in the UK checks.
- 11.2 Where an employee changes role internally, they will go through a recruitment process which includes completion of the application form. A DBS check will be undertaken for the new role if this is a requirement of the role, before confirming the appointment.
- 11.3 All anomalies are investigated and if this identifies concerns which cannot be resolved, the offer of employment is withdrawn.
- 11.4 Managers appointing agency staff must always check that the agency has carried out appropriate checks.
- 11.5 DBS standard, enhanced and enhanced with barred list checks are undertaken for all staff whose role involves working with children, young people and adults at risk as part of their normal duties, where this falls within the definition of 'regulated activity' under the Safeguarding Vulnerable Groups Act 2006, as amended by the Protection of Freedoms Act 2012. Other staff may be checked through the Basic Disclosure process where their role is not covered by DBS but it is felt to be necessary. The Council does not accept checks by previous employers or for other current activities. The list of checks completed, and those due, is held by the HR team. There is a 3-year programme of DBS renewal checks for those staff that require this as part of their role.
- 11.6 Councillors are not employees. Legislation states that DBS checks for councillors are not required unless they hold a specific role in relation to children and adults. Councillors are bound by the Council's Code of Conduct and the requirements of the Constitution. They are required to abide by this policy at all times.
- 11.7 The Council takes care that contractors and consultants working on its behalf are recruited, informed and monitored appropriately. Contractors and consultants sourced through frameworks through GYBC (South Norfolk Procurement Hub) Procurement have already provided evidence of safeguarding compliance.
- 11.8 Managers using the services of any contractor or consultant in areas where they or their staff may come into contact with children or adults with needs of care and support, must check that they have their own Safeguarding Policy or can demonstrate that they will comply with this policy, confirming in writing that they will do so, and that appropriate DBS checks are in place.

Induction and Training

- 11.9 Appropriate induction and training enables staff to understand their roles and responsibilities, develop good practice and act confidently. It encourages reporting of good and poor practice, concerns or allegations of abuse. It supports the personal development and wellbeing of staff involved in dealing with cases.
- 11.10 All new and existing staff are required to read this Policy and Procedures; all managers must check that all new and existing staff have done so. Those staff without computer access receive a hard copy.
-

- 11.11 Managers must clarify specific role-related expectations regarding safeguarding at induction with new staff, and with existing staff who have regular contact with children, young people and adults with needs for care and support in supervision and appraisal.

This gives the opportunity for clarification and support to be sought and provided, giving everyone assurance of compliance with the Council's legal duties.

- 11.12 Discussing specific cases as they occur, through regular supervision, Team Meetings and annual appraisals enable ongoing training needs to be identified and met for individuals and teams.
- 11.13 Managers will agree a timeframe for completing the minimum required safeguarding training for the role.
- 11.14 Training for councillors is included in the Councillor Induction Programme following an election and regularly after that point.
- 11.15 Compliance with completing training will be audited by the Safeguarding Officer from time to time to monitor compliance.

Supervision and Appraisal

- 11.16 People work best when they are well informed, trained and supported. Supervision should improve the quality of practice, support the development of integrated working and ensure continuing professional development. Effective supervision involves regular face-to-face discussion with skilled managers, including reflective practice, to enable staff to work confidently and competently with difficult and sensitive situations.

This includes:

- Ensuring that service users receive a quality service.
 - Enabling understanding and implementation of policies and procedures.
 - Supporting staff to be clear about their responsibilities and accountabilities.
 - Giving staff opportunities to reflect on, analyse, and evaluate practice.
 - Giving staff opportunities to discuss best practice and safeguarding concerns.
 - Providing personal support when dealing with difficult cases.
- 11.17 Staff leading on dealing directly with complex or distressing cases, involved in case reviews or court cases, etc. will need and should receive appropriate support from their manager or a Designated Safeguarding Officer. This may include regular and ad hoc de-briefs, and opportunities to seek external support for their wellbeing if required.
- 11.18 Appraisals should always include discussion of the safeguarding responsibilities of the role and training and development needs of staff who have regular contact with children, young people and adults with needs for care and support. To support personal development and professional competence, manager can identify good practice through:

- Direct observation of the activity or service.
- Undertaking case file audits, where appropriate.
- Reviewing service user's feedback on the activities or services.

11.19 Team Meetings should also include regular agenda items to share safeguarding information, concerns, and best practice.

12. Support to Staff Experiencing Abuse

12.1 Members of staff who experience domestic abuse, or know someone who is, can seek advice. Support is also available from the employer assistance scheme. Where staff feel comfortable disclosing they are experiencing domestic abuse, they can discuss this with their manager or a colleague or Human Resources to ensure they receive support.

13. Safe Working Practices

13.1 The following guidelines promote positive, safe working practices. They give examples of care which should be taken by staff, councillors, volunteers, and contractors working with children, young people and adults with needs for care and support. Following these promotes the safety and wellbeing of children, young people and adults with needs for care and support and reduces the risk of allegations against those working with them.

13.2 Staff, councillors, volunteers, or contractors should where possible and practical:

- Avoid situations where you and an individual are alone and unobserved.
- Ensure that children or young people are not left unattended. For example, it is the parents / carers responsibility to supervise any children in their care whilst visiting Council offices, or when an employee, councillor, volunteer or contractor is carrying out a home visit.
- Show official identification when carrying out home visits.
- Respect the individual and provide a safe and positive environment.
- Respect the rights, dignity and worth of every person and treat everyone equally within the context of the activity.
- If someone is accidentally injured as a result of an employee, councillor or volunteer's actions; seems distressed in any way; seems to be sexually aroused by your actions; misunderstands or misinterprets something you have done; report this as soon as possible to the service Safeguarding Officer and make a written record.
- If someone shows any signs or symptoms that give you cause for concern you must act appropriately, be professionally curious, and follow the procedures outlined in appendices of this policy.
- Staff, councillors, volunteers or contractors should not:

- Take children or adults with needs for care and support alone on a car journey, however short.
- Take children or adults with needs for care and support to their own home or any other location where they will be alone with you.
- Arrange to meet children or adult with needs for care and support outside an organised activity or as part of the day-to-day delivery of the Council's activities.
- Agree to 'look after' or be left in sole charge of children or adults with needs for care and support even for short periods of time during the course of your duties.

13.3 Staff, councillors, and volunteers should **never**:

- Engage in rough physical games including horseplay.
- Engage in sexually provocative games.
- Allow or engage in inappropriate touching of any form.
- Allow anyone to use inappropriate language unchallenged, or use it yourself.
- Make sexually suggestive comments about or to a child or adult, even in fun.
- Let any allegation a child or adult makes be ignored or go unrecorded.
- Do things of a personal nature for children or adults that they can do for themselves, e.g., assist with changing.
- Enter areas designated only for the opposite sex without appropriate warning (e.g., cleaning staff for toilets etc.).
- Take a child or adult to the toilet, unless this is an emergency and a second, same-sex member of staff is present.
- Use a mobile phone, camera or other recording device in any changing area or other single sex location such as toilets. Exceptions to this may arise, for example, where a photographic record of vandalism to a changing room is required. In such circumstances customers should be temporarily excluded from the location.

14. Responding to allegations and/or abuse and neglect by employees

- 14.1 If abuse or neglect is alleged or found to be carried out by an employee, Great Yarmouth Borough Council will **always** act.
- 14.2 The Designated Safeguarding Lead will notify and seek advice from the Local Authority Designated Officer (LADO) if children are involved and will alert and work with other agencies to ensure that the complainant is protected and their wellbeing supported.
- 14.3 The Designated Safeguarding Lead will notify the Chief Executive and, in the case of a councillor, the Council Leader, and will contact the Police and any other agency as appropriate. An allegation about the Designated Safeguarding Lead must be

reported to the Chief Executive.

- 14.4 The Council's Code of Conduct and Disciplinary Policies are clear that the Council will always act quickly, if necessary, moving the person to other appropriate duties or suspending them to enable a thorough investigation. The employee will be made aware of their rights under employment legislation and Council policy and any potential internal disciplinary procedures, and also provided with appropriate support internally and externally. A disciplinary investigation, and potentially a hearing, may follow and may result in informal or formal measures which may include dismissal and possibly referral to the Disclosure and Barring Service.
- 14.5 The Council will investigate unless there is compelling reason why this is not appropriate e.g., there is a serious conflict of interest, or concerns have been raised about ineffective past enquiries, or there are serious, multiple concerns, or a matter requires investigation by the Police. In such cases, the Council will seek an external person or agency to investigate (in line with NSAB guidelines, provided that they have had appropriate training).
- 14.6 If an employee is dismissed or redeployed to a non-regulated activity following a safeguarding incident, or a person leaves their role (resignation, retirement) to avoid a disciplinary hearing when it is likely they would have been dismissed, the Council will always refer the case to the Disclosure and Barring Service.

15. Complaints and Whistle Blowing

- 15.1 All staff, councillors, volunteers, contractors and consultants should use the Council's Corporate Feedback and Whistle Blowing Policies if they are concerned about how a safeguarding issue has been dealt with.

16. Audit and Quality Assurance

- 16.1 As a statutory agency, Great Yarmouth borough Council is subject to a number of internal and external audits and quality assurance mechanisms to ensure compliance and effective practices in each of the areas covered by this policy and associated procedures. All audit recommendations will be integrated into a safeguarding action plan. Regular reports are made to the Council's Management Team, Executive Leadership Team and Leader of the Council.

17. Monitoring and Review

- 17.1 This Policy and its reporting procedures will be reviewed every three years and signed off by the **Cabinet**. If any changes are needed in the interim e.g., resulting from changes to the law, national or local guidance, then the Policy and/or its procedures will be amended by the Designated Safeguarding Lead, and agreed by Executive Leadership Team in association with with relevant portfolio holder. The Policy will then be signed off by the Chief Executive, with the decision recorded and published via a Decision Notice.
- 17.2 All staff, councillors, volunteers, key contractors or consultants will be notified of any changes.

Safeguarding by Topic

The six key components of good safeguarding practice are summarised for reference in this annex which should be read in conjunction with the Safeguarding Policy. They are:

- 1) Safeguarding Children and Young People
- 2) Safeguarding Adults at Risk
- 3) Domestic Abuse
- 4) Preventing Violent Extremism
- 5) Modern Slavery and Human Trafficking
- 6) Hate Crime and Mate Crime

1. Safeguarding Children and Young People

- 1.1 The Children Act 2004 places a statutory duty on all agencies to safeguard and promote the welfare of children. The statutory guidance Working Together to Safeguard Children 2018, defines this as:
 - Protecting children from maltreatment.
 - Preventing impairment of children's health or development.
 - Ensuring that children grow up in circumstances consistent with the provision of safe and effective care.
 - Taking action to enable all children to have the best outcomes.
- 1.2 The Children Act requires agencies to co-operate through the Norfolk Safeguarding Children's Partnership (NSCP) to take coordinated action where there is evidence of abuse and neglect, to identify and prevent Child Sexual Exploitation, to safeguard the victims, to review and understand what occurred, and to make every effort to prevent this occurring again.
- 1.3 The NSCP develops local guidance in response to issues arising from case reviews such as the Pre-Birth Protocol.
- 1.4 If you have any concerns that a child, young person is at risk of significant harm or that through early intervention agencies working together could offer help or support, follow the Safeguarding guidance on the Council's website which is also available on its intranet site (The Loop).

2. Safeguarding Adults at Risk

- 2.1 The Care Act 2014 defines safeguarding as protecting an adult's right to live in safety, free from abuse and neglect. It requires people and organisations to work together to prevent and stop the risk and experience of abuse or neglect, and at the same time to ensure that the adult's wellbeing is being promoted.
- 2.2 The Care Act 2014 and Care and Support Statutory Guidance 2023 (under review at time of ratification) require all agencies to identify, record, respond to, investigate and report concerns which might indicate that an adult is experiencing or is at risk of experiencing abuse and neglect, always taking account of the needs and wishes of the individual. It requires agencies to co-operate through the Norfolk Safeguarding Adults Board (NSAB) to take coordinated action where there is evidence of abuse and neglect, to safeguard the victims, to review and understand what occurred, and to make every effort to prevent this occurring again.
- 2.3 Borough, City & District Councils co-operate fully with Multi-Agency Public Protection Arrangements (MAPPA) to manage registered sex offenders, violent and other offenders who pose a risk of serious harm to the public.
- 2.4 The Care Act specifically refers to safeguarding people who experience difficulty and require support as a result of self-neglect and hoarding behaviours. Hoarding is beyond collecting and in extreme cases puts the individual, and potentially others, at risk of harm. Great Yarmouth Borough Council facilitates a multi-agency Self-Neglect & Hoarding Panel which takes referrals from internal and external partners to consider practical and emotional support for hoarding behaviour. Referrals can be raised via the safeguarding report form on the loop or through a support request to the Community Hub.
- 2.5 If you have any concerns that adult with needs for support and care is at risk of significant harm, follow the Safeguarding guidance on the Council's website which is also available on its intranet site (The Loop).

3. Domestic Abuse

- 3.1 The '*Call to End Violence Against Women and Girls' Report and The Ending Violence against Women and Girls Strategy*' (2016-2020) outline the need for a multi-agency response to support high risk victims with a commitment to preventative action to reduce domestic abuse. These recognise that men and boys are also victims of domestic abuse, challenging established attitudes and beliefs.
- 3.2 The Norfolk County Community Safety Partnership (NCCSP) has identified domestic abuse as a priority. Reporting to the NCCSP, the Domestic Abuse and Sexual Violence Group (DASVG) takes responsibility for delivering action to reduce domestic abuse, creating an environment where domestic abuse is not tolerated and seeking to reduce the impact on victims. Developed in consultation with partner agencies, councillors and with victims and survivors of domestic abuse, Norfolk's Domestic Abuse Strategy and Delivery Plan sets the vision and direction for tackling domestic abuse.
- 3.3 Under the DASVB sits a number of operational subgroups and working groups which meet to deliver on the various objectives associated with this strategy these include:

- That domestic abuse will not be tolerated.
 - That domestic abuse is not the fault of the victim.
 - That staff and managers should be aware of domestic abuse, its impact and how to respond appropriately.
 - That partner agencies must work together to provide a joined-up approach when responding to domestic abuse situations.
 - That prevention, provision of services and partnership working in relation to domestic abuse remains a priority.
 - That there is a commitment to justice for victims and reduction in risk.
- 3.4 The Council co-operates fully with Multi-Agency Risk Assessment Conferences (MARACs) where information about high-risk domestic abuse victims (those at risk of murder or serious harm) is shared to develop a risk-focused, coordinated safety plan to support the victim, ensuring their voice is heard through the Independent Domestic Violence Advisor (IDVA).
- 3.5 If you suspect or become aware that someone is experiencing Domestic Abuse, follow the Safeguarding guidance on the Council's website which is also available on its intranet site (The Loop).

4. Radicalisation and Extremism: Prevent/Channel

- 4.1 Whilst there is no specific terror threat to Norfolk, everyone has an important role to play in identifying and preventing people from becoming radicalised into extremist violence. Section 26 of the Counter-Terrorism and Security Act 2015 placed a 'Prevent Duty' on all local authorities, requiring councils to have "*due regard to the need to prevent people from being drawn into terrorism*". Channel is part of the Prevent Strategy, nationally and locally, to intervene early to prevent people becoming radicalised into violent extremism. Norfolk's Prevent Strategy aims to empower all communities and to stand up to the small minority who support violent extremism. Information is available on Norfolk Safeguarding Adults Board web site and Norfolk Police & Crime Commissioner web site.
- 4.2 For more information, refer to the Safeguarding guidance on the Council's website which is also available on its intranet site (The Loop).

5. Modern Slavery and Human Trafficking

- 5.1 Human trafficking is the movement of a person from one place to another into conditions of exploitation, using deception, coercion, the abuse of power or the abuse of someone's vulnerability. The Modern Slavery Act 2015 unified and simplified previous legislation, giving law enforcement agencies new powers, increasing sentencing and protection for survivors. It requires organisations, including Councils, to take steps to ensure that there is no slavery or human trafficking in their own operations or their supply chains, and to publish an annual Modern Slavery Transparency Statement to provide assurance of this.

- 5.2 For more information, refer to the Safeguarding guidance on the Council's website which is also available on its intranet site (The Loop).

6. Hate Crime and Mate Crime

- 6.1 Crimes committed because of someone's disability, gender identity, race, religion / belief, or sexual orientation are hate crimes. Hate crimes include threatening behaviour, assault, robbery, damage to property, inciting others to commit hate crimes, and harassment. Hate crimes must be reported to the police. Mate crime is a form of crime in which a perpetrator befriends a vulnerable person with the intention of then exploiting them financially, physically, or sexually.
- 6.2 Great Yarmouth Borough Council is committed to reducing Hate and Mate Crime, identified as a priority of Norfolk County Community Safety Partnership. The Norfolk County Community Safety Partnership's Priorities are:
- Domestic abuse & sexual offences
 - Preventing Extremism & Radicalisation
 - County Lines
- 6.3 For more information, refer to the Safeguarding guidance on the Council's website which is also available on its intranet site (The Loop).

Recognising Potential Abuse & Neglect

Even though staff, councillors, volunteers, contractors, and consultants may have limited contact with children and adults with needs for care and support as part of their duties, everyone must be aware of the potential indicators of abuse and know about what to do if you have concerns. Recognising abuse is not easy. Everyone is unique. It is difficult to predict how behaviour may change as a result of abuse. In all forms of abuse, there are elements of emotional abuse. Some people are subjected to more than one form of abuse at any one time.

Listed below are some physical and behavioural indicators that may be commonly seen in children, young people and adults who are abused. Everyone will exhibit some of these indicators at some time. You may see one, none or several of these, but remember they are only an **indication** and not **confirmation or proof** that abuse is taking place. It is not your responsibility to decide whether or not abuse has taken place or if a child, young person or adult is at significant risk. But you must act if you have concerns and pass on the information.

Child abuse or maltreatment is:

All forms of:

- Physical ill treatment
- Sexual abuse
- Emotional ill treatment
- Neglect
- Discriminatory abuse

Abuse may consist of actual or potential harm to the child's health, survival, development, or dignity in the context of a relationship of responsibility, trust or power.

Adult abuse or maltreatment is:

All forms of:

- Physical abuse
- Sexual abuse
- Emotional or psychological abuse
- Financial or material abuse
- Self-neglect or acts of omission
- Neglect by others
- Institutional abuse

- Discriminatory abuse

Abuse may consist of a single act or repeated acts. It can occur in any relationship and may result in significant harm to, or exploitation of, the person subjected to it.

Physical Abuse:

Hitting, slapping, pushing, kicking, misuse of medication, being locked in a room, inappropriate sanctions, force-feeding, inappropriate methods of restraint, and unlawfully depriving a person of their liberty:

- Unexplained injury or injury that is not consistent with the explanation given.
- Unexplained fractures/repeated admissions to hospitals.
- Flinching when approached/being unwilling to cooperate with personal care.
- Bruising suggesting systematic injury, in the shape of objects or finger marks.

