



# GREAT YARMOUTH BOROUGH COUNCIL

## Policy and Resources Committee

**Date:** Tuesday, 08 February 2022

**Time:** 18:00

**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.

<b>3</b>	<b><u>MINUTES</u></b>	<b>5 - 10</b>
	To confirm the minutes of the meeting held on the 30 November 2021.	
<b>4</b>	<b><u>FORWARD PLAN</u></b>	<b>11 - 11</b>
	Report attached.	
<b>5</b>	<b><u>QUARTER 3 - 2021-2022 PERFORMANCE REPORT</u></b>	<b>12 - 48</b>
	Report attached.	
<b>6</b>	<b><u>ADOPTION OF THE BEACON PARK LOCAL DEVELOPMENT ORDER</u></b>	<b>49 - 93</b>
	Report attached.	
<b>7</b>	<b><u>HERITAGE ACTION ZONE – GREAT YARMOUTH SHOPFRONT DESIGN GUIDE</u></b>	<b>94 - 153</b>
	Report attached.	
<b>8</b>	<b><u>COVID-19 ADDITIONAL RELIEF (CARF) SCHEME - BUSINESS RATES</u></b>	<b>154 - 162</b>
	Report attached.	
<b>9</b>	<b><u>RECOGNITION AWARDS</u></b>	<b>163 - 165</b>
	Report attached.	
<b>10</b>	<b><u>FEES AND CHARGES 2022-23</u></b>	<b>166 - 196</b>
	Report attached.	

11	<b><u>INVESTMENT STRATEGY 2022-23</u></b>	197 - 207
	Report attached.	
12	<b><u>CAPITAL STRATEGY 2022-23</u></b>	208 - 220
	Report attached.	
13	<b><u>TREASURY MANAGEMENT STRATEGY 2022-23</u></b>	221 - 238
	Report attached.	
14	<b><u>HOUSING REVENUE ACCOUNT BUDGET REPORT 2022-2023</u></b>	239 - 258
	Report attached.	
15	<b><u>2022-23 GENERAL FUND BUDGET REPORT</u></b>	259 - 312
	Report attached.	
16	<b><u>ANY OTHER BUSINESS</u></b>	
	To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.	
17	<b><u>EXCLUSION OF PUBLIC</u></b>	
	In the event of the Committee wishing to exclude the public from the meeting, the following resolution will be moved:-	
	"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 1 of Part I of Schedule 12(A) of the said Act."	
18	<b><u>CONFIDENTIAL MINUTES</u></b>	
	Details	
19	<b><u>CONFIDENTIAL REPORT - WELLESLEY RECREATIONAL GROUND</u></b>	

Details





# Policy and Resources Committee

## Minutes

Tuesday, 30 November 2021 at 18:00

### PRESENT:-

Councillor Smith (in the Chair); Councillors P Carpenter, Flaxman-Taylor, Grant, Hanton, Myers, Plant, Wainwright, Wells, Williamson & T Wright.

Councillor Candon attended as a substitute for Councillor P Hammond.

Ms S Oxtoby (Chief Executive Officer), Mrs K Blakemore (Strategic Director), Ms K Sly (Finance Director), Ms C Whatling (Monitoring Officer), Mrs L Snow (Finance Manager), Mrs N Turner (Housing Director); Mr J Wilson (Head of Environmental Services); Mr S Hubbard (Strategic Planning Manager); Mr J Wedon (Senior Information, Performance and Data Protection Officer); Mrs M Lee (Head of Customer Services); Mr S Brabben (Revenues and Benefits Manager); Mr L Webster (Equinox Executive Officer) & Mrs S Wintle (Corporate Services Manager).

### **1 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor P Hammond and B Walker.

### **2 DECLARATIONS OF INTEREST**

There were no declarations of interest declared at the meeting.

### **3 MINUTES**

The minutes of the meeting held on the 2 November 2021 were confirmed.

## **4 FORWARD PLAN**

The Committee received and noted the contents of the Forward Plan.

## **5 QUARTER 2 PERFORMANCE REPORT**

The Committee received and considered the Senior Information and Data Protection Officer's report which presented an update on performance for the second quarter of 2021/22 (July to September) where progress is assessed against targets which are set at the start of the financial year.

Councillor Wainwright asked with regard to the public realm improvements and when this project was likely to be complete. It was advised that an update on this matter was to be taken to the next Town Centre and Town Deal Member Working Group and it was advised that work was ongoing with this matter.

Councillor T Wright made reference to the Marina Centre Project whereby the indicator had advised that there could be an issue with the completion date due to a shortage of materials, it was advised that the Marina Centre Members Working Group had recently met and been advised that the project was on track to complete as scheduled it was therefore advised that this risk would be updated on this particular indicator.

Councillor P Carpenter asked whether sift marketing test had been completed with regard to the North Quay project, it was advised that a contractor had been appointed to assist with this piece of work and that it was anticipated this work would be completed in the new year.

RESOLVED :

That the Committee approve

(1) That all measures be monitored during the next quarter.

(2) All key projects 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.

## **6 LOCAL PLAN PART 2 - ADOPTION**

Members received and considered the Strategic Planning Manager's report which asked Members to consider recommending to Full Council the adoption of the Local Plan Part 2 following the conclusion of the examination in public and the publication of the Inspector's Report.

The Chairman passed on his thanks to the Strategic Planning Manager and his team for their hard work and dedication in developing the Plan for the Council.

A number of Members also passed on their thanks to the Strategic Planning Manager and his team.

RESOLVED :

That the Policy and Resources Committee recommend to Full Council :

- (1) That the Great Yarmouth Local Plan Part 2 (Appendix 1 to this report) is adopted.
- (2) That the Policies Map is updated to reflect the Local Plan Part 2 as shown in Appendix 2 to this report.
- (3) That the Interim Housing Land Supply Policy (2014) is revoked.

## **7 COUNCIL TAX SUPPORT SCHEME 2022-23**

The Committee received and considered the Head of Customer Services report which asked Members to consider recommending to Full Council approval of the Local Council Tax Support Scheme for 2022/23.

RESOLVED :

That the Committee recommend to Full Council :-

- (1) To continue with the existing scheme for 2022/23 which is subject to Council approval - a maximum award of 91.5% of the Council Tax Liability for Working Age.

## **8 COUNCIL TAX BASE 2022-23**

Members received and considered the Revenue Benefits Manager's report which asked the Committee to recommend Council to endorse the calculation of the 2022/23 tax base totalling 29,344.

RESOLVED :

That Committee recommend to Council :-

- (1) The calculation of the 2022/23 tax base totalling 29,344 and the estimated tax bases for the Borough and for each parish, as shown in Appendix A.

## **9 COUNCIL TAX DISCOUNTS 2022-23**

The Committee received and considered the Revenue Services Manager's report which asked Members to recommend that Full Council endorse the levels of Council Tax discount that shall apply for 2022/23.

RESOLVED :

That the Committee recommend to Full Council :-

- (1) That Council be asked to endorse the Council Tax discounts as detailed within the Revenue Services Manager's report which would apply for 2022/23.

## **10 MEDIUM TERM FINANCIAL STRATEGY 2022-23 TO 2024-25**

The Committee received and considered the Finance Director's report which presented an update to the Council's Medium Term Financial Strategy (MTFS) covering the period 2022/23 to 2024/25.

RESOLVED :

That the Committee recommend to council :-

- 1) The updated Medium Term Financial Strategy (MTFS) and the key themes of the business strategy as outlined at Section 7
- 2) The revised reserves statement as included at Appendix A to the MTFS
- 3) The updated capital programme as included at Appendix B to the MTFS
- 4) The allocation of £50,000 within the capital programme for the implementation of the Agile Working Policy
- 5) The Capital Strategy and Investment Strategy 2021/22 as included at Appendix C and D.

## **11 GREAT YARMOUTH EVENTS WORKING GROUP**

Members received and considered the Major Projects and Development Director's report which asked Members to consider the establishment of a Events Working Group which would be used to inform Members of forthcoming activities, events and fairs on land and property in the ownership of the Borough Council.

It was recommended that the Working Group consist of 5 Members and be arranged to meet on an Ad Hoc Basis.

Councillor T Wright raised some concern with the establishment of the Group as he felt that events should just be discussed with the relevant Ward Councillors as those Ward members would be aware of any issues.

The Leader commented that the report would not need to be taken to Full Council for a decision, he advised that there were a number of events that happened across the Borough and any issues or concerns could be fed through to Group Members who were appointed to sit on the Group, he also commented that the Council had an internal Officer Event Safety Group who discussed all events held.

Councillor Wainwright also commented that any issues could be fed through to the Councillor representing the Working Group and he felt that the Member representatives could feed back any relevant information to the Ward Councillors following the meetings.