Emotional or Psychological Abuse:

Includes threats of harm or abandonment, deprivation of contact, humiliation, rejection, blaming, controlling, intimidation, coercion, indifference, harassment, verbal abuse (including shouting or swearing), and isolation or withdrawal from services or support, unexplained injury, or injury not consistent with the explanation given:

- Untypical ambivalence, deference, passivity, resignation.
- Person appears anxious or withdrawn, especially in the presence of the alleged abuser.
- Person exhibits low self-esteem.
- Untypical changes in behaviour (e.g., incontinence, sleep disturbance).

Sexual Abuse:

Forcing or enticing a person to take part in sexual activities, whether or not they are aware of or consent to what is happening. May involve penetrative or non-penetrative contact and/or looking at or being involved in pornography or prostitution:

- Inappropriate sexual behaviour
- Promiscuity
- Sudden changes in behaviour
- Running away from home (Children who go missing)
- Emotional withdrawal through lack of trust in adults
- Unexplained money or gifts

- Inappropriate sexually explicit drawings or stories
- Bedwetting or soiling
- Overeating or anorexia
- Sleep disturbances
- Secrets which cannot be told
- Substance/drug misuse

Financial Abuse:

Theft, fraud, exploitation, pressure in connection with wills or property and misappropriation of property or benefits. It also includes withholding of money or unauthorised, or improper use of a person's money or property. Staff borrowing money or objects from a service user is also considered financial abuse and will be dealt with through the Council's disciplinary process:

- Lack of money, especially after benefit day.
- Inadequately explained withdrawals from accounts.
- Disparity between assets/income and living conditions.
- Disappearance of bank statements, other documents or valuables.
- Loans or credit being taken out.

Discriminatory neglect:

May be a factor within any of the other categories of abuse and is motivated by oppressive and discriminatory attitudes towards a person based on their disability, race, gender, religion or belief, cultural background, sexual orientation or appearance:

- Unequal treatment
- Verbal abuse
- Inappropriate use of language
- Slurs
- Harassment
- Deliberate exclusion
- Assumptions based on stereo typical ideas held about one aspect of a person

Neglect:

Self-neglect and neglect by others can be characterised as not responding to a person's basic needs. Those who self-neglect often live in extreme conditions of squalor and can have a tendency to hoard:

- Has inadequate heating and/or lighting
- Poor physical condition / appearance (e.g. ulcers, pressure sores, soiled/wet clothing)
- Is malnourished, has sudden or continuous weight loss and/or is dehydrated
- Cannot access / refuses appropriate medication or medical care
- Is not afforded appropriate privacy or dignity
- Person and/or a carer has inconsistent or reluctant contact with health and social services
- Callers/visitors are refused access
- Is exposed to unacceptable risk

Cultural Abuse:

There is an increased incidence and awareness of the need to be alert to cultural abuse. There are a number of different issues under this heading:

Honour-Based Violence is a crime, and referral to the police must always be considered. It has or may have been committed when families feel that dishonour has been brought to them, often but not always by a young female relative. The victims and the violence are often committed with a degree of collusion from family members and the community. Many victims do contact the police or other organisations but others are isolated and controlled so they cannot to seek help.

Female Genital Mutilation (FGM) involves procedures that intentionally alter or injure female genital organs for non-medical reasons, with health benefit but significant physical, mental and emotional harm. The Female Genital Mutilation Act, introduced in 2003 and effective from March 2004, makes it illegal to practice FGM in the UK or to take girls who are British nationals or permanent UK residents abroad for FGM, whether or not it is lawful in another country. It makes it illegal to aid, abet, counsel or procure the carrying out of FGM abroad. It also places a legal duty on individual staff to report all incidents to the Police. It includes breast ironing. Staff should follow the flowchart on the Loop for how to do this.

Forced Marriage describes a marriage in which one or both of the parties is married without their consent or against their will. This differs from an arranged marriage, in which both parties consent to the assistance of their parents or a third party in identifying a spouse. Where there is concern that an adult at risk is being forced into a marriage they do not or cannot consent to, there will be an overlap between action taken under the forced marriage provisions and the Safeguarding Adults process. Action will be coordinated with the Police and other relevant organisations but the Police must always be contacted in the first instance as urgent action may be needed.

Safeguarding Reporting Procedure

When a member of staff or elected councillor has identified safeguarding concerns they must make every attempt to collate as much evidence as possible. Wherever possible, this information should include, names, dates of births and addresses of those for whom a concern is raised and possible perpetrators. Timings and the nature of the concern should also be recorded.

Safeguarding issues should be reported to one of Designated Safeguarding Officers within Great Yarmouth Borough Council or their manager. If there is a risk of immediate danger or harm to anyone, this must be reported to the police first, by calling **999**, and then make a Safeguarding Officer aware. Concerns can also be reported to Adult and / or Children Services.

- For Adults: A referral can be made by completing the Norfolk County Council form on the Norfolk County Council website, by searching "Help an adult at risk of harm - Norfolk County Council" or by telephone call to Adult Social Services on 0344 800 8020.
- For Children and Young People: the Norfolk Childrens Safeguarding Partnership (NCSP) oversees Children's Advice and Duty Service (CADS). Officers can raise a direct concern about a child or young person by telephoning CADS direct line for professionals (Information available on the

If the Safeguarding concern relates to an adult who works with children and young people, please complete a referral to the Norfolk County Council LADO (Local Authority Designated Officer).

Designated Safeguarding Officers (DSOs) help to provide advice on whether a referral needs to be made to either Children's Services (if the worries are about a young person under the age of 18) or to Adult Social Care (if the individual is over 18) or to a specialist support agency, or even the Police if it concerns something like domestic abuse. They can help answer questions about consent and information sharing with partners when safeguarding issues are raised.

All Safeguarding concerns, without exception, should be reported on the Safeguarding Report Form which is available on the Great Yarmouth Borough council Intranet (The Loop). This form is used to make the Borough Council's Designated Safeguarding Officers (DSOs) aware of a Safeguarding concern and to enable the Operational Safeguarding Lead to monitor case escalation at a Statutory Authority Level. The report also enables detailed analysis of Safeguarding trends to enable targeted support and guidance to concerns within the Borough.

The following information is needed to complete this report form:

- details for those people you are raising safeguarding concerns about
- the type of abuse you believe is occurring

- details of alleged abusers if known
- any safeguarding actions already taken for the people of concern
- details of any other people who may be at risk
 - confirmation of those you have contacted regarding your concerns (line manager, DSOs, external referrals)

If an officer or elected member requires help filling out the form, they should contact one of the Designated Safeguarding Officers (DSOs).

CABINET



URN: URN 23-183

Report Title: Domestic Abuse Policy - Update

Report to: CABINET

Date of meeting: ELT – 15th November 2023
Cabinet – 4th December 2023

Responsible Cabinet Member: Councillor Carl Smith

Responsible Director/Officer: Paula Boyce, Executive Director – People
Sarah Tate, Head of Organisational Development

Is this a key decision? No

Date added to Forward Plan of Key Decisions if a Key Decision: N/a

EXECUTIVE SUMMARY / INTRODUCTION

This report provides members with updates to the Council's Domestic Abuse Policies: a new 'Domestic Abuse Policy' and a 'Domestic Abuse Policy for Staff and Members'.

The review of these Policies (every 3 years) ensures the Council complies with current and up to date legislation. Their review at this time supports the Council's ambition to become accredited as an organisation with the national Domestic Abuse Housing Alliance (DAHA).

RECOMMENDATIONS:

That Cabinet:

- (a) Agrees the Domestic Abuse Policy 2023.
- (b) Agrees the Domestic Abuse - Staff & Members Policy 2023 as amended and updated.
- (c) Delegated authority to the Executive Director – People and Head of Organisational Development to make minor and/or consequential amendments to the Policies for the purpose of keeping it up to date, clarifying its content or interpretation, correcting any errors or omissions, updating it in accordance with changes in legislation, and/or caselaw, and/or learning from serious case reviews and domestic homicide reviews.

1. INTRODUCTION

- 1.1 Great Yarmouth Borough Council has a duty to safeguard, support and protect people from Domestic Abuse. The Policies being presented for members' approval in this report ensure that the Council fulfils its legal duties, raises awareness of and takes consistent and effective action to protect those impacted by Domestic Abuse.

- 1.2 The Policies (Appendix 1 and Appendix 2) set out how Great Yarmouth Borough Council will safeguard and support staff coming into contact with Domestic Abuse and support residents/people dealing with Domestic Abuse incidents; both the victims and perpetrators of abuse. Both policies accord with national best practice.
- 1.3 Domestic abuse can destroy lives, leaving physical and emotional scars. Those experiencing domestic abuse can find themselves isolated from friends and family and lose their independence. It can take many forms, not just physical abuse; it can also be financial, emotional and psychological.
- 1.4 Domestic abuse has an impact at work as well as at home. Research shows that a high proportion of those enduring domestic abuse are targeted at work. Domestic abuse can negatively affect those abused as well as their workplace colleagues. However, importantly, the workplace can often be one of the few places that a person experiencing abuse can be separate from their abuser, and therefore can be the place where people are able to ask for and access support.
- 1.5 According to the CIPD research shows that 75% of those enduring domestic abuse are targeted at work and the abuse can negatively affect those abused as well as workplace colleagues around them.
- 1.6 According to research by the TUC, of those who had experienced domestic abuse, over 40% were prevented from getting to work by their abuser, most commonly through physical violence or restraint (72%) followed by threats (68%). Domestic abuse can negatively affect those being abused while they are at work, as well as workplace colleagues around them. For example:
- An employee can experience domestic abuse while they are at work through threatening phone calls and emails.
 - An employee may experience abuse when travelling to and from work.
 - Domestic abuse can affect an employee's performance, attendance, career prospects and job security.
 - Colleagues can experience threatening or intimidating behaviour from the perpetrator.
- 1.7 However, importantly, the workplace can also be one of the few places that a person experiencing abuse can be separate from their abuser. Therefore, it can be the place where someone can ask for support and access information.

2. PURPOSE OF THE PROPOSED POLICIES

- 2.1 **Domestic Abuse Policy 2023** – the first policy supports people, in the borough and beyond. It sets out the Council's commitment to highlighting the issue, its processes for supporting victims and perpetrators of domestic abuse, and how it will work with relevant external partner agencies to eradicate Domestic Abuse.
- 2.2 **Domestic Abuse Policy for Staff and Members 2023** - has been developed which aims to demonstrate our commitment to employees and members to provide information about where and how to access support and information. This new policy strengthens the Council's commitment to those who come into contact with Domestic Abuse. The policy subsumes and replaces the previous Domestic Abuse Workplace Policy 2017.

- 2.3 The policies have been thoroughly reviewed and updated by HR and has been through the consultation process with ELT, UNISON and JCWG. Feedback has been positive and only minor amendments were made to the draft policy. UNISON and the JCWG, independently provided very similar feedback.
- 2.4 With funding support from Norfolk County Council, the Council has committed to become a Domestic Abuse Housing Alliance (DAHA) accredited organisation in 2023/24. These policies forms part of the evidence base for that accreditation.
- 2.5 Subject to members approval, the policies will be published on the Council's website and made available to staff and member via the Council's intranet site (The Loop). Domestic Abuse training for the roles identified in both policies will be provided as and when required as part of the DAHA accreditation preparations.

3. FINANCIAL & RISK IMPLICATIONS

- 3.1 Training required for the Council's Domestic Abuse Champions and DAHA accreditation is being funded by Norfolk CC. The duties and responsibilities of undertaking Domestic Abuse awareness raising and support will be undertaken within existing roles.
- 3.2 The current policies are out of date and in need of revision. The risk of not approving the policies is that the Council continues to work with outdated policy which is not fit for purpose.

4. LEGAL IMPLICATIONS

- 4.1 The revised policies are compliant with all relevant employment legislation, ACAS guidance and case law, the Council's safeguarding duties, and the Domestic Abuse Act 2021.

5. Background Papers

- Appendix 1 – Domestic Abuse Policy 2023
- Appendix 2 – Domestic Abuse Policy – Staff & Members 2023

Consultations	Comment
Monitoring Officer Consultation:	As part of ELT
Section 151 Officer Consultation:	As part of ELT
Existing Council Policies:	Safeguarding Policy 2023 Domestic Abuse Workplace Policy 2017 (subsumed)
Equality Issues/EQIA assessment:	Considered



Domestic Abuse Policy

Date of Policy	November 2023
Owner of Policy	Housing Options Domestic Abuse Adviser
Ratified by	Cabinet – 4 December 2023
Review Date	December 2026 (or as legislation requires)

Contents

1.Introduction	6
2.Aims & Objectives	6
3.Related Legislations and Documents	7
4.Definition of Domestic Abuse	8
5.Types of Domestic Abuse	9
6.Council Advice and Services	10
7.Awareness and Prevention	10
8.Perpetrator Accountability	11
9.Multi-Agency Working	11
10. DAHA Values and Principles	12
11.Confidentiality	12
12.Equality and Diversity	12
13.Review	13
14.Data Protection	13
15.Useful Contacts	13
Appendix A	
Domestic Abuse Housing Alliance (DAHA) Priority Areas and Values	14

1. Introduction

- 1.1 This policy sets out how Great Yarmouth Borough Council (The Council) will assist and support any person who approaches the organisation experiencing or threatened with domestic abuse from either within or outside of the borough.
- 1.2 The Council is committed to ensure everyone who approaches us affected by domestic abuse will be dealt with in a sympathetic, sensitive manner and treated in a non-judgmental way.
- 1.3 The Council recognises many victims of domestic abuse will not approach agencies for months or even years and it can take many incidents before they seek support. The Council believes that each incident of domestic abuse including the first is a serious offence. The Council will work with those who are experiencing domestic abuse for the first time through to those who have suffered repeatedly.
- 1.4 The Council is part of the Norfolk Domestic Abuse Partnership Board which consists of other key agencies in the county of Norfolk to offer support and information to survivors of domestic abuse.
- 1.5 The Council is working towards DAHA (Domestic Abuse Housing Alliance) Accreditation in 2023/24.
- 1.6 The Council also has a policy for any staff and elected members that may be experiencing domestic abuse, this can be found on the Council's intranet page.
- 1.7 Individual residents experiencing domestic abuse do not have to have a local connection to an area, they have the right to apply to any authority. It is the council's duty to investigate the case on an individual basis.
- 1.8 This policy should be read alongside the Council's Safeguarding Policy, Anti-Social Behaviour Policy and the Data Protection Policy.

2. Aims & Objectives

- 2.1 This Policy:
 - Commits the Council to support anyone who approaches Great Yarmouth Borough Council. No one should live in fear of violence, abuse, or harassment from a partner, ex-partner or any member of their family.
 - Embeds across the Council a culture where all disclosures of domestic abuse are taken seriously and treated in a non-judgemental way and assistance is given as a priority.
 - Ensures that all staff across the Council have the skills and knowledge to be able to identify signs of domestic abuse and be able to be act at the earliest opportunity.
 - Raises awareness among members of the public about how to make appropriate safeguarding referrals if it is believed a child or vulnerable adult is at risk of domestic

abuse.

- Complies with legislation and recognises children as victims of domestic abuse in their own right.
- Ensures the Council works in partnership with other agencies to support anyone who approaches the Council and is experiencing or has experienced abuse to seek help.
- Supports victims to be able to make their own decisions around their housing need and ensure the safety of the victim is always paramount.
- Ensures that victims from every background regardless of their identity; gender; age; race; religion; class; or disability are treated as equals.
- Works in partnership with the appropriate agencies and with perpetrators of domestic abuse who want to change their behaviour.
- Raises awareness and understanding around domestic abuse across the whole of the Council.

3. Related Legislations and Documents

3.1 Related Legislations include:

- Domestic Abuse Act (2021)
- Anti-Social Behaviour, Crime & Policing Act (2014)
- Children Act 1989 as amended 2004
- Clare's Law/Domestic Abuse Offender Disclosure Scheme (DVDS) (2014)
- Data Protection Act (2018)
- Domestic Violence, Crime and Victims Act (2004)
- Equality Act (2010)
- Family Law Act (1996)
- Female Genital Mutilation Act (2003)
- Forced Marriage (Civil Protection) Act (2007)
- Homelessness Act (2002)
- Housing Act (1988, 1996)
- Human Rights Act 1998
- Police & Justice Act 2006
- Protection of Freedoms Act 2012
- Serious Crime Act 2015
- Stalking Protection Act (2019)

3.2 Related Documents include:

- GYBC Safeguarding Policy 2023
- GYBC Domestic Abuse Policy – Staff & Members 2023
- Norfolk Domestic Abuse Housing Protocol 2022 - 2025
- GYBC Anti-Social Behaviour Policy 2018

4. Definition of Domestic Abuse

- 4.1 Domestic abuse can begin at any stage of a relationship and may continue after the relationship has ended. Domestic abuse does not discriminate and can affect anyone regardless of their gender; ethnicity; religion; class; age; sexuality; disability or lifestyle.
- 4.2 Domestic abuse is a criminal offence and the Council encourage people to report it to the police, whether they are the victim of abuse or witness abuse.
- 4.3 The Statutory definition of domestic abuse as defined by the Domestic Abuse Act 2021:

Behaviour of a person ("A") towards another person ("B") is domestic abuse if:

(1) A and B are each aged 16 or over and are personally connected to each other, and

(2) Behaviour is abusive, and it does not matter whether the behaviour consists of a single incident or a course of conduct.

(3) Behaviour is "abusive" if it consists of any of the following:

- (a) physical or sexual abuse.*
- (b) violent or threatening behaviour.*
controlling or coercive behaviour.
- (d) economic abuse (see subsection (4)).*
- (e) psychological, emotional, or other abuse.*

(4) "Economic abuse" means any behaviour that has a substantial adverse effect on B's ability to –

- (a) acquire, use or maintain money or other property, or*
- (b) obtain goods or services.*

(5) For the purposes of this Act A's behaviour may be behaviour "towards" B's despite the fact that it consists of conduct directed at another person (for example, B's child).

4.4 What we mean by 'Personally Connected'

(1) Two people are 'personally connected' to each other if any of the following applies:

- (a) they are or have been married to each other*
- (b) they are or have been civil partners of each other*
- (c) they have agreed to marry one another (whether or not the agreement has been terminated)*
- (d) they have entered into a civil partnership agreement (whether or not the agreement has been terminated)*
- (e) they are, or have been, in an intimate personal relationship with each other*

- (f) they each have, or there has been a time when they each have had, a parental relationship in relation to the same child (see subsection (2))*
- (g) they are relatives.*

For the purposes of subsection (1) (f) a person has a parental relationship in relation to a child if:

- (a) the person is a parent of the child, or*
- (b) the person has parental responsibility for the child.*

In this section:

- *‘child’ means a person under the age of 18 years.*
- *‘civil partnership agreement’ has the meaning given by section 73 of the Civil Partnership Act 2004.*
- *‘parental responsibility’ has the same meaning as in the Children Act 1989.*
- *‘relative’ has the meaning given by section 63 (1) of the Family Law Act 1996.*

4.5 Children as Victims of Domestic Abuse

(1) Any reference in the Domestic Abuse Act 2021 to a victim of domestic abuse includes a reference to a child who:

- (a) sees or hears, or experiences the effect of, the abuse, and*
- (b) is related to A or B.*

(2) A child is related to a person for the purposes of subsection (2) if:

- (a) the person is a parent of, or has parental responsibility for, the child, or*
- (b) the child and the person are relatives*

(3) In this section:

- *‘child’ means person under the age of 18 years.*
- *‘parental responsibility’ has the same meaning as in the Children Act 1989 (see section 3 of that Act).*
- *‘relative’ has the meaning given by section 63 (1) of the Family Law Act 1996.*

5. Types of Domestic Abuse

5.1 Domestic Abuse can take on many forms not just physical or mental abuse:

- Sexual Abuse - rape or forcing a victim into taking part in other forms of sexual acts, sexual abuse of children.
- Psychological and Emotional abuse –including isolating the victim, for example preventing them from seeing friends or family; using threats to kill their family; children or pets. This also includes humiliating their victim and telling them no one would believe them if they tried telling people what was happening.