Councillor Flaxman-Taylor stated in her opinion this type of Member Working Group was needed and would provide Member interaction.

RESOLVED :

- (1) That approval be given to the Events Working Group being established to :-

- Inform Members about forthcoming activities, events fairs on Great Yarmouth Borough Council land and property.
- To act as a forum for consultation and awareness on decisions that might be regarded as operational/commercial.

(2) P&R Committee invite interested Members to join the Working Group, these to be sent to the Corporate Services Department once agreed by Group Leaders.

## **12 EQUALITY DIVERSITY AND INCLUSION STRATEGY AND ACTION PLAN**

Members received and considered the Head of Organisational Development's report which presented the Council's draft Equality, Diversity and Inclusion Strategy for Members consideration.

The Chairman commented that he felt the strategy was really important for the Council and thanked the Officer for there work. Councillor P Carpenter also commented on the importance of the report.

Councillor Williamson advised of a correction required within the policy on page 6 of 12 of the Strategy, the first bullet point should see the removal of the word unlawful and should read Eliminating discrimination.

RESOLVED :

That committee:

(1) Review, comment, and approve the draft Equality, Diversity & Inclusion Strategy, and its Equality Action Plan for consultation

(2) Delegate authority to the Head of Organisational Development to make any amendments to the strategy following consultation.

## **13 SUSTAINABLE WARMTH COMPETITION UPDATE**

The Committee received and considered the Housing Director's report which provided information on the Council's successful bid to the Sustainable Warmth Competition for funding to improve the energy efficiency of some of the worst performing homes across the Borough.

Councillor Wainwright asked if the funding covered public Social and Private Housing and it was advised that the funding stream focused on private housing but that Social Housing would be included within the Bid submitted. The Housing Director confirmed that information used had been based upon energy performance certificates and household income.

Councillor P Carpenter asked if there would be any air tightness testing within the homes, the Housing Director advised that this would not be included as the focus

would be on improving energy efficiency.

Councillor Wells asked with regard to the financial return for the Council but he was advised that this information would be brought back to the Committee at a later date.

RESOLVED :

The the Committee :-

1. Approve the acceptance of the Local Authority Delivery (3) grant
2. Note the prior completion of the Memorandum of Understanding to secure the grant award
3. Delegate all decisions on the use of and spend of the Local Authority Delivery (3) grant funding in accordance with the requirements of the Memorandum of Understanding to the Head of Property and Asset Management.

#### **14 ANY OTHER BUSINESS**

There was no other business discussed at the meeting.

#### **15 EXCLUSION OF PUBLIC**

RESOLVED :

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

Policy and Resources Committee			Pre Meet Date	Committee Date
21-106	Budget Report 2022/23 HRA	Finance Director	28/1/22	08/02/2022
21-107	Budget Report 2022/23 - GF	Finance Director	28/1/22	08/02/2022
21-108	Fees and Charges 2022/23 onwards	Finance Director	28/1/22	08/02/2022
21-109	Capital Strategy 2022/23	Financial Services Manager	28/1/22	08/02/2022
21-110	Investment Strategy 2022/23	Financial Services Manager	28/1/22	08/02/2022
21-111	Treasury Management Strategy	Financial Services Manager	28/1/22	08/02/2022
21-201	Final Draft Shopfront SPD	Strategic Planning Manager	28/1/22	08/02/2022
22-020	Adoption of Beacon Park Local Development Order	Senior Strategic Planning	28/1/22	08/02/2022
22-005	Recognition Awards 2022	Head of Inward Investment	28/1/22	08/02/2022
22-007	Wellesley Recreation Ground Business Case (Confidential report)	Strategic Director (KB)	28/1/22	08/02/2022
22-008	Covid19 Additional Funding Policy	Head of Customer Services	28/1/22	08/02/2022
21-082	2021/22 Quarter 3 Performance Report	Senior Information and Data Protection Officer	28/1/22	08/02/2022
21-114	Period 10 Budget Monitoring Report - GF	Financial Services Manager	15/3/22	22/3/21
21-177	Heritage Centre Grant Award	Strategic Director (KB) / Darren Barker	15/3/22	22/3/21
21-114	Period 10 Budget Monitoring Report - GF	Financial Services Manager	15/3/22	22/3/21
22-011	GYBS Project Update	Strategic Director (KB)	15/3/22	22/3/21
	Town Deal report	Chief Executive / Project Manager	15/3/22	22/3/21

**URN:** 21-082

**Subject:** Quarter 3 Key Project and Performance Report

**Report to:** Policy and Resources Committee – 8<sup>th</sup> February 2022

**Report by:** Senior Performance & Data Protection Officer

#### **SUBJECT MATTER**

The following report presents an update on performance for the third quarter of 2021/22 (Oct– Dec) 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 is presented in Appendix 1 of this report.