- Economic Abuse - controlling money and bank accounts, running up debts in victims name, preventing a person from working.
- Online and Digital Abuse - sharing information or photos without consent.
- Honour Based Violence - offences carried out to protect the perceived honour of a family or a community. This abuse is often carried out by family members. This includes forced marriages.
- Female Genital Mutilation (FGM) - Partial or total loss of external female genitalia for non-medical reasons.
- Controlling Behaviour - Range of acts designed to make a person subordinate and or dependent by isolating them from sources of support. Exploiting their resources; capacities for personal gain; depriving them of the means needed for independence; resistance; escape and regulating their everyday behaviour.
- Coercive Behaviour - Act or pattern of acts of assault; threats; humiliation and intimidation or other abuse that is used to harm; punish or frighten their victim.

6. Council Advice and Services

6.1 The Council is the largest landlord in the borough. Through provisioning a homelessness support, housing advice and other inter-related customer-facing services, the Council's staff can provide the following support:

- DASH Assessments (Domestic Abuse, Stalking, Harassment and Honour Based Violence Assessment) - Completed with every individual who approaches the Council to ascertain the level of risk to the individual.
- Safe Home Scheme – Refer persons at risk and survivors to our 'Sanctuary Scheme' to consider target hardening measures on the property to support them to remain in the home.
- Accommodation - Provide emergency accommodation if resident unable to stay in their home.
- Support – Report safeguarding concerns and provide referrals to refuge spaces and liaise other agencies/charities to provide support where required.
- Safeguarding - Reports of safeguarding will be completed as per the GYBC Safeguarding Policy 2023.

7. Awareness and Prevention

7.1 Within our organisation we have staff and elected members who have received specialist

training as Domestic Abuse Champions. As part of this role, they offer support and advice to colleagues in relation to good practice and to ensure staff know how to access support.

- 7.2 As a Council we are committed to raising awareness of domestic violence and encourage anyone that is experiencing it to engage with support services.

8. Perpetrator Accountability

- 8.1 We understand that perpetrators of Domestic Abuse may approach the council for help with homelessness advice. The Council can be approached for help by calling 01493 846140. In this scenario, the caller will be assisted to find alternative accommodation. However, they may be disqualified from joining the Council Allocation scheme if they are the proven perpetrator of Domestic Abuse. For more information, please see the Councils Allocation Scheme: (<https://www.great-yarmouth.gov.uk/ineedsomewheretolive>)
- 8.2 Being a perpetrator does not exclude a person from Statutory Homeless Duties owed to them.
- 8.3 If a perpetrator of Domestic Abuse approaches the Council wanting help to address their behaviour, we will signpost the individual to the appropriate services.

9. Multi-Agency Working

- 9.1 The Council recognises that when an individual is experiencing domestic abuse many other agencies may be involved in their care. To understand the needs of the individual officers will work closely with Great Yarmouth's Community Hub, which is a collaboration hub with other agencies to develop an agreed support plan. Staff also participate in the Domestic Abuse and Sexual Violence Partnership Group (DASVG) and Norfolk Domestic Abuse Partnership Board.
- 9.1 Agencies working through the Community Hub include:
- Police
 - Specialist domestic abuse services (NIDAS or Leeway)
 - Independent Domestic Violence Advisers (IDVA)
 - Adult Social Services
 - Children's Services
 - Mental Health
 - Doctors
 - Schools/Colleges
 - Legal Advisory Services
 - Registered Providers
 - Other Councils
- 9.2 MARAC (The Multi Agency Risk Assessment Co-ordination) assess and provide detailed

support plans for the most serious cases where persons are either at risk of or experienced domestic abuse. All victims who scores high on a DASH Assessment they will be referred to MARAC.

- 9.3 Referrals to MARAC can be made with or without consent. Referrals made without consent will be made to protect the victim and their family from potentially serious harm.
- 9.4 On a regular basis staff members from the homeless department attend various partnership boards.

10. DAHA Values and Principles

- 10.1 The Domestic Abuse Housing Alliance (DAHA) aim to improve the response of the housing sector to domestic abuse through the introduction and adoption of a standards of good practice, and through undertaking an accreditation process.
- 10.2 Great Yarmouth Borough Council is committed to gaining accreditation for the Council as a whole in 2023/24. See Appendix A for DAHA Priority Areas and Values.

11. Confidentiality

- 11.1 Disclosures of Domestic Abuse will be treated in the strictest of confidence, however the Council have a duty to disclose information in the following circumstances:
- To protect the victim.
 - To prevent harm to someone else.
 - To prevent or detect a crime.

12. Equality and Diversity

- 12.1 Great Yarmouth Borough Council is committed to:
- Meeting the needs and choices of people from all backgrounds.
 - Understanding the cultural implications and barriers to reporting domestic abuse.
 - Ensuring services are accessible to everyone.
- 12.2 To support the needs of customers whose first language is not English, the Council will provide translation and interpretation services when needed.
- 12.3 The Council's commitment to ensure equality, diversity and inclusion can be found in the Equality, Diversity, and Inclusion Strategy 2022 - 2025.

13. Review

- 13.1 This policy will be reviewed every 3 years or sooner if there are changes in legislation. This policy will be reviewed in line with organisational procedures unless there are changes in related legislation, best practice or other organisation policies impact on its effectiveness. Reviews of this Policy may be informed by feedback including from staff and residents with lived experience, Domestic Homicide Reviews and Serious Case Reviews.

14. Data Protection

- 14.1 The Council processes any personal data collected during the capability (performance) procedure in accordance with its Data Protection Policy. Any data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of completing the capability (performance) procedure. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Council's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the disciplinary procedure.

15. Useful Contacts

NIDAS (Norfolk Integrated Domestic Abuse Service) - www.nidasnorfolk.co.uk

Leeway (male and female Domestic Abuse service) – www.leewaysupport.org

Mankind Initiative (Men's domestic abuse service) – www.mankind.org.uk

Sue Lambert Trust (sexual assault) - www.suelamberttrust.org

The Harbour Centre – www.theharbourcentre.co.uk

Norfolk and Suffolk Victim Care – www.nsvictimcare.org

Women's Aid – www.womensaid.org.uk

GALOP (LGBT and victims and survivors of abuse and violence) – www.galop.org.uk

Norfolk LGBT PLUS Project – www.norfolklgbtproject.org.uk

Karma Nirvana (Honour Based Abuse) - www.karmanirvana.org.uk

Sign Health (deaf hearing charity) – www.signhealth.org.uk

Respect (working with male victims, perpetrators) – www.mensadvice.org.uk

Loving Me (Trans and Non-Binary) - www.lovingme.uk

Paladin (national stalking advocacy service) – www.paladinservice.co.uk

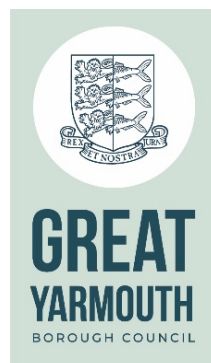
Domestic Abuse Housing Alliance (DAHA) Priority Areas and Values

1.1 DAHA consists of 8 different priority areas:

- Policies and Procedures.
- Staff Development and Support.
- Partnership and Collaboration.
- Safety-led Case management.
- Survivor led support.
- Intersectional and anti-racist practice.
- Perpetrator Accountability.
- Publicity and Awareness raising.

1.2 DAHA values:

- Integrity
- Collaboration
- Empathy
- Empowerment
- Respect
- Accountability
- Non-judgement and belief
- Being person centred
- Amplifying victim/survivor voice
- Victim/survivor safety
- Working towards a Coordinated community response (CCR)



Domestic Abuse Policy - Staff & Members

Author	Head of Organisational & Development
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Contents

Introduction	17
Organisational Values and Principles Related to a Domestic Abuse Response	17
Meaning of 'Domestic Abuse'	18
Identification of the Problem	19
Confidentiality and Right to Privacy	20
Support for Individuals	20
Organisational Planning	21
Disclosure of Abuse	21
Training	21
The Role of the Domestic Abuse Champion	22
Safety Planning	22
If the Victim and the Perpetrator Work in the Same Organisation	22
Perpetrators of Domestic Abuse	23
Professional Role and Risk Management	24
Further guidance	25

Introduction

Great Yarmouth Borough Council recognises that its employees will be amongst those affected by domestic abuse; for example, as a survivor of domestic abuse, an individual who is currently living with domestic abuse, someone who has been impacted upon by domestic abuse or as an individual who perpetrates domestic abuse.

Organisational Values and Principles Related to a Domestic Abuse Response

We are committed to developing a workplace culture in which there is zero tolerance for abuse, and which recognises that the responsibility for domestic abuse lies with the perpetrator. The Council has a 'zero tolerance' position on domestic abuse and is committed to ensuring that any employee who is the victim of domestic abuse has the right to raise the issue with their employer in the knowledge that they will receive appropriate support and assistance. This policy also covers the approach we will take where there are concerns that an employee may be the perpetrator of domestic abuse. The organisational values and principles we follow in respect of cases of domestic abuse are:

- Integrity
- Collaboration
- Empathy
- Empowerment
- Respect
- Accountability
- Non-judgement and belief
- Being person centred
- Amplifying victim/survivor voice
- Victim/survivor safety
- Working towards a Co-ordinated Community Response (CCR)

By developing an effective domestic abuse policy and working to reduce the risks related to domestic abuse, we will create a safer workplace and we will also send out a strong message that domestic abuse is unacceptable.

The Council recognises that domestic abuse is an equalities issue and undertakes to not discriminate against anyone who has been subjected to domestic abuse in terms of current employment or future development.

This policy is part of the Council's commitment to wellbeing and seeks to benefit the welfare of individual members of staff; retain valued employees; improve morale and performance; and enhance the reputation of the Council as an employer of choice.

Under the Health and Safety at Work Act (1974) and the Management of Health and Safety at Work Regulations (1992), the Council recognises its legal responsibilities in promoting the welfare and safety of all staff. Therefore, this policy applies to staff across all sites as well as agency and contract staff (and elected members).

We will safely and confidentially record information about the support which has been offered to employees and referrals, for example to Occupational Health (with employee consent) on their personal file, which is held by HR.

Employee Assistance Programme – provided by Norfolk Support Line

Employees have free confidential access to telephone support 24/7, 365 days a year to the Norfolk Support Line, including face to face and virtual counselling, self-help workbooks and podcasts and blogs. They provide a range of information and signposting for practical support for problems at work and at home. To access the service call 0800 169 7676, or go to the [Norfolk Support Line](#) website.

Meaning of ‘Domestic Abuse’

Domestic abuse is: any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass but is not limited to the following types of abuse:

- psychological
- physical
- sexual
- financial
- emotional

Controlling behaviour is: a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

Coercive behaviour is: an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.” This definition includes so called ‘honour’ based violence, female genital mutilation (FGM) and forced marriage, and is clear that victims are not confined to one gender or ethnic group.

Statutory Definitions:

The Statutory Definition of Domestic Abuse as Defined by the Domestic Abuse Act 2021:

Behaviour of a person (“A”) towards another person (“B”) is domestic abuse if:

(1) A and B are each aged 16 or over and are personally connected to each other, and

(2) the behaviour is abusive

(3) Behaviour is “abusive” if it consists of any of the following:

- (a) physical or sexual abuse.
- (b) violent or threatening behaviour.
- (c) controlling or coercive behaviour.
- (d) economic abuse (see subsection (4)).
- (e) psychological, emotional, or other abuse.

and it does not matter whether the behaviour consists of a single incident or a course of conduct.

(4) “Economic abuse” means any behaviour that has a substantial adverse effect on B’s ability to –

- (a) acquire, use or maintain money or other property, or
- (b) obtain goods or services.

(5) For the purposes of this Act A’s behaviour may be behaviour “towards” B despite the fact that it consists of conduct directed at another person (for example, B’s child).

(6) References in this Act to being abusive towards another person are to be read in accordance with this section.

(7) For the meaning of “personally connected”:

Section 2: Definition of ‘Personally Connected’

(1) Two people are ‘personally connected’ to each other if any of the following applies:

- (a) they are, or have been, married to each other
- (b) they are, or have been, civil partners of each other
- (c) they have agreed to marry one another (whether or not the agreement has been terminated)
- (d) they have entered into a civil partnership agreement (whether or not the agreement has been terminated)
- (e) they are, or have been, in an intimate personal relationship with each other
- (f) they each have, or there has been a time when they each have had, a parental relationship in relation to the same child (see subsection (2))
- (g) they are relatives.

For the purposes of subsection (1) (f) a person has a parental relationship in relation to a child if:

- (a) the person is a parent of the child, or
- (b) the person has parental responsibility for the child.

In this section:

‘child’ means a person under the age of 18 years.

‘civil partnership agreement’ has the meaning given by section 73 of the Civil Partnership Act 2004

‘parental responsibility’ has the same meaning as in the Children Act 1989

‘relative’ has the meaning given by section 63 (1) of the Family Law Act 1996.

Section 3: Children as Victims of Domestic Abuse

(1) This section applies where behaviour of a person (‘A’) towards another person (‘B’) is domestic abuse.

(2) Any reference in this Act to a victim of domestic abuse includes a reference to a child who:

- (a) sees or hears, or experiences the effect of, the abuse, and
- (b) is related to A or B.

(3) A child is related to a person for the purposes of subsection (2) if:

- (a) the person is a parent of, or has parental responsibility for, the child, or
- (b) the child and the person are relatives

(4) In this section:

- ‘child’ means person under the age of 18 years
- ‘parental responsibility’ has the same meaning as in the Children Act 1989 (see section 3 of that Act)
- ‘relative’ has the meaning given by section 63 (1) of the Family Law Act 1996

Identification of the Problem

Whilst it is for the individual themselves to recognise they are a victim of domestic abuse, there are signs which may indicate an employee may be a victim. These may include:

- The member of staff may confide in their colleagues/manager.
- Staff may inform their manager that a colleague is suffering from domestic abuse.
- There may be obvious effects of physical abuse (it is important not to make assumptions).
- It may come to light as a result of enquiries into a drop in performance or a significant change in behaviour.
- It may reveal itself as the background to poor attendance.

It is essential to understand that any of the above may arise from a range of circumstances of which domestic abuse may be one. Managers/ Supervisors who support staff in such matters should address the issue positively and sympathetically ensuring that the employee is aware that support and assistance can be provided.

The Council respects employees' right to privacy. Whilst the Council strongly encourages victims of domestic abuse to disclose domestic abuse for the safety of themselves and all those in the workplace, it does not force them to share this information if they do not want to.

Confidentiality and Right to Privacy

Employees who disclose experiencing abuse can be assured that the information they provide is confidential and will not ordinarily be shared with other members of staff without their permission.

There are, however, some circumstances in which confidentiality cannot be assured. These occur when there are safeguarding concerns about children or vulnerable adults or where the employer needs to act to protect the safety of employees.

In circumstances where the Council has to breach confidentiality it will seek specialist advice before doing so. If it decides to proceed in breaching confidentiality after having taken advice, it will discuss with the employee why it is doing so and it will seek the employee's agreement where possible.

As far as possible, information will only be shared on a need-to-know basis.

All records concerning domestic abuse will be kept strictly confidential. Confidential records of absences related to domestic abuse may be kept but there will be no adverse impact on the employment records of victims of domestic abuse.

Improper disclosure of information i.e., breaches of confidentiality by any member of staff will be taken seriously and may be subject to disciplinary action.

Support for Individuals

The Council recognises that developing a life free from abuse is a process not an event and the Council will provide ongoing support for employees who disclose abuse.

The Council and Union/Professional organisation representatives will work together cooperatively to help staff experiencing domestic abuse.

The Council will respond sympathetically, confidentially and effectively to any member of staff who discloses that they are experiencing domestic abuse.

Where domestic abuse has been reported line managers will treat unplanned absences and temporary poor timekeeping sympathetically.

Line managers may offer employees experiencing domestic abuse a broad range of support. This may include, but is not limited to:

- Special paid leave for relevant appointments, including with support agencies, solicitors, to rearrange housing or childcare, and for court appointments.
- Temporary or permanent changes to working times and patterns.
- Changes to specific duties, for example to avoid potential contact with an abuser in a customer facing role.

- Redeployment or relocation.
- Measures to ensure a safe working environment, for example changing a telephone number to avoid harassing phone calls.
- Using other existing policies, including flexible working.
- Access to counselling/support services in paid time.
- Access to courses developed to support female survivors of domestic abuse, for example The Freedom Programme or assertiveness training.

Line managers will respect the right of staff to make their own decision on the course of action at every stage.

Other existing provisions (including occupational health, independent counselling service, others) will also be signposted to staff as a means of support.

Organisational Planning

All employees will be made aware of this policy through a range of methods including induction, training, information on Great Yarmouth Borough Councils intranet (The Loop), corporate communications and posters.

The Council will remind staff of the importance of not divulging personal details of other employees, such as addresses, telephone numbers or shift patterns.

This is paramount when dealing with Honour Based Abuse cases.

Disclosure of Abuse

Staff experiencing domestic abuse may choose to disclose, report to or seek support from a union representative, a line manager, or colleague. Line managers and union representatives will not counsel victims, but offer information, workplace support, and signpost to other organisations.

The Council will respond sympathetically, confidentially and effectively to any member of staff who discloses that they are suffering from domestic abuse. A member of Human Resources trained in domestic abuse issues, will be nominated as an additional confidential contact for staff. This person will also provide guidance for line managers and union representatives who are approached by staff who are being abused.

Training

The Council is committed to ensuring all line managers are aware of domestic abuse and its implications in the workplace. A blend of information, e-learning, briefings or awareness raising sessions will ensure that all managers are able to:

- Identify if an employee is experiencing difficulties because of domestic abuse.
- Respond to disclosure in a sensitive and non-judgemental manner.
- Provide initial support – be clear about available workplace support.
- Discuss how the organisation can contribute to safety planning.
- Signpost to other organisations and sources of support.
- Understand that they are not counsellors.

Great Yarmouth Borough Council supports its staff and members to become volunteer Domestic Abuse Champions as part of their substantive role. In doing so Domestic Abuse Champions receive training from specialist support agencies and support from the corporate Designated Safeguarding Officer group.

The Role of the Domestic Abuse Champion

- Attend the initial training course and any further networking events and refresher training.
- Keep up to date on the different referral pathways and services within your local area.
- Ensure your colleagues know how to contact you for guidance.
- Ensure where possible up to date information is displayed in your work areas.
- Promotes timely and effective information sharing.
- Promotes the ethos of early disclosure and effective response.
- Promotes awareness and understanding of the impact of domestic abuse.
- Advocates for effective support within their agency for staff, volunteers and service users.
- Be aware of the impact of the role & responsibilities on your current job role.

Safety Planning

The Council will prioritise the safety of employees if they make it known that they are experiencing domestic abuse.

When an employee discloses domestic abuse, the Council will encourage its employees to contact a specialist support agency (or suitably trained specialist member of staff) who can undertake a Domestic Abuse Stalking and Harassment (DASH) risk assessment and make appropriate referrals where necessary.

The Council will work with the employee and a specialist agency (with the employee's consent) to identify what actions can be taken to increase their personal safety at work and at home as well as address any risks there may be to colleagues.

If the Victim and the Perpetrator Work in the Same Organisation

In cases where both the victim and the perpetrator of domestic abuse work in the organisation, the Council will take appropriate action.

In addition to considering disciplinary action against the employee who is perpetrating the abuse, action may need to be taken to ensure that the victim and perpetrator do not come into contact in the workplace.

Action may also need to be taken to minimise the potential for the perpetrator to use their position or work resources to find out details about the whereabouts of the victim. This may include a change of duties for one or both employees or withdrawing the perpetrators access to certain computer programmes or offices.

The Council encourages all employees to report if they suspect a colleague is experiencing or perpetrating abuse. Employees should speak to their line manager about their concerns in confidence. In dealing with a disclosure from a colleague, employers should ensure that the person with concerns is made aware of the existence of this policy.

Perpetrators of Domestic Abuse

Domestic abuse perpetrated by employees will not be condoned under any circumstances nor will it be treated as a purely private matter. The Council recognises that it has a role in encouraging and supporting employees to address violent and abusive behaviour of all kinds. Employees should report if they suspect a colleague is a perpetrator of abuse.

If an employee approaches the Council about their abusive behaviour, the Council will provide information about the services and support available to them.

The Council will treat any allegation, disclosure or conviction of a domestic abuse related offence on a case-by-case basis with the aim of reducing risk and supporting change.

The Council views the use of violence and abusive behaviour by an employee, wherever this occurs, as a breach of the Council's Code of Conduct for disciplinary purposes.

The Council's Code of Conduct is intended to inform all staff, irrespective of grade, of the standards of conduct expected of them. It identifies a set of principles governing behaviour by which staff members are expected to abide. Staff members are expected at all times to present high standards of personal integrity and conduct that will not reflect adversely on the Council and its reputation.

In some circumstances it may be deemed inappropriate for the individual to continue in his/her current role(s), due to a caution or conviction. The Council views the use of violence and abusive behaviour by an employee, wherever this occurs, as a breach of the organisation's Code of Conduct for disciplinary purposes.

These procedures can be applicable in cases where an employee has:

- Behaved in a way that has harmed or threatened his/her partner.
- Possibly committed a criminal offence against his/her partner.
- Had an allegation of domestic abuse made against him/her.
- Presented concerns about their behaviour within an intimate relationship.

The Council is committed to ensuring that:

- Allegations will be dealt with fairly and in a way that provides support for the person who is the subject of the allegation or disclosure.
- All employees will receive guidance and support.
- Confidentiality will be maintained and information restricted only to those who have a need-to-know.
- Investigations will be thorough and independent.
- All cases will be dealt with quickly avoiding unnecessary delays.
- All efforts will be made to resolve the matter within 4-6 weeks, although some cases will take longer because of their nature or complexity.

NOTE: This procedure is intended to be safety focussed and supportive rather than punitive.

The alleged perpetrator will be:

- Treated fairly and honestly.
- Helped to understand the concerns expressed and processes involved.

- Kept informed of the progress and outcome of any investigation and the implications for any disciplinary process.
- Advised to contact their union or professional organisation.

There are five potential strands in the consideration of an allegation:

1. A police investigation of a possible criminal offence.
2. Disciplinary action by the employer.
3. Providing specialist, safety-focused counselling.
4. Identifying risk.
5. Referral to Local Authority regarding risk to general public/vulnerable people.

Any employee who is responsible for giving advice, or who comes into contact with or supports those vulnerable people or children experiencing domestic abuse needs to be particularly aware of the potential consequences if they are found to be perpetrators.

If a colleague is found to be assisting an abuser in perpetrating the abuse, for example, by giving them access to facilities such as telephones, email or fax machines then they will be seen as having committed a disciplinary offence.

If it becomes evident that an employee has made a malicious allegation that another employee is perpetrating abuse then this will be treated as a serious disciplinary offence and action will be taken.

Professional Role and Risk Management

All organisations should have clear policies in line with those from the Norfolk Safeguarding Children Board for dealing with allegations against people who work with children.

An allegation may relate to a person who works with children who has behaved in a way that has harmed a child, or may have harmed a child:

- Possibly committed a criminal offence against or related to a child.
- Behaved towards a child or children in a way that indicates they may pose a risk of harm to children.

The Council's safeguarding Lead, Executive Director – People, acts as the Local Authority Designated Officers (LADO) and will be involved in the management and oversight of individual cases. The role of the LADO provides advice and guidance to employers and voluntary organisations, liaising with the police and other agencies and monitoring the progress of cases to ensure that they are dealt with as quickly as possible, consistent with a thorough and fair process.

The Norfolk County Council LADO should also be informed within one working day of all allegations that come to an employer's attention or that are made directly to the police. The Norfolk CC LADO team can be contacted on 01603 223473.

In relation to vulnerable adults all referrals must be directed to the Safeguarding Coordinator or MASH Team Manager in Norfolk CC Adult Social Care.

Other policies

The following internal policies contain additional information and guidance:

- Sickness Management Policy <https://the-loop.great-yarmouth.gov.uk/sessiontransfer?dest=https%3a%2f%2fwww.great-yarmouth.gov.uk%2fpolicies%2fsickness-management-policy&subsiteid=9>
 - Grievance Policy <https://the-loop.great-yarmouth.gov.uk/policies/grievance>
 - Stress at Work <https://the-loop.great-yarmouth.gov.uk/media/3067/Stress-at-Work-Policy/pdf/stress-at-work-policy.pdf?m=1534164745750>
 - Maternity https://the-loop.great-yarmouth.gov.uk/media/6049/Maternity-Policy/pdf/Maternity_Policy_v2.pdf?m=1614941396540
 - Bullying, Harassment & Discrimination <https://the-loop.great-yarmouth.gov.uk/policies/bullying-harassment-discrimination>
 - Whistleblowing <https://the-loop.great-yarmouth.gov.uk/sessiontransfer?dest=https%3a%2f%2fwww.great-yarmouth.gov.uk%2fpolicies%2fwhistleblowing-policy&subsiteid=>
 - Disciplinary Policy <https://the-loop.great-yarmouth.gov.uk/policies/disciplinary>
- Also see the Domestic Abuse Policy for Residents and Tenants 2023.

Administration of the Policy

HR is responsible for the administration of this policy. Should you have any feedback, please contact hr@great-yarmouth.gov.uk.

This policy will be reviewed in line with organisational procedures unless there are changes in related legislation, best practice or other organisation policies impact on its effectiveness. Reviews of this Policy will also be informed by feedback including from staff, Domestic Homicide Reviews and Serious Case Reviews.

Data Protection

The Council processes any personal data collected during the capability (performance) procedure in accordance with its Data Protection Policy. Any data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of completing the capability (performance) procedure. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Council's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the disciplinary procedure.

Further guidance

Anyone using this policy to respond to a victim or perpetrator of domestic abuse should refer to further current information provided by:

<https://www.great-yarmouth.gov.uk/domestic-abuse/introduction>

<http://www.leewaysupport.org> <http://www.nscb.norfolk.gov.uk>

www.refuge.org.uk www.respect.uk.net www.womensaid.org.uk

<http://www.nationaldomesticviolencehelpline.org.uk>

Appendix A Contact information for Police, Domestic Abuse Helplines, Childrens Services & Hospitals

Police

Police Emergency Contact Number: 999

Police Non-Emergency Contact Number: 101

Website: www.norfolk.police.uk

Domestic Abuse Helplines

Leeway Domestic Violence Helpline (local) http://www.leewaysupport.org	0300 5610077
National 24-hour Domestic Violence Helpline http://www.nationaldomesticviolencehelpline.org.uk	0808 2000247
Childline http://www.childline.org.uk	0800 1111
Mens Advice Line (for male victims) www.mensadviceline.org.uk	0808 8010327
National Domestic Violence Helpline (Women's Aid) http://www.nationaldomesticviolencehelpline.org.uk	0808 2000247
National Victim Support http://www.victimsupport.org.uk	0808 1689111
National Centre for Domestic Violence http://www.ncdv.org.uk	08009702070
For Help TEXT "NCDV"	60777
Samaritans	116 123
Shelterline	0344 515 1860
Crime Stoppers	0800 555111
National Drugs Helpline	0800 5404120
National Help Line for LGBT	0800 9995428
Debtline	0808 8084000
NHS Direct	111
Paladin National Stalking Helpline	020 38664107

Honour Abuse Help lines

Karma Nirvana	0800 5999247
Aanchal (Asian Languages spoken)	08454 512 547
Southall Black Sister	0208 5710800
Ashiana Network (Turkish and South Asian)	0208 5390427
Ikrow (Iranian, Kurdish women's rights organisation)	0207 9206460

Children's Services

Norfolk County Council (Main Switch Board For any Safeguarding concerns)	0344 8008020
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Hospitals

Queen Elizabeth Kings Lynn	01553 613613
Norfolk and Norwich University Hospital	01603 286286
James Paget University Hospital, Gorleston	01493 452452
Bury St Edmunds, Suffolk	01284 713000

URN: 23-161
Report Title: Agile Working Review
Report to: ELT 18 October 2023
Cabinet 4 December 2023

Responsible Cabinet Member: Councillor Carl Smith

Responsible Director/Officer: Sarah Tate, Head of Organisational Development

Is this a key decision? No

Date added to Forward Plan of Key Decisions if a Key Decision: N/a

SUBJECT MATTER – This report presents a review of agile working and makes recommendations on further ways to modernise the Council’s working practices.

RECOMMENDATION

1. That Cabinet note the review of agile working, its success and support the next steps to continue to modernise our ways of working.

1. INTRODUCTION

In July 2021, the Council introduced an agile working policy and started to embed new ways of working. Whilst the pandemic accelerated the new modern, transformative working practices, focusing on performance and outputs, staff, over the last 2 years have made it a success.

Agile working enables the council to:

- continue to deliver its services to the highest standards,
- retain flexibility to meet business needs,
- attracting and retaining staff,
- be able to compete for the best talent and to be an employer of choice.

Whilst we recognise that not all employees are able, or want, to work in a more agile way and that it will not suit everyone, we now have an agile workforce successfully embedded in the organisation.

It is important to note that not all teams work in an agile manner due to the nature of their work. For example, some teams have always worked out in the communities, and always will, whilst others will need to be in the office at certain times to meet customers face to face. Some staff will not be able to or want to work from home for health and wellbeing reasons or home set up and it is important that we continue to support this and all of the different ways of working across the Council.

FEEDBACK FROM STAFF, MANAGERS AND MEMBERS

Over the last two years, feedback has continually been sought from staff and managers about agile working and its impact, through staff briefings, conferences, workshops, and extended management

team meetings. Feedback has been sought in a number of areas, including the impact on service delivery and performance, the customer experience, performance and outputs, and trust and culture. This feedback has helped to inform the review of how agile working has been embedded in the Council, what benefits and challenges it has brought and whether any changes were required to improve current practices.

The overwhelming feedback is that agile working is working well, it is well embedded in teams and managers and staff are ensuring that it is based on business needs.

There is work to do with managers and staff to better understand that no one size fits all, as there have been some concerns raised that agile working is not consistently available across the Council. It never will be, and this needs more work to help staff understand this. It should be noted that this feedback is not dissimilar to feedback about flexitime, which, like agile working, does not and cannot apply to all staff. To help staff better understand can be achieved through staff briefings, our ongoing engagement with staff, through team meetings and 1:1's and through the support of our Staff Engagement Group and UNISON.

Members have reported some concerns about how they contact staff when they are not in the office all the time. This was discussed with the extended management team and feedback was sought from managers on how we can support members to overcome those challenges.

Whether working at home, in the communities, or in the office, there should be no difference in officer/member contact. MS Teams had become the recognised method of contact in most cases, and this is working well with officers. Pre booking time with officers also facilitates that face-to-face contact where required.

It was acknowledged that whilst staff are not always in the office, they are contactable, where working from home, via MS Teams, which will also accept landline calls.

Training is always available on the technologies to ensure the most efficient use. This is something which officers have already requested more of, and this is also available to members.

Our Customer Services Charter provides details on how quickly officers will respond to all types of contact, including responding to voicemails within 24 hours, emails within 5 working days, letters within 7 working days. The only caveat to this will be when an officer is on leave, but an out of office message or voicemail will clearly explain this.

There have been a number of recommendations from staff to take agile working a step further to continue to modernise our ways of working to include a review of the use of core hours, flexitime, recording of working hours on time sheets, looking at different work patterns, and for less rigidity over being in the office two days a week but maintaining that important face to face contact time, not only with our customers as required but as teams, and for health and wellbeing purposes.

It is also important to note that agile working practices are allowing us to look at building rationalisation and deliver long-term savings for the council whilst continuing to deliver our services.

IMPACT ON SERVICE DELIVERY

Technology has enabled us to work from anywhere. Whilst there is more to do with our digital transformation agenda and more we can do to better use technology, the digital strategy continues to support agile working and grow and develop new technologies and systems. IT also enables our customers to contact us virtually, have information available to them on our websites and interact with us from the comfort of their own home without the need to come and see us. IT also enables officers and members to keep in touch no matter the work location. It is recognised that there will always be a need for that face to face contact and agile working continues to support that.

Our service delivery has not been negatively impacted by agile working, this is evident from staff feedback, our performance data and from our customer survey. The feedback about improvements which we can still make are not directly linked to agile working, they are things that existed before we moved to work in an agile manner. Some of which will be resolved with better use of and understanding of the technology we have available to us and improvements in working practices, processes and procedures rather than the location or times we work.

PERFORMANCE DATA AND OUTPUTS

When considering the impact of agile working, performance data is a good indicator of how the Council is performing. Whilst this report has not gone into great detail about performance as this can be found in our performance reports, having discussed and reviewed performance data from 2019/20, 2020/21 and the outturn for 2022/23, with our Information Governance Lead and Data Protection Officer, the performance data shows that there has been no overall negative impact on performance since agile working was introduced 2 years ago. In fact, of the 43 measures in place, 23 have increased in performance and 22 have decreased. Of those 22, a number of these measures are within Planning and GYN and it is widely acknowledged of the challenges which these areas are facing, that are not about agile working.

The number of corporate complaints has also reduced, with 319 in 21/22 and only 270 in 2022/23.

Staff reported that they work better and are more effective working in an agile manner with a balance of home and office working. Managers continue to manage performance through regular 1:1 meetings, objective setting and monitoring. Feedback suggested that where staff are not performing, they are brought back into the office environment. Performance is not based on the location someone works but the outputs they deliver. Therefore, feedback suggests that there is more work to do with managers to give them the tools and confidence to manage performance by outputs, with SMART objectives, and setting clear expectations of performance, and not by the location someone works.

CUSTOMER SERVICE SURVEY FEEDBACK – ACCESS TO COUNCIL SERVICES

The survey was launched on the 7th of August 2023 and ran until the 8th of October 2023. The objective of the survey was to understand how customers currently interact with us, their preferred method of contact and looked to identify areas where we could improve our service delivery.

Our aim is to provide effective and accessible services to our residents and visitors to the borough and promote equality and inclusion for all. The results of this survey will help us to identify where we can

improve and shape our service delivery for the future meeting the needs of everyone in our community.

In total, 157 customers participated in this survey. The survey was anonymous and only captured the post code of the participant. Most respondents are from most deprived wards.

The preferred method of communication from the customer is e-mail (43%), followed by telephone (28%) and coming to see us in person (14%).

There was a large culture change during the pandemic and how we delivered drop-in services. For a considerable period of time people were not able to come in face to face without an appointment. Since this time, we have continued to offer bookable appointments and drop ins.

Therefore, it is fair to say that agile working and how customers access our services is working well, and we are still able to meet the demand of people who want to communicate with us in different ways.

Office rationalisation will help us to reshape to prebooked only appointments except for emergencies which will still be available.

Staff reported no negative feedback about the customer experience if anything they felt it had improved.

Staff did report an increase in email traffic and back-to-back meetings on Teams negatively impacting on the ability to have thinking time, complete actions and undertake work that was not meeting based. What Teams meetings has enabled is more effective meetings, better ability to collaborate with partners without the need to have excessive travel and improved meeting attendance. The digital wellbeing principals within the handbook cover best practice on how to manage this time, and managers are encouraged to work with their staff to ensure that this is well managed. We all have a personal responsibility for our wellbeing, and we can do better in this area to enable more focused time, not in meetings.

TRUST AND CULTURE

Managers report that agile working has prompted and promoted trust and confidence in staff. The culture shift in ways of working has not negatively impacted on the overall culture of the organisation. It has enabled a more agile culture.

As already mentioned, there is still work to be done using new tools, new processes, and new approaches to management and teamwork. Whilst some of this work has already been done, feedback suggests there is still more we can do with this new approach.

WIDER IMPACT OF AGILE WORKING

The CIPD reports that when looking at the wider impact of hybrid working, employers are most likely to say it has brought a positive impact for:

- attraction and retention of talent
- ability to recruit from a wider geography in the UK
- ability to recruit a more diverse workforce
- employee financial wellbeing

They are most likely to say it has brought a negative impact for:

- employee connection to organisation purpose
- ability of managers to lead teams effectively
- the culture of the organisation.

RECRUITMENT AND RETENTION

Agile working helps us to remain competitive in a difficult recruitment market and be an employer of choice.

Whilst the Council's turnover rates for Q1 and Q2 of 2023/24 have showed a reduction compared to the same time in 2020/23 it is important to understand what employees are looking for from their roles. At the end of Q2 in 2022/23 our turnover rate was 8.76% compared to 5.39% this year.

New research from the CIPD ([Flexible and hybrid working Practices 2023](#)) finds that an estimated 4 million people have changed careers due to a lack of flexibility at work, while an estimated 2 million have left a job in the last year for the same reason. In response, the CIPD has warned that businesses may face a talent exodus if they fail to offer flexible working options.

The CIPD's latest report, which explores employee and employer perspectives towards flexible and hybrid working practices, highlights that offering flexible working is key to retaining and attracting staff, addressing the current skills shortage and fostering inclusive workplaces.

Flexible working is pivotal when looking for a new role. When thinking about a new role, 71% say being able to have a flexible working pattern is important to them and 69% say the ability to work remotely is important.

Employees also highlight flexible working (53%) and remote working (53%) as key when considering a new job, only overtaken in importance by pay and benefits (77%).

The CIPD also reports that job satisfaction is greater for those with both formal and informal flexible working arrangements.

- Almost half (44%) of employees with flexible working arrangements describe this as informal. More than a fifth (23%) describe it as formal, with a further 30% describing their arrangements as a combination of formal and informal.
- Employees with a mixture of formal and informal flexible working arrangements are more satisfied with their job overall, their line manager and opportunities to progress. Those with only informal flexibility are more satisfied with their work-life balance and control over work.

- Only around half of employees feel comfortable asking their employer for informal (53%) or formal working arrangements (47%).