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

#### **RECOMMENDATION**

That Committee agree:

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

## **1. Introduction**

This report is written to enable consideration of all performance measures and key projects and to allow the continual monitoring of these throughout the year, reporting quarterly to Executive Leadership Team (ELT) / Management Team (MT). Performance measures will be presented to the relevant service Committees on a quarterly basis with the complete suite going to Policy & Resources Committee. The suite of ten Key Projects will be reported to Policy & Resources Committee quarterly.






## 2. Work to Date

A review of all projects was conducted at the end of the 2020/21 financial year and a new list of key projects was established and included in the Council's Annual Action Plan 2021/22, this was approved by Policy & Resources Committee on 27<sup>th</sup> July 2021.

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 ten reports, seven have a current green status defined as no problems or minor issues and three 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	7
	Amber – problems identified but contingency plan in place	3
	Red – out of tolerance serious problems	0

**KP03 – Middlegate Estate Regeneration:** The project is within original budget for master planning and viability work, although the timescale for completion of the master plan and viability has slipped.

**KP08 – Improving the Markets and the Marketplace:** Works on the six-day market is behind schedule with underground utilities creating delays. Issues with bi-fold doors and security fencing have been resolved and delays with utility providers connecting to services are being challenged.

A setback for the overall larger project is that the funding bid from the Department for Education for the final 20% was rejected at the final stage. Alternative sources of funding are currently being pursued.

**KP11 – The Conge Redevelopment:** There are some long leases which are unable to be ended early. Lengthy delays or failure to secure vacant possession could result in loss of funding and lapse of planning permission.

There remains a viability gap however it is expected that the Strategic Partner will bring additional funding to address this remaining gap, alternatively use of Future High Street Fund funding to increase viability could be considered.




## 3. Performance Measures

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

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

In total there are 41 targeted and 8 monitored measures reported in the third quarter performance report. The monitored measures are reported for contextual information, this data is important information for the Council as the actions of the Council may make improvements however there is not sufficient control over the outcome to set a target.

A performance breakdown of the 41 targeted measures is shown below:

Performance Measures against Targets		Totals
	Green – Performance has met or exceeded target	27
	Amber – Performance is below target but within tolerance	5
	Red – Performance is below target and tolerance	9

The COVID pandemic continues to have an adverse effect on some areas of the Council's performance. Particularly affected in this quarter has been staff sickness, this has the resultant impact on the ability of some services to meet their targets.

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

Out of these nine measures four have been disproportionately affected by COVID which has caused them to slip into the Red Status. The four measures affected are indicated by an \* below:

The red status measures are:

- PR06: Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered\*
- PR07: Contact centre telephone calls: Average wait time by customers contacting the Contact Centre\*
- PR10: The number of working days lost due to sickness absence per FTE\*
- ED07: Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period\*
- EN01(b): Food Hygiene: Number of food premises inspected
- HN02(b): Number of Social housing new applicants awaiting assessment
- HN04 - Average cost of a Void repair
- HN06 - Total Void Works (service provision) as % of Total Repairs Costs
- HN07 - Costs – total responsive repairs as a percentage of total repairs costs

**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?*

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

**KEY PROJECTS – SUMMARY REPORT QUARTER 3 2021/22 (OCT - DEC)**

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

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

Project	Project Lead	Lead ELT	Current Position
<b>KP01</b> – Energy Park, Business Incubator and related offshore activities	Stuart Dawson	David Glason	
<b>KP03</b> – Middlegate Estate <b>Regeneration</b>	Nicola Turner	Kate Blakemore	
<b>KP04</b> – Wellesley Recreation Ground	Tracey Read	Kate Blakemore	
<b>KP05</b> – Marina Centre	David Ramsey	Iain Robertson	
<b>KP06</b> – Winter Gardens	Iain Robertson	Iain Robertson	
<b>KP08</b> – Improving the Markets and the Marketplace	Jane Beck	Iain Robertson	
<b>KP09</b> – Go Trade	Stacy Cosham	Iain Robertson	
<b>KP11</b> – The Conge Redevelopment	Claire Wilkin	Nicola Turner	
<b>KP12</b> – North Quay Redevelopment	Tracey Read	David Glason	
<b>KP13</b> – Operations and Maintenance Base	Tracey Read	David Glason	