We will always have hard to recruit to posts like planning and environmental services, location challenges and difficulty competing with others, if we do not continue to offer agile working, we will not only lose staff but have an even greater difficulty to recruit.

FLEXIBLE WORKING

There will be legislative changes to flexible working in 2024 making it a day one right to request flexible working, with the opportunity to make two applications in any year. In addition, the onerous obligation on the employee to explain what effects the proposed change has on their employer and what solutions are available to mitigate these effects, is no longer required.

ACAS highlights the different types of flexible working that are options for employers and employees to consider, as highlighted in the graphic below:



The Council already offers opportunities for flexible working through its flexible and agile working policies and includes hybrid working, job sharing, shift work, remote working, part-time working, compressed hours and flexitime. The overarching principles of these policies is that the business needs are met and maintained.

As at the end of March 2023 our staff headcount totalled 446 (385 FTE). Of those, 125 work part time. Staff already have the ability to request different working patterns through the Councils Flexible

Working Policy and there are already a number of staff who not only work part time but also on a different work pattern, including compressed hours patterns.

The feedback suggests that there is work that can be done to further modernise out approaches to flexible working practices and to raise awareness with staff of the options available to them, that will continue to meet the needs of the business.

WORKING TIME DIRECTIVE (WTR) CHANGES

The government has also announced that it intends to make changes to the working time regulation record keeping requirements on daily working hours.

CONCLUSION

Agile working provides greater flexibility particularly in relation to the time and location employees can work, subject to the requirements of the service and individual jobs. It has been successfully embedded into the Council over the last two years. The key principals of agile working are still relevant and include:

- **Agile and flexible** working is based on the **business needs**
- A **commitment** to investment in **technology**
- Staff are **supported, motivated, engaged** and feel **part of the organisation**
- To support and **increase opportunities** on recruitment and retention
- **Productivity, outputs** and **performance** are increased
- Improved **resilience** and ability to flexibly **deliver** our services
- Reducing the running costs of the Council through **making best use of our assets**
- Reducing our **environmental footprint**

The impending changes to the flexible working legislation, working time regulations and this review, gives an opportunity for us to continue to modernise our working practices and ways of working that will benefit the Council, its staff and communities.

RECOMMENDATIONS

Taking into consideration all of the feedback, the evidence of performance, the latest research and the office rationalisation the following updates are recommended:

- Minor updates to the Agile Working Policy & Handbook to clarify points raised including the need to work flexibly to meet the business need, no fixed days in the office but appropriate levels of cover to meet the business needs, clarity over commuting time and mileage claims and what happens when technology is not working and the need to come into the office.
- Modernise the flexitime policy and encompass flexible working times and an ability to work in a flexible manner to meet the business needs within the Agile Working Policy. Remove the

need to record daily working hours on time sheets in line with the changes to the WTR and remove core times.

- TOIL and overtime only authorised where appropriate, and pre-approved to meet extenuating circumstances
- Support for managers to manage performance and outputs – where we can support and buddy's where this is going well to help learn from them
- Look into options to offer the ability for staff to buy additional annual leave

These changes will go through the usual consultation processes with UNISON and the joint consultative working group as well as engagement with the staff engagement group.

The next steps will be to review the policies and procedures and go through the consultation process, not only with UNISON and the JCWG but also with staff through the staff engagement group and extended management team. The updated policy will then be brought back to Cabinet for final approval.

FINANCIAL AND RISK IMPLICATIONS

Agile working has enabled us to be adaptable, flexible and responsive and has given us additional capacity which has been a consequence of introducing at-pace agile working during the pandemic.

Removing the ability to work in an agile way will have a negative impact on our ability to recruit and retain good staff and be an employer of choice. We already know the positive impact agile working has had on service delivery, staff health and wellbeing and productivity and we do not want to lose this. The policy will continue to support and enable maximum efficiency, with modern working practices, whilst balancing working and needs of customers.

There will be financial implications from this policy. However, they will be balanced against the benefits and tangible savings for example travel expenses, printing costs, time and productivity.

The policy will continue to be subject to regular review in response to changing service delivery needs and with the ongoing development of new technologies.

4. BACKGROUND PAPERS

- Agile Working Policy and handbook.
- Flexitime Policy
- CIPD research paper

Area for consideration	Comment
Monitoring Officer Consultation:	Considered through ELT
Section 151 Officer Consultation:	Considered through ELT
Existing Council Policies:	Considered
Financial Implications:	Considered
Legal Implications (including human rights)	Considered
Risk Implications:	Considered

Equality Issues/EIA:	Considered.
Crime & Disorder:	N/A
Every Child Matters:	N/A

CABINET



URN: 23-052

Report Title: Council Tax Discounts 2024/25

Report to: Cabinet

Date of meeting: 4th December 2023

Responsible Cabinet Member: Cllr Carl Smith, Portfolio Holder for Governance, Finance and Major Projects

Responsible Director / Officer: Stuart Brabben – Revenues & Benefits Service Manager

Is this a Key decision? Yes

Date added to Forward Plan of Key Decisions if a Key Decision: 30th May 2023

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

This report seeks approval of the levels of council tax discount that shall apply for 2024/25 as set out in this paper.

RECOMMENDATIONS:

That Cabinet:

- 1) Endorse the council tax discounts as shown in the table in Section 4.1 which will apply for 2024/25
- 2) Endorse the Second Homes Premium of 100% for Class B properties (that we currently charge 100% council tax) to commence from 1 April 2025

1. Introduction

- 1.1 Under Section 11A of the Local Government Finance Act 1992 as enacted by Section 75 of the Local Government Act 2003, Section 11B of the Local Government Finance Act 1992, as enacted by Section 11 and Section 12 of the Local Government Finance Act 2012 and in accordance with the provisions of the Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 and the Council Tax (Prescribed Classes of Dwellings) (England) (Amendment) Regulations 2012 the mechanism for levying council tax discount on unoccupied and empty domestic properties is set out. The regulations allow Councils some discretion in setting the level of council tax charged in respect of these unoccupied properties and second homes.

2. Council Tax Discounts

- 2.1 For the financial year 2024/25 it is proposed that there is one change to these discounts regarding Empty Property Premiums, as the Levelling Up and Regeneration Bill has now been given Royal Assent. Currently Empty Property Premiums can be up to 100% for those

properties that have been empty between 2 years and less than five years, 200% for those properties empty for between 5 years and less than 10 years and 300% for properties that have been empty for more than 10 years. The enactment of the Levelling Up and Regeneration Bill now gives Councils the discretion to apply an Empty Property Premium of 100% after one year of the property being empty, instead of the current two years. The Premiums for the 200% and 300% will remain as currently of 5 years and 10 years respectively (see Appendix 4 for the increased revenue that could be generated by the change).

3. Information on the Long-Term Empty Property Premium

- 3.1 The Council has had discretion to be able to add a premium charge to properties that have been empty since 2013. It was introduced as part of the Government's range of measures to bring empty homes into use. Empty homes are wasted assets and are often a blight on the local community, harming the local amenity of neighbouring properties. Therefore, putting empty homes more quickly back into productive use will increase housing supply.
- 3.2 The table below shows the empty property premium charges for 2023/24 and the proposed change for 2024/25

Table1

Financial Year	Premiums for Long-Term Empty Property (Discount Class C)	Premium Value
2023/24	Properties empty for two years and less than 5 years.	100%
	Properties empty for 5 years but less than 10 years.	200%
	Properties empty for 10 years or more	300%
2024/25	Properties empty for one year and less than 5 years.	100%
	Properties empty for 5 years but less than 10 years.	200%
	Properties empty for 10 years or more	300%

- 3.3 Appendix 1 provides a summary analysis of the impact of the introduction of the empty property premiums on the number of empty properties within the time periods which demonstrates an overall reduction in the number of empty properties defined as 'long term'.

4. Recommended Council Tax Discounts to be applied for 2024/25

4.1 The table below shows the full recommended Council Tax discounts to be applied in 2024/25

Table 2

Discount Class	Equivalent in 2023/24	2024/25
Class C: Properties vacant (unoccupied and unfurnished) for one day and less than one year	0% discount (full 100% charge). <i>NB for 2023/24 this was properties vacant (unoccupied and unfurnished) for one day and less than two years.</i>	0% discount (full 100% charge)
Class C: Properties vacant (unoccupied and unfurnished) for one year and less than 5 years	200% charge (100% Empty Property Premium). <i>NB for 2023/24 this was properties vacant (unoccupied and unfurnished) for two years and less than five years.</i>	200% charge (100% Empty Property Premium)
Class C: Properties vacant (unoccupied and unfurnished) for 5 years but less than 10 years	300% charge (200% Empty Property Premium)	300% charge (200% Empty Property Premium)
Class C: Properties vacant (unoccupied and unfurnished) for 10 years or more	400% charge (300% Empty Property Premium)	400% charge (300% Empty Property Premium)
Class B: Furnished properties and second homes that are no one's main residence (and not excluded by geographical area)	0% discount (Full 100% charge)	0% discount (Full 100% charge)
Class D: Property that is vacant (unoccupied and unfurnished) and (a) it requires or is undergoing major repair work to render it habitable, (b) It is undergoing structural alteration or (c) it has undergone major repair works to render it habitable or structural alteration and less than six months have elapsed since the	0% discount (full 100% charge)	0% discount (full 100% charge)

date on which the work was substantially completed, and the dwelling has remained vacant since that date.		
Class A: Properties that fall into Class A of Section 11A of the Local Government Finance Act 1992 and the Council Tax (Prescribed Classes of Dwellings) (England) (Amendment) Regulations 2012 <ul style="list-style-type: none"> - A property that is not the sole or main residence of an individual, - which is furnished, and - the occupation of which is restricted by a planning condition preventing occupancy for a continuous period of at least 28 days in a relevant year 	10% discount	10% discount
Care Leavers Discount A care leaver is defined as a person aged 25 or under, who has been looked after by a local authority for at least 13 weeks since the age of 14; and who was looked after by the local authority at school-leaving age or after that date.	100% Discount	100% Discount

5. Future Changes to Second Home Charges from 1 April 2025

- 5.1 The enactment of the Levelling Up and Regeneration Bill now also allows councils to introduce a new premium for second homes. This will give Councils discretion to apply a premium of up to 100% for properties that are substantially furnished and unoccupied (second homes). It is intended that for councils to exercise their own judgment as to whether to apply a premium and at what level (up to 100%).
- 5.2 The change in 5.1 above can only come into effect from 1 April 2025 as the Council must make the determination at least one year before the beginning of the financial year to which it relates. This is contained within the legislation and the government is clear that second homeowners should be given sufficient notice of the introduction of a premium. The period between any decision made now and coming into effect from 1 April 2025 should therefore give second homeowners plenty of time to make plans for how to respond to the forthcoming premium.

- 5.3 The Levelling Up and Regeneration Bill recognises the impact that high levels of second home ownership can have in some areas. The aim of this change is to encourage more second homes into productive use, while enabling councils to raise and retain additional revenue to support local services and keep council tax down for residents.
- 5.4 Second Homes can provide flexibility to enable people to work in and contribute to the local community, while being able to return to a family home in another part of the country on a regular basis and can benefit local economies and the tourism sector. However, the Government has stated that it understands the concerns that large numbers of second homes, particularly where they are concentrated in a small area, can have a negative effect on the vitality and viability of local communities. A large number of second homes impacts on the size of the permanent population who help to generate the demand needed for their local services the year round. This situation can create a hollowing-out effect. It can lead to local schools having insufficient pupils to remain open, local buses not having enough passengers to maintain the service and the village pubs and post offices not having the customers to sustain them through the year. In some circumstances, without action, some communities will become increasingly unviable as local services close due to a lack of a permanent year-round population.
- 5.5 For the Borough of Great Yarmouth this may not be of such a major issue as some other Council areas in Norfolk, but the number of second homes has been increasing over the last six years (see Appendix 2).
- 5.6 There are two classes of second homes under Council Tax legislation, Class A and Class B.
- 5.7 Class A Properties are properties that are not the sole or main residence of an individual, which are furnished, and the occupation of which is restricted by a planning condition preventing occupancy for a continuous period of at least 28 days in a relevant year. The new legislation covering second homes is probably not designed for these types of property, as they are 'holiday chalet' type properties that have restricted times when they can be occupied and therefore cannot be used as a main residence all year round. Therefore, it is not recommended to impose a second home premium on these types of property.
- 5.8 Class B properties are furnished properties and that are no one's main residence (second homes). If this class was included, it would also encompass furnished lets that are temporarily unoccupied.
- 5.9 There is a risk that the second homes premium will push owners to try to have the properties classified as a business holiday let by the Valuation Office and the property would be moved into business rates and possibly attract 100% small business rates relief. However, the government has recently tightened up the legislation and the process to mitigate this.
- 5.10 The premium will provide councils with the flexibility to access additional revenue. (See Appendix 3 for the increased revenue that could be generated by this change). It will be for councils to decide how best to use this funding.
- 5.11 Therefore, it is recommended a determination is made to approve the applying of a premium to Class B properties (where we currently charge 100% Council Tax) and to commence the changes from 1 April 2025 and the percentage of 100% to be applied.

6. Financial Implications

- 6.1 The additional Revenue for the premium changes and discount changes above will be shared between the major preceptors in the same proportion as the share of council tax raised.

Table 3 – Estimated income in relation to the Great Yarmouth Borough Council share if premiums applied – Please refer to Appendix 3 and 4

Estimated income for empty levy if changed to one year from 1 st April 2024	£28,334
Estimated income for the second home premium if applied from 1 st April 2025	£152.698

7. Recommendations

7.1 That Cabinet is asked to:

- 1) Endorse the council tax discounts as shown in Table 2 that will apply for 2024/25.
- 2) Endorse the introduction of a second home premium of 100% on Class B properties from 1 April 2025.

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

Consultations	Comment
Monitoring Officer Consultation:	As part of ELT
Section 151 Officer Consultation:	Yes
Existing Council Policies:	
Equality Issues/EQIA assessment:	

Appendix 1

Empty Property Premium Analysis across the Borough each year from 1/10/2017 to 1/10/2022

Levy Charge Type	As at 1/10/23	As at 1/10/22	As at 1/4/22	As at 1/4/21	As at 1/4/20	As at 1/4/19	Commentary
Levy 2 (Empty Property over 2 years but under 5 years)	110	96	106	121	103	177	Reduced from 177 in April 2019 to 110 in October 2023
Levy 5 (Empty Property 5 or more years but under 10 years)	30	36	32	43	57	N/A	Reduced from 57 in April 2020 to 30 in October 2023
Levy 10 (Empty Property 10 years and over)	15	13	14	16	N/A	N/A	Reduced from 16 in April 2021 to 15 in October 2023
Total long-term empty properties	155	145	152	180	160	177	Reduced from 177 in October 2019 to 155 in October 2023

Appendix 2

Overall number of second homes across the Borough each year from 1/10/2018 to 1/10/2023

	As at 1/10/2023	As at 1/10/2022	As at 1/10/2021	As at 1/10/2020	As at 1/10/2019	As at 1/10/2018	As at 1/10/2017
No. of second homes	1049	972	849	772	683	639	584

The percentage growth of second homes between 1 October 2017 and 1 October 2023 is **80%**

Change in the number of second homes between 1/10/2017 and 1/10/2023 by parish area.

Parish	As at 1/10/2023	As at 1/10/2017	Number of increase/ decrease	% increase/ decrease
Ashby	0	0	0	0%
Caister	75	58	17	29%
West Caister	1	3	-2	-67%
Filby	5	6	-1	-17%
Fleggburgh	18	7	11	157%
Hemsby	43	34	9	26%
Martham	44	25	19	76%
Mautby	5	3	2	67%
Ormesby St Margaret	88	59	29	49%
Ormesby St Michael	3	2	1	50%
Repps with Bastwick	11	2	9	450%
Rollesby	6	2	4	200%
Somerton	5	5	0	0%
Stokesby	9	7	2	29%
Thurne	5	4	1	25%
Winterton	84	71	13	18%
Belton	18	13	5	38%
Bradwell	55	19	36	189%
Burgh Castle	20	7	13	186%
Fritton and St Olaves	25	22	3	14%
Hopton	27	17	10	59%
Great Yarmouth and Gorleston	502	218	284	130%
Total	1049	584	465	80%

Appendix 3

Potential Second Home Revenue if the Premium is endorsed

Number of second homes as at 1/10/2023	Valuation Band	2023/24 Council Tax Band Charge (£)	100% Premium Value (£)
424	A	1384.71	587,117
230	B	1615.49	371,562
231	C	1846.28	426,490
108	D	2077.06	224,322
31	E	2538.63	78,697
19	F	3000.20	57,003
4	G	3461.77	13,847
2	H	4154.12	8,308
		Total increase in Revenue (£) if the second home premium of 100% was charged at this snapshot	1,767,346

Great Yarmouth Borough Councils share would be £152,698.

Appendix 4

Value of extra revenue if 100% long-term empty premium is reduced to one year from 1 April 2024	
Estimated value if period of two years for empty levy is changed to one year.	£327,945
Great Yarmouth Borough Council Share	£28,334

CABINET



URN: 23-051

Report Title: Council Tax Support Scheme 2024-25

Report to: Cabinet

Date of meeting: 4th December 2023

Responsible Cabinet Member: Cllr Carl Smith, Portfolio Holder for Governance, Finance and Major Projects

Responsible Director / Officer: Miranda Lee – Head of Customer Services

Is this a Key decision? Yes

Date added to Forward Plan of Key Decisions if a Key Decision: 30th May 2023

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

This report seeks Cabinet endorsement and Council approval of the recommended Council Tax Support Scheme 2024/25.

RECOMMENDATIONS:

That Cabinet endorse the recommendation to:

- 1) To amend the Council Tax Support Scheme 2024/25 to reduce the maximum council tax support to 80% of the Council Tax liability
- 2) To protect Care Leavers from this change
- 3) To make provision for a hardship scheme of £200,000
- 4) To delegate the ability for the Head of Customer Services & Revenue & Benefits Service Manager to make any smaller adjustments to the scheme that may be required to align to the wider welfare benefits system for 2024/25

1. Introduction

- 1.1 The Cabinet Report dated 11th September 2023 requested permission to commence a consultation on a number of options in relation to the 2024/25 Council Tax Support Scheme.
- 1.2 On the 1 April 2013 the Council introduced a new Local Council Tax Support Scheme which replaced Council Tax Benefit following the Government announcement in the Spending Review 2010 that financial support for council tax would now be localised.

1.3 In designing a local scheme, the council had to consider:

- The amount of funding initially provided to local authorities to run a localised scheme was approximately 10% less than was spent on the previous Council Tax Benefit Scheme, this funding has continued to reduce.
- Support for pensioners must be protected and would not be affected by the local scheme, meaning that the rules around a localised scheme would only apply to those customers of a working age.

1.4 The Great Yarmouth Borough Council Scheme for 2023 was introduced following a consultation with the public. The scheme was decided by Council on 15 December 2022.

1.5 Schedule 1A of the Local Government Finance Act 1992 states:

1. For each financial year, each billing authority must consider whether to revise its scheme or to replace it with another scheme: and
2. the authority must make any revision to its scheme, or any replacement scheme, no later than 31 January in the financial year preceding that for which the revision or replacement scheme is to have effect.

1.6 As each Local Authority decides their local scheme it is possible that other nearby Local Authorities can have different types of schemes with varying financial implications for customers.

2. Current Position

2.1 There have been minimal changes to the scheme since its first introduction and financial assistance for those classed as working age customers has been limited to a maximum of 91.5% of their council tax liability. Those customers of pension age remain unaffected by the Council Tax Support Scheme and continue to receive the same financial level of assistance as they did under the Council Tax Benefit Scheme.

2.2 Serious consideration has been given to the 2024/25 Council Tax Support Scheme in recognition that the Council, like many other Local Authorities, is facing considerable challenges with budgets and have a lack of clarity around future government funding settlements.

2.3 Unlike council tax benefit where the expenditure was fully subsidised, funding for Council Tax Support schemes was less than council tax benefit and has since been lost within the Revenue Support Grant and core funding which has continued to reduce and be re-purposed over recent years. Taking the financial challenges into account, this year the council has considered options to reduce the overall cost of the Council Tax Support scheme.

3. Options Considered for the 2024/25 Scheme

Option 1 – Retain the current scheme by maintaining the level of financial award for working age customers at a maximum of 91.5% of their Council Tax liability.

Option 2 – Reducing the maximum level of financial award to 87.5% of their Council Tax Liability.

Option 3 – Reducing the maximum level of financial award to 85% of their Council Tax Liability.

Option 4 – Reducing the maximum level of financial award to 80% of their Council Tax Liability.

Option 5 – Reducing the maximum level of financial award to 75% of their Council Tax Liability.

Options have also been considered to protect customers that may be more vulnerable. The Council consulted on whether to protect certain households which may be viewed as more vulnerable to any changes to the scheme. Our current scheme has no protections in place. It could also be considered that these households are likely to be in receipt of more income than other working age households, therefore, it may be viewed as more equitable to continue with limited protections, on the basis that any change to the scheme should affect the majority of working age households.

4. Consultation

- 4.1 A public consultation on the 5 options ran for a 12 week period and has now closed. As well as being published on the Councils website, every household in receipt of council tax support at that time was contacted directly by letter advising them that the council was considering a change to the Council Tax Support Scheme for 2024/25 and that a change could affect the level of financial support they would receive. They were invited to take part in the formal consultation.
- 4.2 The options under consideration ranged from continuing with the current scheme, to various stepped reductions in the maximum award from 87.5% to 75% of the Council Tax Liability.
- 4.3 A total number of 143 responded to the consultation, 76% of the responders were in receipt of Council Tax Support.

Table 1 – Consultation results

Options on Scheme	No. of Responses	% of Responses
Remain at 91.5%	99	69%
Reduce to 87.5%	23	16%
Reduce to 85%	7	5%
Reduce to 80%	3	2%
Reduce to 75%	6	4%
Don't know	5	4%

- 39 responders opted for a reduction in the current maximum level of award, 31 of these opted to have some protections
 - 54% of the responders were 55 or over
- 4.4 As part of the consultation process, these options were considered by Members of Scrutiny at the 24th October 2023 committee.
- 4.5 The Committee recognised that the Council is facing ongoing financial challenges in years ahead, however, there was concern that any change to the existing scheme would affect vulnerable families who were already struggling with the cost of living. There were some assurances that

should a change go ahead a hardship fund would be available to protect the most vulnerable, however, there was a preference to retain the current scheme.

- 4.6 The impact of any change has been considered by undertaking an Equality Impact Assessment on the recommended option. The equality impact assessment provides Members with more information on how a change to the Council Tax Support Scheme would affect individuals/households already in receipt of Council Tax Support or those that could be eligible, in particular, those with protected characteristics. The document explains why the Council is considering a change to the scheme and includes mitigation that could be in place to protect those most vulnerable to any change. The report is attached as **Appendix A**.

5. Proposals

- 5.1 In recognition of the Council's financial position, it is recommended that a change to the existing scheme is made to reduce the overall cost to the Council. However, it is also important that a hardship fund would be available to help mitigate the impact of the change on vulnerable households.
- 5.2 It is proposed that the maximum award of Council Tax Support for working age is amended to 80% of the Council Tax Liability, however, Members may wish to consider the other options consulted on. **Appendix B** provides the estimated cost options of each scheme considered.
- 5.3 This change would affect all working age recipients with no protections in place for certain groups except for Care Leavers. The Equality Impact Assessment recognises the impact of this change on individuals and households, however, also concludes that working age households on low income eligible for Council Tax Support are likely to be similarly impacted to those with additional disability financial support to help with day to day living.
- 5.4 It is recommended a hardship scheme is in place in the sum of £200,000 to help support individuals and households who may be in more financial difficulty. The scheme would only be eligible to working age recipients of Council Tax Support with an eligibility criteria prioritising the most vulnerable groups.
- 5.5 Considering, most working age recipients of Council Tax Support reside in a Band A property, for illustrative purposes based on this year's Council Tax Charge for Great Yarmouth, the impact of the change to a household is demonstrated in Table 1.

Table 2 – Average additional amount payable based on 23/24 Council Tax Charge

Band A Great Yarmouth	Full Charge £1,384.71					
Eligible for maximum support	Annual Due	Annual additional due	Monthly Due 12 inst	Monthly Additional 12m	Weekly over 52 wks	Weekly Additional 52 weeks
80%	£276.94	£159.94	£23.08	£13.33	£5.33	£3.08
Band A Great Yarmouth	Single Person Discount £1,038.53					
Eligible for maximum support	Annual Due	Annual additional due	Monthly Due 12 inst	Monthly Additional 12m	Weekly over 52 wks	Weekly Additional 52 weeks
80%	£207.70	£119.42	£17.31	£9.95	£3.99	£2.30

6. Financial Implications

6.1 Based on updated forecasts this proposal would reduce the overall cost of the scheme by approximately £827,000 across the preceptors (Great Yarmouth Borough Council, Norfolk County Council and the Police).

6.2 Pension age Council Tax Support recipients remain unaffected. The proposed change will apply to all working age recipients of Council Tax Support except for Care Leavers.

6.3 The inclusion of a hardship fund helps to mitigate the impact of this change.

7. Risks

7.1 Risk were identified associated with reducing the current level of financial support including:

- a) Households who may be struggling with the wider 'cost of living' issues.
- b) Impact on council tax collection and additional administrative work.

7.2 In reviewing the options considered, the recommended scheme represents a 11.5% reduction in the maximum award that would be payable. The risks identified are mitigated by the protection of care leavers and provision of a hardship fund of £200k to help households which may struggle to pay their council tax and are adversely impacted by any changes to the scheme.

8. Recommendations

- 1) To amend the Council Tax Support Scheme 2024/25 to reduce the maximum council tax support to 80% of the Council Tax liability.
- 2) To protect Care Leavers from this change.
- 3) To make provision for a hardship scheme of £200,000.
- 4) To delegate the ability for the Head of Customer Services & Revenue & Benefits Service Manager to make any smaller adjustments to the scheme that may be required to align to the wider welfare benefits system for 2024/25.

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

Consultations	Comment
Monitoring Officer Consultation:	Yes
Section 151 Officer Consultation:	Yes
Existing Council Policies:	Yes S13 A Policy
Equality Issues/EQIA assessment:	Yes, attached at Appendix A

Equality impact assessment (EqIA) template

1. Title of EqIA

Proposal to reduce Council Tax Support 2024/25

2. What is the aim of the proposal? (max. 250 words)

The Council is proposing to reduce the level of Council Tax support available to eligible residents in Great Yarmouth.

Council Tax Support is a benefit to help people who are on a low income or claiming certain benefits to pay their Council Tax bill. The level of discount is based on the income of the household.

The aim of the proposal is to save money. This is because the Council now receives less income from central Government, and the cost of providing local services is continuing to rise, so the Council has less money to spend. The Council must save money so that it can continue to protect essential local services that benefit every person within Great Yarmouth – such as Housing services including housing advice and supporting homelessness and provision of temporary accommodation and well-being, recreational and cultural services, as examples.

3. Context to the proposal

If the proposal goes ahead, this could mean that some residents on low incomes receive less Council Tax support. This would mean that they would have to pay more of their own income towards their council tax.

Council Tax Support is a council tax discount under S13A and Schedule 1a of the Local Government Finance Act 1992. Detailed information about Great Yarmouth's Council Tax support scheme, including who is eligible, how to apply and the benefit available, [is published on the Council's website.](#)

The Council consulted on 5 different options, each of which proposes a lesser, or a greater, reduction in support. The detail of each of these options is published in the report to Cabinet dated 11th September 2023 and is not replicated here.



4. Who will the proposal impact on?

☐ Everyone in Great Yarmouth

☒ A particular group or cohort of people - please state who they are:

Recipients of Council Tax Support who are of working age. It will not affect people of state pension age.

☐ Employees

☐ External organisations

☐ Other - Please state if anyone else will be affected:

[Click or tap here to enter text.](#)

5. The numbers of people affected

6845 households in Great Yarmouth are currently in receipt of Council Tax support.

Approximately 70% of these households are eligible for the **maximum** award of council tax support based on their household and income (meaning up to 91.5% of their council tax would be paid).

This means that the Council currently provides financial support to around 4,790 households in Great Yarmouth to the maximum level, paying 91.5% (the maximum award) of their Council Tax.

6. The demographic profile of the people affected

This proposal only affects people of **working age**. It will not affect people of state pension age.

The service users impacted will be working age residents within the borough that are on a low income and eligible for financial support to help towards payment of their council tax.

These residents will have a full range of demographic backgrounds in relation to sex, gender identity, disability, ethnicity, religion and belief and sexual orientation.

As noted above, the Council currently provides financial support to around 4,790 households in Great Yarmouth to the maximum level, paying 91.5% of their Council Tax.

As part of the Council Tax Support application process, the Council does not collect data on the protected characteristics of service users. However, for the purpose of this equality impact assessment, we can assume that a high number



of services users will have one or more protected characteristics, particularly in relation to disability - and people who have severe disabilities. We would also expect service users to reflect the demographics of the local population, so for example, service users will include men and women, people with different gender identities and sexual orientations and people from different ethnic minority and faith backgrounds. We can also assume that service users may have a range of other characteristics, which could increase their vulnerability, such as being a lone parent, or families with several young children.

7. Evidence gathering

Please tick all the statements that apply.

If the proposal goes ahead:

☒ It will help to deliver GYBC's vision and objectives for the borough.

If you cannot tick this, please explain why: [Click or tap here to enter text.](#)

☐ Service users will not experience reductions in the quality, standards, services or benefits they **currently** receive.

If you cannot tick this, please explain why: [Recipients of council tax support that are of working age will receive less financial support to help them with their council tax.](#)

☐ Service users who currently receive a service or benefit will continue to do so. Something will not be taken away from them which they had access to.

If you cannot tick this, please explain why: [Recipients of council tax support that are of working age will receive less financial support to help them with their council tax.](#)

☐ No changes are proposed to eligibility criteria for services or benefits.

If you cannot tick this, please explain why: [The detail of the proposed changes are set out in the report to Cabinet dated 11th September 2023.](#)

☐ The proposal will not change how service users experience existing services or benefits – e.g., opening hours or travel arrangements.

If you cannot tick this, please explain why: The proposal could mean that some people will no longer qualify for support with their council tax, or they may receive less support. This may mean that they then need to access new services such as debt support that they did not need to access before.

- ☐ The proposal will not lead to new or increased costs for service users or employees.

If you cannot tick this, please explain why: Recipients of council tax support that are of working age will receive less financial support to help them with their council tax. This would mean that they would have to pay more of their own income towards their council tax. For illustrative purposes on the financial impact, the following table provides the additional amount that would be paid by a household should a change to the level of support be made based on the 2023/24 Council Tax Charge for a Band A household in Great Yarmouth.

Currently a household on a full council tax charge in receipt of the maximum amount of financial support of 91.5%, living in a Band A property in Great Yarmouth would be required to pay £117.00 per year towards their council tax bill. Should the maximum amount of financial support change to 80%, they would be required to pay £276.94 per year towards their council tax for the year which is an additional £159.94 per year.

A household on a Single Person Discount council tax charge in receipt of the maximum amount of financial support of 91.5%, living in a Band A property in Great Yarmouth would be required to pay £88.28 per year towards their council tax bill. Should the maximum amount of financial support change to 80%, they would be required to pay £207.70 per year towards their council tax for the year which is an additional £119.42 per year. The table also illustrates the monthly and weekly financial impact.



Band A Great Yarmouth	Full Charge £1,384.71					
Eligible for maximum support	Annual Due	Annual additional due	Monthly Due 12 inst	Monthly Additional 12m	Weekly over 52 wks	Weekly Additional 52 weeks
80%	£276.94	£159.94	£23.08	£13.33	£5.33	£3.08
Band A Great Yarmouth	Single Person Discount £1,038.53					
Eligible for maximum support	Annual Due	Annual additional due	Monthly Due 12 inst	Monthly Additional 12m	Weekly over 52 wks	Weekly Additional 52 weeks
80%	£207.70	£119.42	£17.31	£9.95	£3.99	£2.30

☒ There will be no changes to staffing structures or staff terms or conditions.

If you cannot tick this, please explain why: [Click or tap here to enter text.](#)

☒ If we consult on the proposal, this will be accessible for disabled people. We will engage people with different protected characteristics.

If you cannot tick this, please explain why: As part of the Council's consultation process on the proposed options for changes to the Council Tax Support Scheme, all current recipients of Council Tax Support who are of working age, were directly written to advise them that the Council was considering making a change to the council tax support scheme which may affect the amount of financial support they currently receive. The letter invited them to take part in the consultation online. Employees were available to answer any questions, to help service users to understand the potential impact of the proposal and how it might affect them. We also have a paper version of the consultation on request.

8. Potential impact for each protected characteristic

8.1. People of different ages

- Will the proposal promote equality and not create disadvantage for people of different ages? The proposal will impact only on working age recipients of council tax support. People of pension age will not be affected. There may be a direct impact on families with a disabled child who are eligible for support. There may be an indirect impact on children and young people aged 16 years or under who are not disabled. This is because if a low income household is

required to pay more towards council tax, this will lead to a reduction in the household's income, which will indirectly affect children in the household.

8.2. Disabled people

- Will the proposal promote equality and not create disadvantage for disabled people? Disabled people and people with long term health conditions may be particularly impacted by this proposal. This is because people who are disabled (particularly people with 'severe disabilities' as defined by the GYBC council tax guidance) tend to have to pay more costs for day-to-day living than people who are not disabled. For example:

1. Heating and hot water - some disabilities require additional heating/cooling and having baths/showers more often due to medical needs. They may use more electricity, for example for some types of equipment to aid mobility / breathing etc.

2. Linked to this could be dietary needs or clothes washing requirements.

3. Equipment - specialist equipment and adaptations are often expensive, or a variation of an item can often come at an additional cost e.g. household equipment such as adaptive cutlery, chairs or beds, or even recreational options such as a normal cycle verses an adaptive cycle.

4. Transport - a lot of disabled people may need public transport or adaptive cabs which come at a premium, this is often paired with the fact that some standard options are not available or accessible to some people.

5. Services - information in accessible formats, communication needs or adaptive software/hardware to access information and media e.g. screen reader or needing a 65in TV for someone with low vision v a 40in for most other people. Likewise, accessing some community services/leisure opportunities can come at a premium because people need specific facilities/support or have to visit at certain times of the day due to maybe carer availability etc.

6. Limitation on the type of car a disabled person can have e.g. automatics are more expensive than manual, a power seat might be required due to back problems or an SUV/Van which has a higher cost/running cost.

7. Medication as not everything is available on prescriptions and free prescriptions are only available for people that meet certain criteria.

8. Higher insurance premiums or costs.

In 2020 the Joseph Rowntree Foundation identified around half of households



living in poverty in the UK include a disabled person, and that working-age disabled people were the most likely to be at risk of living in poverty.

8.3. People from different ethnic groups

- Will the proposal promote equality and not create disadvantage for different ethnic groups? The Government has [published research](#) that indicates that people in some ethnic minority groups are more likely to be on a persistent lower income. For example, the data shows that after housing costs: 31% of people in 'other' ethnic group households, and 24% of people in black households are in persistent low income – the highest percentages out of all ethnic groups. 11% of people in white households were in persistent low income – the lowest percentage out of all ethnic groups. This means that people in some ethnic groups, who are on a lower income, could be more impacted by this proposal. It should also be noted that some ethnic minority workers (particularly those newly arrived from abroad including European nationals) are more likely to rely on zero-hour contracts or work in the gig economy, and research shows this group are significantly more likely to struggle to manage their household finances due to having insufficient hours or because contracts of employment do not protect them when they are unable to work. **Annex 2** provides the Census 2021 data in relation to Great Yarmouth's demographic profile.

8.4. People with different sexual orientations

- Will the proposal promote equality and not create disadvantage for people with different sexual orientations? There is currently no strong evidence to indicate that the proposal would impact more significantly on people with one type of sexual orientation more than another.

8.5. Women and men

- Will the proposal promote equality and not create disadvantage for women or men? Data on [Families and households in the UK](#) published by the Office for National Statistics shows that the majority of the UK's 2.9 million lone-parent families in 2022 were headed by a lone mother (2.5 million, 84%). Lone fathers now account for 16% (457,000) of lone-parent families. The picture is likely to be similar in Great Yarmouth. This means that women who are lone parents in Great Yarmouth on a low income in work may be more affected by the proposal than men in similar circumstances but who are not the primary carer of a child. Another issue to consider is that there is evidence to show that women in Norfolk are more likely to work part-time or be economically inactive in Norfolk than men and therefore in single households and lone parent households women may be more likely to be in receipt of higher universal credit contributions / on a low income. Child care costs have been predicted to continue to increase (although these are offset by central



government support) but prohibitive child care costs are a barrier experienced by both men and women who have young children (under the age of 5) seeking to enter employment or increase their working hours.

8.6. Non-binary, gender-fluid and transgender people

- Will the proposal promote equality and not create disadvantage for non-binary, gender fluid or transgender people? [There is currently no strong evidence to indicate that the proposal would impact more significantly on people with one type of gender identity more than another.](#)

8.7. People with different religions and beliefs

- Will the proposal promote equality and not create disadvantage for people with different religions or beliefs? [There is currently no strong evidence to indicate that the proposal would impact more significantly on people with one type of religion or belief more than another.](#)

8.8. Care leavers

- Will the proposal promote equality and not create disadvantage for care leavers? [Young care leavers \(from the age of 16 and up to their early 20s\) disproportionately experience poverty, unemployment and a range of other disadvantages. This is due to a varied factors which includes no access to a family network of people who can provide financial or emotional support. This means that the proposal could impact more on care leavers than people who are not care leavers.](#)

9. Additional information

Tip: You can use this section to provide any other relevant information. When considering the potential impact of this proposal on people with protected characteristics, elected members should take two vital factors into account:

1. The likely financial impact, in real terms, on low income households – specifically, what maximum increased costs people will be expected to pay if the proposal goes ahead. Section 7 provides an illustration of the financial impact on a typical household.

2. Other social and economic factors which will have a cumulative impact on service users, such as:

- Yearly increases in Council Tax – this year Norfolk County Council is consulting on an increase of 4.99% in Council tax



- The rising cost of living
- Deprivation and poverty
- Population changes and trends
- Past changes to services such as a need for some service users to start paying for some services or towards the cost of their care.

A summary of some of these key social factors to take into account is provided below:

1. Any decisions with respect to reducing the level of Council Tax Support available to residents on low incomes should take into consideration that:

The *Consumer Prices Index (CPI)* rose by 4.6% in the 12 months to October 2023. The largest upward contributions to the annual inflation rate came from housing and household goods and services (principally energy costs), although food costs have seen their first overall price-fall since 2021.

2. The National Living Wage increased in April 2023 to £10.42 for over 23-year-olds and £7.49 for 18–20-year-olds. This is still lower than the “real” living wage in the UK is calculated to be (£12). Further increases have been announced in the Autumn Statement for next year.

3. The energy Price Cap was introduced on 1 January 2019 by regulator Ofgem. It limits what a person pays for each unit of gas and electricity that they use, plus it sets a maximum daily standing charge (what people pay to have their home connected to the grid). It is based largely on wholesale energy prices (those that firms pay) and applies only to providers' standard and default tariffs, which the vast majority of households are now on. From 1 October, the Price Cap is set at £1,834 a year based on Ofgem's new, typical use figures.

4. In January 2023, the DWP announced that Universal Credit claimants will receive a further £900 cost of living support payment over next 12 months. As of November 2022, around **14,000** people in Great Yarmouth were in receipt of Universal Credit with around **60%** of these being in employment. [Stat-Xplore - Home \(dwp.gov.uk\)](https://www.dwp.gov.uk/stat-xplore). The Autumn Statement confirmed benefits would increase by 6.7% from April 2024 including increases to Local Housing Allowance.

5. The Government's latest analysis of the impact of the cost-of-living increases has identified:

- The proportion of all adults finding it difficult to afford their energy bills, rent or mortgage payments has increased through the year
- 55% of disabled adults reported finding it difficult to afford their energy bills, and around a third (36%) found it difficult to afford their rent or



mortgage payments compared with 40% and 27% of non-disabled people

- 4 in 10 (44%) White adults reported finding it difficult to afford their energy bills, compared with around two-thirds (69%) for Black or Black British adults and 6 in 10 (59%) Asian or Asian British adults

- In the period September-October 2022, adults who paid their gas or electricity by prepayment (72%) more frequently reported difficulty affording energy than those who pay for gas and electricity using either direct debit or one-off payments (42%)

- Poorer households are currently experiencing higher inflation, on average, than better-off households. This may be compounded because the price of lowest-cost food items on which these households rely have increased further or the cheapest products have been unavailable

- In the East of England, the Trussel Trust, the largest distributor of emergency food parcels recorded 324,000 food parcels were distributed across the East of England between 2022 and 2023 (and increase of nearly 40% on year 2021-2022).

6. This assessment recognises that cost-of-living increases combined with the long-term impact of the pandemic has created a significant challenge not just for residents, but also for the voluntary and community sector (VCSE). This is at a time when individual charitable contributions and volunteer numbers continue to fall.

7. The general cost-of-living increase and the long-term outcomes of the pandemic have been recognised to have exacerbated mental health problems for some people as they experience more social isolation and/or future uncertainty. This assessment recognises that this impact may be greater where people live in areas with few community facilities, less access to services and limited transport links.

8. Taking the wider national and local picture into account, this means working age households on a low income that are eligible for council tax support may be similarly impacted as people with protected characteristics, including people with additional disability financial support in place to help with day to day living.

10. Mitigating actions / reasonable adjustments

If this proposal goes ahead, people on low incomes will have to pay more towards their Council Tax.



A range of other factors may enable a household to qualify for some discounts or exemptions. These include:

1. Someone's disability status, entitlement to certain benefits and presence of accessible features in their home.
2. If someone is a carer who, for at least 35 hours a week, is looking after someone in the same household (not including a spouse or child) who is entitled to certain benefits.
3. Households which consist only of students.
4. Properties which are unoccupied for various reasons including residence in care provision.

These reliefs can help to alleviate council tax liabilities for certain households.

Alongside these mitigations, if the proposal goes ahead, Great Yarmouth Borough Council would protect Care Leavers from the change.

In addition, a hardship fund would also be established. This would enable people to receive support to pay their Council Tax if they struggling to pay, subject to meeting certain criteria. These criteria would include:

- The hardship fund would be restricted to working age recipients of council tax support only.
- Priority will be given to assist people who are eligible for the severe disability premium who are in financial difficulty.
- People with a disability, families and lone parents will also be eligible to apply if they are in financial difficulty.
- Additional debt advice and support will be provided/signposted.

It should be noted that the Council does not have a specific statutory responsibility to provide financial support to residents in hardship although it does have responsibilities for housing, including a duty to provide advice and support to prevent homelessness; a range of social welfare responsibilities, responsibility to support and protect vulnerable children and adults.

It should also be noted that Norfolk has in place a [Client Hardship Service \(CHS\)](#) hosted by Norfolk County Council. People in hardship can apply for assistance if they are facing food or energy hardship.

11. Conclusion

This proposal is assessed to have the following impact:



- ☐ **Positive** impact on people with protected characteristics.
- ☐ **Detrimental** impact on people with protected characteristics that can be mitigated.
- ☒ **Detrimental** impact on people with protected characteristics that cannot be fully mitigated.
- ☐ **Positive and detrimental** impacts on people with protected characteristics.
- ☐ **No impacts** on people with protected characteristics.

12. Advice for the decision-maker responsible for this proposal

Tip: Before making a final decision on the proposal, the decision-maker must:

- Note their duty to give due regard to the [Public Sector Equality Duty](#).
- Give a 'proper and conscientious focus' to this assessment, 'with rigour and an open mind', before deciding whether the proposal should go ahead.
- This means assessing the extent of any detrimental impact and the ways in which this could be eliminated or mitigated before approving the adoption of the proposal.

The proposal can still go ahead even if there are detrimental impacts. as long as the decision maker has:

- Given due regard to equality and the findings of this assessment.
 - Taken reasonable steps to mitigate detrimental impact.
 - Confirmed that the impact is lawful and a proportionate means of achieving a legitimate aim.
-
- **Please explain here** (if applicable) why it may be necessary to go ahead with the proposal, even if it could have a detrimental impact on some people: [The Council is facing considerable challenges with future budgets and continued uncertainty over the Governments future local government funding settlements. Members of the Council are needing to make a number of considerations and decisions in relation to making savings and increasing income through new opportunities in order to secure a stable budget for future years. The proposal is to reduce the overall cost of the council tax support scheme meaning recipients of council tax support of working age will see a](#)



reduction in the maximum amount of council tax support they could be entitled to reduce.

13. Evidence used to inform this assessment.

Tip: You need to record the evidence you used to inform this assessment.

Select all that apply:

☒ [Great Yarmouth population data](#) (provide links to any population data you draw upon, e.g. [Norfolk's Story](#)):

☒ Data about existing or future service users - please state:

[Click or tap here to enter text.](#)

☐ Data about the workforce - please state:

[Click or tap here to enter text.](#)

☒ Legislation - please state:

[Local Government Finance Act 1992](#)

☐ National/local research - please state:

[Click or tap here to enter text.](#)

☒ Consultation (Tip: Please provide details of any consultation)

Remember - if a proposal constitutes a change to an existing service or benefit or a removal of an existing service or benefit those affected may have a 'legitimate expectation' to be consulted.

[Public consultation, scrutiny committee. The findings of public consultation should be summarised here.](#)

[A total number of 143 responded to the consultation, 76% of the responders were in receipt of Council Tax Support.](#)

[99 responders opted to remain at 91.5% representing 69% of the results
23 responders opted to reduce the scheme to 87.5% representing 16% of the results](#)

[7 responders opted to reduce the scheme to 85% representing 5% of the results](#)

[3 responders opted to reduce the scheme to 80% representing 2% of the results](#)

[6 responders opted to reduce the scheme to 75% representing 4% of the results](#)

[5 responders opted for 'Don't know' representing 4% of the results](#)



☐ Consultancy - please state:

[Click or tap here to enter text.](#)

☒ Advice from in-house/external experts - please state:

The Council has sought independent advice from equality, diversity and inclusion advisors, to thoroughly assess the potential impact of the proposal on people with different protected characteristics. The findings are included in this assessment.

☐ Other - please state:

[Click or tap here to enter text.](#)

14. Administrative information

Tip: You can update this assessment at any time to inform service planning and commissioning.

Author (name and job title): [Miranda Lee, Head of Customer Services](#)

Decision-maker (e.g., Full Council, a committee, elected member, working group or officer with delegated responsibility): [Full Council](#)

EqIA date: [01/11/2023](#)

Contact further information: [Miranda Lee, Head of Customer Services](#)



If you need this document in large print, audio, Braille, alternative format or in a different language please contact [Click or tap here to enter text.](#) on [Click or tap here to enter text.](#) or [Click or tap here to enter text.](#) (Text relay)



15. Annex 1

Examples of common barriers that people with protected characteristics may face when accessing services or employment:

People of different ages

Older and younger people may experience discrimination or negative beliefs that restrict their professional or social opportunities.

Both older and younger people are likely to be on lower incomes.

Older age is associated with lower use of digital technology and an increased likelihood of disability or long-term limiting health conditions.

Disabled people

Disabled people face barriers to physical environments, information, and communication (as sometimes do people with other protected characteristics).

The nature of these barriers varies tremendously depending upon the nature of someone's disability. It is important to carefully consider the barriers faced by people with physical or mobility impairments; people who are blind or D/deaf; people with learning disabilities; people who are neurodiverse; people with mental health issues or people with a combination of impairments or long-term health conditions.

Disabled people are more likely to experience reduced lifelong outcomes compared to non-disabled people in relation to education, employment, health and housing and barriers to social, sport, leisure, and transport opportunities.

Disabled people may be under-represented in some services; public life; the workforce and participation. They may be more likely to be on a lower income, experience discrimination, hate incidents and social isolation.

People from different ethnic groups

People from some ethnic minority groups (which includes Gypsies, Roma, and Travellers) experience reduced lifelong outcomes compared to White British people and they may be less likely to do well in education, employment and health, and experience barriers in housing, sport, and leisure opportunities.

People from some ethnic minority groups may be under-represented in some services; public life; the workforce; participation; or over-represented (e.g., in



criminal justice). They may be more likely to be on a lower income, experience hate incidents and cultural stereotyping.

People from some ethnic groups (for example Gypsies and Travellers) may have low literacy skills or may not access public sector websites.

People with different sexual orientations

Some public services assume that heterosexuality is the 'norm'. For example, heterosexual couples are usually presented in marketing materials but rarely lesbian or gay couples.

People with different sexual orientations may experience barriers to some services and workforce opportunities, discrimination and hate incidents.

Consider how you will provide welcoming spaces for people of all sexual orientations.

Women and men

Women and men experience different lifelong outcomes - e.g., they may have different experiences or be treated differently in education, employment, health, housing, social, sport and leisure opportunities.

Women may experience different life stages to men – e.g., pregnancy, maternity, menopause which can impact them in many ways. Women and men may have different experiences of caring or parenting.

Women and men may be under or over-represented in some services; public life; the workforce, consultation, and participation. They may experience sex discrimination or barriers to accessing support services.

Non-binary, gender-fluid and transgender people

Check whether your business systems can record a person's sex if the person does not identify as 'female' or 'male', and whether you can meet the needs of non-binary, gender-fluid and trans people.

People who are non-binary, gender fluid or trans may be under-represented in public life and participation. They may experience barriers to some services and workforce opportunities, discrimination and hate incidents.

Remember that some transgender people do not identify as 'trans' – they may identify as 'female', 'male' or non-binary.



Consider how you will provide welcoming spaces that recognise gender diversity (unless you are categorised as a [separate or single-sex service](#)).

People with different religions and beliefs

Be aware of prayer times, festivals, and cultural practices, where this is appropriate.

“Belief” can refer to an individual’s philosophical beliefs where these are genuinely held and fundamentally shape the way a person chooses to live their life - for example ethical veganism may be a protected belief.

Measures to promote inclusion for people with different beliefs should not impact on the rights of others – e.g., the rights of women or gay people.

People with different religions or beliefs may face barriers to some services; public life; participation and workforce opportunities. They may experience discrimination and hate incidents.

Consider how you will provide welcoming spaces for people with different religions and beliefs.

Care leavers

A Care Leaver is someone who has been in the care of a local authority for a period of 13 weeks or more spanning their 16th birthday.

Care leavers may experience a range of challenges following their departure from care. These challenges include mental health, unemployment, crime, and homelessness. They may lack access to an emotional support network of people who can provide support them during challenging times.

Annex 2

Census 2021 - Great Yarmouth's demographic profile

Introduction

At the time of the Census 2021, the population of Great Yarmouth was 99,745.

91% of Great Yarmouth residents who responded to the Census said that their address was the same in 2020 as it was in 2021 (this information is collected to show migration).

Age

- 16% of the population are under 15 years, 60% are between 15 and 64 years and 24% are over 65 years.

Sex

- 51% of residents were female and 49% were male.
- Great Yarmouth is the only Norfolk district other than Norwich to have a higher than UK average proportion of people with a trans or non-binary gender identity (0.62%)

Disability

- 9.7% of residents are disabled under the Equality Act definition of 'limited a lot',
- 11.9% are disabled under the Equality Act definition of 'limited a little'
- 78.4% are not disabled under the Equality Act.



Ethnicity

- 90% of residents (89,995) were born in the UK. Other countries of birth (excluding Europe) include 1.8% from Middle East/Asia; 1.1% from Africa; 0.4% from Americas and the Caribbean and 0.1% from Antarctica and Oceania. This is broadly in line with the rest of Norfolk.
- 94.6% of Great Yarmouth residents are White British (this compares to 94.7% in Norfolk and 81% in England).
- 1.9% (1936 people) of residents are Asian/Asian British/Asian Welsh. This compares to 2.1% in Norfolk and 9.6% in England.
- 1.1% (1104 people) of residents are Black/Black British/Black Welsh/Caribbean/African. This compares to 0.9% in Norfolk and 4.2% in England.
- 1.6% (1575 people) residents are from Mixed or Multiple ethnic groups. This compares to 1.6% in Norfolk and 3% in England.
- 0.8% (774 people) residents are from another ethnic group. This compares to 0.7% in Norfolk and 2.2% in England.

Religion and belief

- 47% (46564) of residents are Christian
- 45% are of no faith
- 0.7% (723) are Muslim
- 0.5% (537) have a different religion
- 0.4% (351) are Hindu
- 0.3% (267) are Buddhist
- 0.1% (63) are Jewish
- 37 people are Sikh (note figure is too low to provide a percentage)
- 6% did not answer the question.

Sexual orientation (this was a voluntary Census question only asked of over 16-year-olds)

- 89.48% of residents said they are straight or heterosexual
- 1.31% are gay or lesbian
- 1.06% are bisexual
- 0.26% are pansexual
- 0.06% are asexual
- 0.01% are queer
- 0.02% are another sexual orientation
- 7.8% did not provide an answer (for more information see [Sexual orientation, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/sexualorientationandgender/articles/sexualorientationandgenderinenglandandwales/2015-01-27))



GREAT YARMOUTH
BOROUGH COUNCIL

Council Tax Support Scheme Type	Overall Cost for Working Age/Pension age current	Overall Cost for Working Age only	Total Reduction from Current Working Age without protections	GYBC Reduction from Current Working Age (8.7%)	Norfolk Police Reduction from Current Working Age (14.6%)	Norfolk County Council Reduction from Current Working Age (76.7%)
Current scheme 91.5%	£9,599,144	£5,216,098	n/a			
87.5% without Protection		£4,852,750	£363,348	£31,611	£53,049	£278,688
85% without Protection		£4,697,183	£518,915	£45,146	£75,762	£398,008
80% without Protection		£4,389,141	£826,957	£71,945	£120,736	£634,276
75% without Protection		£4,086,358	£1,129,740	£98,287	£164,942	£866,511

CABINET



URN: 23-053

Report Title: Council Tax Base 2024/25

Report to: Cabinet

Date of meeting: 4 December 2023

Responsible Cabinet Member: Cllr Carl Smith, Portfolio Holder for Governance, Finance and Major Projects

Responsible Director / Officer: Stuart Brabben, Revenues & Benefits Manager

Is this a Key decision? Yes

Date added to Forward Plan of Key Decisions if a Key Decision: 30th May 2023

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

This report asks the Committee to endorse the calculation of the 2024/25 tax base totalling 30,581. This is the total number of domestic properties in the Borough using band D as the average property band which is to be approved by Council.

RECOMMENDATIONS:

That Cabinet endorses:

- 1) the calculation of the 2024/25 tax base totaling 30,581 which represents an increase of 730 in the tax base, and the estimated tax bases for the Borough and for each parish, as shown in Appendix A

1. Introduction

- 1.1 The Council Tax base is a technical calculation that must be formally set each year. It is the first stage of the Council Tax setting process that will be finalised once the budgets have been agreed.

2. Tax Base Calculation

- 2.1 Dwellings have been valued in accordance with the following valuation bands:

Valuation	Range of Values	Proportion of 'Band D charge'
A	Up to £40,000	6/9=2/3
B	Over £40,000 up to £52,000	7/9
C	Over £52,000 up to £68,000	8/9

D	Over £68,000 up to £88,000	9/9=1
E	Over £88,000 up to £120,000	11/9
F	Over £120,000 up to £160,000	13/9
G	Over £160,000 up to £320,000	15/9
H	Over £320,000	18/9=2

The tax bill for each band is calculated in proportion to band D, which is deemed to be the average for these purposes. Accordingly, a taxpayer whose home is in band A will pay two-thirds of what someone whose home is in band D will pay; a taxpayer whose home is in band H will pay twice what someone whose home is in band D will pay.

2.3 The calculation involves the following:

- (a) The number of current chargeable dwellings for each band shown in the valuation list:
- (b) The number of discounts and disabled reductions which apply to those dwellings:
- (c) The estimated changes during the coming year, for example, for new properties, discounts and appeals:
- (d) The proportion which dwellings in a band bear to dwellings in band D (as shown in paragraph 2.1); and
- (e) The estimated collection rate 98%

2.4 For the purposes of this report the Local Council Tax Support Scheme has been estimated for maximum award of 80% for working age claimants.

2.5 The normal non-collection rate used is 1.75%. However, for this year the non-collection rate has been estimated as higher than normal due to the national cost of living issues at 2%.

3. Financial Implications

3.1 To comply with a statutory requirement as the first stage of the Council Tax setting process.

4. Recommendation

4.1 To endorse the calculation of the 2024/25 tax base totalling 30,581 which represents an increase of 730 in the tax base, and the estimated tax bases for the Borough and for each parish, as shown in Appendix A which is to be approved by Council.

5. Background Papers

5.1 Local Authority (Calculation of Tax Base) Regulations 1992 and 2012 & The Local Authorities (Calculation of Council Tax Base) (Amendment) (England) Regulations 2003.

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

Consultations	Comment
Monitoring Officer Consultation:	
Section 151 Officer Consultation:	Yes
Existing Council Policies:	

Equality Issues/EQIA assessment:	
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TAX BASE -EQUIVALENT BAND'D' for 2024/25 -OVERALL TAXBASE

Appendix A

	Current Data base after discounts	~~~~~Adjustments for Assumptions~~~~~					Non- collection 2.00%	TAX BASE	Current % in parish
		+ New Props	Less Appeals	Less Seasonal	Discount Changes	Adjusted total			
<u>PARISH:</u>									
Gt Yarmouth/Gorleston	13,779	39	0	0	-20	13,798	-276	13,522	44.16%
Ashby with Oby	23	0	0	0	0	23	0	23	0.07%
Belton with Browston	1,165	6	0	0	0	1,171	-23	1,148	3.73%
Bradwell	4,040	71	0	0	0	4,111	-82	4,029	12.95%
Burgh Castle	469	9		-12	0	466	-9	457	1.50%
Caister on Sea	2,896	29	0	0	0	2,925	-58	2,867	9.28%
Filby	357	2	0	0	0	359	-7	352	1.14%
Fleggburgh	431	5	0	0	0	436	-9	427	1.38%
Fritton with St Olaves	263	3	0	0	0	266	-5	261	0.84%
Hemsby	1,625	60	0	-139	0	1,546	-31	1,515	5.21%
Hopton	1,131	21	0	0	0	1,152	-23	1,129	3.62%
Martham	1,315	45	0	0	0	1,360	-27	1,333	4.21%
Mautby	148	2	0	0	0	150	-3	147	0.47%
Ormesby St Margaret	1,904	23	0	-97	0	1,830	-37	1,793	6.10%
Ormesby St Michael	118	0	0	0	0	118	-2	116	0.38%
Repps with Bastwick	158	0	0	0	0	158	-3	155	0.51%
Rollesby	367	1	0	0	0	368	-7	361	1.18%
Somerton	117	1	0	0	0	118	-2	116	0.37%
Stokesby	121	0	0	0	0	121	-2	119	0.39%
Thurne	54	0	0	0	0	54	-1	53	0.17%
West Caister	78	0	0	0	0	78	-2	76	0.25%
Winterton	642	1	0	-47	0	596	-12	584	2.06%
TOTAL	31,201	316	0	-295	-20	31,202	-621	30,581	100%

CABINET



URN: URN 22-161

Report Title : Control Centre and Community Alarm Services Emergency
Contract Decision

Report to: ELT – 22 November 2023
Cabinet – 4 December 2023

Responsible Cabinet Member: Cllr Flaxman-Taylor, Cabinet Portfolio Holder for Housing, Health & Wellbeing

Responsible Director / Officer : Kate Price, Head of Health Integration and Communities &
Nicola Turner, Head of Housing Assets

Is this a Key decision ? No

Date added to Forward Plan of Key Decisions if a Key Decision: N/a

EXECUTIVE SUMMARY

The Council currently operates an in-house Alarm Receiving Centre (ARC) which takes calls from sheltered housing resident alarms, dispersed community alarms and provides the Councils' Out of Hours call response service. After charges to residents and tenants for paid-for alarm services, the cost of the ARC is around £200,000 in subsidies from the Councils' budgets.

With the national switching of phonelines from analogue to digital, which is already underway and is due for completion by 2025, the current software and hardware used by the in-house service would require significant investment to maintain this service going forwards. In addition, there is a current service risk associated with the digitalisation of phone lines which requires prompt action to resolve, and additional issues related to this are emerging weekly along with difficulties caused by recent IT changes.

This, combined with significant risk to the service from a lack of resilience in the staffing capacity and limited ability to draw on shift cover from our existing partnership arrangement means we have a significant risk that this service could become undeliverable at short notice, which would put the lives of those relying on the alarm monitoring service at risk.

RECOMMENDATIONS:

That Cabinet:

(a) Supports the direct award of a contract to the current standby service provider, CareLine365, which provides current shift cover in order to minimise risk to residents under existing officer delegations to the Executive Director – People and Section 151 Officer in association with the Monitoring Officer as an Operational Emergency under article (42.10.5) given the possible risk to life.

(b) Notes the procurement of a 24/7 out of hours telephone call answering service needed to deliver the emergency out of hours call handling (currently provided by the alarm monitoring service as an additional service) will need to be expedited as a result of the above.

1. INTRODUCTION

1.1 The Council currently operates a non-statutory Alarm Receiving Centre (ARC) which provides a monitoring service for sheltered housing tenants, community alarms and associated assistive technology, as well as providing this equipment for rental to residents for a fee from its Wherry Way office. This service is provided from a small in-house team providing one staff member who monitors incoming calls operating in 24/7 shifts. Gaps in shift cover and staff breaks are provided by an external contractor under agreement (CareLine365 – part of the Appello Group based in Norwich).

1.2 Alarm connections currently provided are listed below:

- Sheltered housing alarms – 945 individual properties and 105 communal/fire connections;

- Community alarms – 915 connections/users (Supporting 973 individuals, 55 out of borough);
- Be-at-Home alarms – 70 temporary units for people being discharged from hospital.

1.3 In-house staffing resource is made-up of 13 posts:

- 1 x Community Alarms Officer – Grade 5 – 37hrs
- 1 x Business Support Officer – Grade 4 – 15hrs
- 7 x Control Centre Operators – Grade 3 plus enhancements – various shift patterns covering 24/7 operations
- 4 x Relief Control Centre Operators – Grade 3 – various shifts, two posts vacant

1.4 The service, while receiving an income from its alarm monitoring and rental services to residents, currently runs at a significant financial loss to the council.

The summarised expenditure cost and income based on previous and current yearly budgets is shown below:

Staffing costs (inc. on costs)	£366,431
Non-staffing costs (inc equipment)	£174,948
Total direct costs	£541,379
Income (alarm connections, rental, OOH charge inc. VAT)	-£335,834
Deficit	£205,545

1.5 Almost all Community Alarms need upgrading to digital as the national rollout (from analogue to digital telephony) continues. The cost of upgrading to digital is approximately £200 per unit, with a lifespan of approximately 5 years. The weekly charge to rent a Community Alarm unit without monitoring is £1.90 (exc. VAT). The new digital alarms additionally incur a cost of £48 per unit for an annual SIM data connection. Therefore, it takes approximately 4 years of the 5-year lifespan to pay for the initial investment before there is a small surplus if fee increases were not made to pass the costs on to customers.

1.6 To maintain the service as-is and make ready for the new digital specification would require the Council to spend c£130,000 investment to replace current analogue alarms to digital alarms and also absorb the £48 per unit per year i.e. circa. £44,000 per annum for SIM data card costs to support connectivity, as well as increased costs for a digital monitoring platform of around £12,000 per annum.

1.7 The TSA (TEC Services Association) is the industry and advisory body for Technology Enabled Care (TEC) in the UK. The TSA provide an independent, not-for-profit organisation which provide consultancy and advice services to organisations providing TEC services. Alarm Receiving Centres (ARCs) can get TSA accreditation for meeting their industry standards. GYBC does not hold TSA accreditation and, within existing structures and staffing levels, it would not be able to reach the standards required to gain accreditation.

1.8 In order for the Council to be able to reach the required TSA accreditation standards as a minimum, the cost to the Council would increase the deficit to around £461,000 including

recharges - an increase of £95,000 on current staffing costs as this requires more than one call handler to be on-shift at any time with supervision, as well as increased costs of digital equipment and software.

- 1.9 There is no scope to increase the fees in order to recoup an additional income of this magnitude as the service is currently one of the more expensive on the market, despite not being TSA accredited or fully digital, and the market is very competitive with commercial providers with larger operations able to offer much lower rates to residents. An increase in costs would likely result in a decline in clients, increasing the service deficit.

Example comparison costs are shown below:

Operator	Set Up Cost	Monthly cost for basic alarm and monitoring
GYBC	£54 - £65	£17.58
CareLine 365	£0	£11.99 - £15.99 (free £15 voucher)
Telecare24	£45	£9.00 - 13.99 (free key safe)
n-able (Norse)	£0	£15.99

- 1.10 The digital upgrade also has an impact on the sheltered housing provision. The current hardware for the alarm system was designed for operation on analogue phonelines. The move to digital telephone exchanges (happening now) and change to all phonelines being digital by December 2025 is a serious operational risk as the system is less reliable when operating over digital lines as calls can drop out and not reach the ARC. An upgrade is required to ensure security of connection as the digital change increases pace and completed in December 2025.
- 1.11 The above has resulted in the need to look at the options in the market for an alternative to ensure provision for residents, sheltered tenants and vulnerable community alarm customers, which meets their current and future needs in an affordable way for which officers have engaged the services of the TSA to assist us with market analysis and advice.

1. PROPOSAL

- 2.1 Were the Council to retain the in-house ARC, there would be a significant increased cost which cannot be met by the available budget. Therefore, retaining the service as-is, is considered not feasible on detailed options appraisals.
- 2.2 For the purposes of value for money, it is proposed that the ARC is not separated by its service delivery for sheltered housing tenants and community alarm customers (it is not possible to divide the service use as the staffing levels remain the same) which may result in a more favourable financial cost to the HRA for long term as the more lucrative customer base is included in the package.
- 2.3 There are a number of key requirements identified by officers in the development of these proposals which are key to include as minimum requirements for the benefit of residents and the futureproofing of the service in terms of growing health needs and emerging technology:

- Any new service should be able to TUPE existing staff.
 - Provider should be TSA accredited and maintain that accreditation.
 - Any new monitoring service should have open protocols which allow equipment from any supplier to be monitored rather than restricted to only equipment supplied by the monitoring company.
 - Provider will take on the responsibility to upgrade dispersed equipment to digital.
 - Provider to have technology in place (digital bridge) to minimize the risk of call dropouts during the national analogue to digital switch-over and post switch over.
 - Provider to work in partnership on key current projects enabling hospital discharge (Be at Home).
- 2.4 Ideally a provider would also have an option for the Council to be a referral partner with a payment made for identifying new customers however this needs testing with the new external provider.
- 2.5 A full tender process would be expected to result in a new service being mobilised and operational in January 2025. This would present 14 months of running with the current service risks.
- 2.6 Given the increase in immediate risks identified which officers believe are likely to impact on loss of life (should the Council's service fail to respond to an alarm call owing to either lack of staff cover or analogue to digital drop-out) this report proposes a direct award to the existing partner organisation which provides staff cover to the in-house staff given the timescale for a full procurement. Were this process to go to a full tender process, there is a significant risk that during this timescale the Council could be in a position where at short notice it becomes unable to deliver this service in its current form.
- 2.7 In order to achieve this, officers recommend that article (42.10.5) of the Councils' Constitution be invoked to deem this an Operational Emergency as there is a possible risk to life from a service failure given the circumstances listed below with regards to unforeseen service resilience in both staffing and external availability of cover. These factors, along with the digital rollout increasing risk, are not within the Councils' control.
- 2.8 With staff aware that this is being explored for some time and that it is likely that an external provider will result, many have expressed an interest in leaving given the level of uncertainty. With recruitment so challenging at the moment, it is likely with their skills and experience that control centre staff will be able to source suitable employment in a very short space of time.
- 2.9 Equally, with a shortened procurement via a direct award, existing staff will be able to transfer to the new local service provider thereby reducing the risk of staff leaving.
- 2.10 Currently the service has such low staffing levels that it is not possible to cover all current shifts, and the in-house service has an agreement in place with CareLine365 (also known as LifeLine who are part of the national Appello group). CareLine365 has an agreement to cover shifts as needed and as able, as well as breaks for the call handlers as they work solo, from their office in Norwich.
- 2.11 CareLine365 maintains staff trained in the Councils' current analogue monitoring platform, Jontek, in order to be able to provide the cover the Council needs as it is not part of their standard service delivery. They have noted that they would be unlikely to be able to cover the whole 24/7 service delivery should there be a service failure due to lack of Council staff. They

will also have a reduced ability to cover shifts should there be any illnesses or covid outbreaks over the winter period in their own staff which means we do not have a guaranteed fallback should the service be unable to cover shifts.

- 2.12 As this service is potentially lifesaving, it has been established that this risk and the potential outcome for tenants and community alarm service users if their alarms were unanswered, are such that under the constitution we can enact a waiver as an operational emergency and move to a direct award instead of completing a full procurement process.
- 2.13 Should the Council be found to have known about these risks and not acted in a timely manner and a service failure result in a preventable death then the council would likely face a significant investigation and adverse ramifications – legal, reputational, and potentially financial.
- 2.14 With the ARC being externalised from the Council, this also requires the current Out of Hours offer to be reviewed (which is already in progress) and an alternative provider for this 24/7 call handling sought. As the removal of the ability to take 24/7 telephone calls, some of which are statutory, may also result in a service failure (given lack of staff cover), it is additionally recommended that a new 24/7 out of hours services for the Council is sought by way of a Request to Quote as a waiver of full procurement based on the timescales and level of risk. As this risk is under £250,000 that this can be approved by the Executive Directors under guidance from the Monitoring Officer, this element is for note as required due to unforeseen circumstances.
- 2.15 It is proposed that Cabinet approve this recommendation to a direct award under a waiver under the identified provision in the Councils' Constitution based on the significant level of risk to clients and the financial risk to the Council for alarm monitoring and in due course.

3. NEXT STEPS

- 3.1 To continue with the consultancy already in train with the TSA to undertake due diligence of the Councils' existing provider, CareLine365 to determine that this external provider can meet the minimum requirements outlined in the above section.
- 3.2 Utilising this external and industry leading support, officers will negotiate an initial offer from CareLine365 that demonstrates it is able to deliver good market value and best consideration for the client base including the ongoing Sheltered Housing alarm monitoring scheme contract. Officers will ensure the proposal is in the best interest of the Council with robust monitoring and ability to enforce high performance standards which safeguards residents' lives.
- 3.3 Using the proposal, the Council will consult with staff and the trade union on the TUPE proposal and ensure this represents a fair offer to staff and ensure there is time to work with CareLine365 on areas of improvement where required.
- 3.4 The Council will agree a communications plan with Sheltered and Community Alarm users to ensure they are aware of the coming changes. For sheltered tenants, there is no requirement to consult on a change as it is operationally minimal, however there is a risk that should they wish to test or enquire about the move they use their alarm to call the Council (this is a regular occurrence for repairs and general enquiries) and if this happens it may prevent

legitimate alarm calls from coming into the ARC due to busy lines so it is in the councils' best interests to communicate the changes clearly to tenants as early as possible.

- 3.5 Community alarm customers will need to opt-in to the move to an external provider as it is not covered under their existing contract. Therefore, all customers will need to be written to regarding the changes and actively opt-in to being transferred.
- 3.6 Officers will work with CareLine365 to prepare the Jontek data for a transfer to their digital Evo platform.
- 3.7 Out of Hours service provision will need to be in place by the move over so contracts for this will be given priority as well to ensure no risk to the service with the necessary legal advice sought.
- 3.8 Expected timescales to minimise the risks set out in this report are:
 - December 2023 – January 2024: Engage with TSA for consultancy support; work with CareLine365 to establish a formal proposal; get the data ready to migrate; communicate with customers to inform of changes including GDPR opt-in.
 - February 2024: Consult with staff on TUPE proposals.
 - March 2024: Agree and sign contracts; mobilize data transfers.
 - April 2024 – new service begins with no gap in service provision for residents.

4. FINANCIAL IMPLICATIONS

- 4.1 The implication of not undertaking an out-sourcing model, even outside the current risks, is that the HRA and GF will carry the increased, and as yet not fully known total capital costs of the digital switch-over. This is a minimum of £235,000 in the short term on interim technology and dispersed alarm upgrades.
- 4.2 Potential annual savings of £200,000 per year to the council cannot be realised against the existing costs of running an internal alarm receiving centre as per 1.4 costs summary.
- 4.3 To meet TSA accreditation and the change to digital software and hardware (not including the initial capital costs) would increase budgets for the service by approximately £300,000 on top of the current £200,000 deficit, increasing the budget of the service which would need to be met by the General Fund.
- 4.4 There will be costs to a procurement exercise with TSA consultancy of c.£20,000.
- 4.5 To not act and be found negligent if an alarm call is not responded to would pose an unknown but significant potential financial risk to the Council.

5. RISK IMPLICATIONS

- 5.1 The risk of allowing the service to continue as it stands for a longer period of time is potentially risking the lives of residents should the service fail for lack of staff to answer calls or ensure the operation running of the service at short notice.
- 5.2 Missing alarm calls could lead to the council being held responsible for negligence in the case of a tenant or resident's death should the alarm not connect due to the digital upgrade of telephone exchanges and phone lines which is a known risk.

- 5.3 Delaying decisions in this report longer term, outside the immediate risk, will mean the council still has to upgrade the sheltered housing alarm equipment in the interim to adapt the system to full digital functionality (circa £104,000). This may or may not be compatible with the successful contractor and therefore presents a financial waste.
- 5.4 As this digital switch-over is happening UK-wide, there is a risk that the limited market of quality providers may be engaged with bidding for other contracts and may not be as receptive to a smaller quantity of connections when there are more lucrative contracts on offer.
- 5.5 Ongoing issues with our own IT services are already posing issues with our VPN regularly causing periods of non-coverage when external call monitoring is used which would not be required with a direct service, reducing risk significantly.
- 5.6 To not act based on the known risk to life risks in the immediate term would put the Council at risk of being found negligent should there be no service available when an alarm is activated.

6. LEGAL IMPLICATIONS

- 6.1 This process to procure with a waiver will require legal and HR advice and procurement support in relation to staffing and availability of choice in a limited digital alarm market.
- 6.2 There would be a legal implication if we were unable to provide at short notice a service for which we are contracted by the almost 2,000 customers to provide to them as a paid service.
- 6.3 The legal basis within the constitution for requesting this approval to act as an operational emergency is:

42.10.5 Operational emergency

(a) Subject to any legal limitations, the Head of Paid Service, the s151 Officer or an Executive Director, having consulted the Monitoring Officer (or their nominated deputy), may approve an exemption to any part of these Contract Standing Orders that is necessary because of an Operational Emergency creating immediate risk to life, persons or property within the Borough or causing serious disruption to Council services (including any emergency or disruption under the Civil Contingencies Act 2004). An Operational Emergency is a situation that is the result of an unforeseen event over which the Council has no control. This procedure must not be used when a requirement has become late due to lack of planning on the part of the Council.

(b) Full documentation must be completed regardless of the urgency of the requirement and a full and transparent audit trail must be made throughout the procurement process. Where the value of the Contract is over £250,000 a report supporting the use of this power must be taken to Cabinet at the first available opportunity.

- 6.4 While full costs of the contract are not yet known until the TSA supported negotiations begins, it is prudent to consider the life of the contract could be, but may not be, over £250,000 and therefore Cabinet is requested to approve this action.

- 6.5 The Call Monitoring associated contract will be under this threshold therefore appropriate senior officers will be able to fulfil this approval, but it is asked that Cabinet note the required additional action.

7. CONCLUSION

- 7.1 It is vital for the Council that it takes these decisions imminently based on the risk to alarm users, the potential financial impact and associated legal risks. With these risks in place it is our obligation to ensure we do all we can to mitigate these to avoid risking lives.

BACKGROUND PAPERS

- Previous ELT Reports dated March 2023 and updated appraisal of market options for services in-scope.

Consultations	Comment
Monitoring Officer Consultation:	As part of ELT
Section 151 Officer Consultation:	As part of ELT
Existing Council Policies:	N/A
Equality Issues/EQIA assessment:	Yes – on file