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

# Project Highlight Report



<b>Project Name</b>	Great Yarmouth Energy Park & South Denes Regeneration	<b>Project Manager</b>	Stuart Dawson / Jon Barnard
<b>Date of Report</b>	17 <sup>th</sup> January 2022	<b>Project Sponsor</b>	David Glason
<b>Reporting Period (Quarter months)</b>	Oct – Dec 21	<b>Finance Officer</b>	

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

<b>Project Overview</b>	
<p><b>The Great Yarmouth Energy Park</b></p> <p>The ambition is to secure inward investment and regenerate the project area to generate economic growth and improve the environment through redevelopment. The strategy is a reflection of the demand on the port area, with targeted redevelopment and re-use of sites by the private and public sector. Part funding for the project has been put in place by Norfolk County Council from the Norfolk Infrastructure Fund, this is recorded by the NIF Annual report dated 3 March 2014 where it is decided to support the project to £2.75m. The remaining funding, £250,000, will come from Great Yarmouth Borough Council from its capital reserves.</p> <p><b>Business Incubation units Phase 1</b></p> <p>Part of Town Deal bid, creation of business incubator units within the north east quadrant of GYEP which is within the ownership of Great Yarmouth Borough Council, unlocking and enabling further inward investment by the energy sector and providing a low-risk local base for energy sector start-ups, relocations and growing businesses.</p>	
<b>Key activities achieved this reporting period</b>	<b>Areas of work for next reporting period</b>
Business Incubation – Great Yarmouth Energy Park. Consultants are finalising papers for Covid demand & needs analysis and site appraisal	Post – COVID feasibility review of demand & need , site appraisal & cost analysis – Jan 22
Ongoing interest received for sites within Great Yarmouth Energy Park and agents progressing enquires.	Develop Design – Mar 22
	Business Case Stage 2 Town Deal submission – Mar 22
<p><b>Project stage tolerance status.</b></p> <p><i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i></p>	

The project remains within agreed tolerances, risks and mitigations all of which are being monitored very closely.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	COVID 19	The impact of COVID 19 on the projects will continue to be monitored	
2	Incubator Units – business case	Pending outcome of revised needs analysis	

Financial Summary 1 – Actuals - Great Yarmouth Energy Park			
	Revenue	Capital	Notes on Background
Total Budget Approved	£	£3,000k	
Budget	£	£	
Funded by:			
GYBC	£	£3,000k	
External Grant e.g. HLF	£	£	
Other	£	£	
Total Funding	£	£3,000k	
Actual Spend to date	£2.2k	£1,155k	Capital spend is cumulative for project. Revenue expenditure is for 21-22 only
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer)			Date
Helena Craske			18/01/22

Financial Summary 2 – Actuals - Great Yarmouth Incubator Scheme			
	Revenue	Capital	Notes on Background
Total Budget Approved	£	£3.95 Million	
Budget	£	£	
Funded by:			
GYBC	£	£	
External Grant e.g. Town Deal	£	£3.95 Million	

<b>Other</b>	£	£	
<b>Total Funding</b>	£	£3.95 Million	
<b>Actual Spend to date</b>	£	£7,433	Only project management costs to date.
<b>Savings Achieved</b>	£	£	
<b>Income Achieved</b>	£	£	
<b>Financial data verified by (name of finance officer)</b>			<b>Date</b>
Helena Craske			18/01/22

# Quarter 3 Report



<b>Project Name</b>	Middlegate Estate	<b>Project Manager</b>	Nicola Turner
<b>Date of Report</b>	18 January 2022	<b>Project Sponsor</b>	Kate Blakemore
<b>Reporting Period (Quarter months)</b>	Quarter 3 2021/22	<b>Finance Officer</b>	Danielle Patterson

<b>Project Status</b>		<b>AMBER – Problems but within contingency plan</b>	
<b>Budget Status</b>			
<b>Timeline Status</b>			
<b>Resource Status</b>			

<b>Project Overview</b>	
A feasibility study for potential to regenerate Middlegate Estate.	
<b>Key activities achieved this reporting period</b>	<b>Areas of work for next reporting period</b>
<ul style="list-style-type: none"> <li>Submission of successful bid for funding to undertake works to enhance recreational and leisure facilities across the estate.</li> <li>Mobilisation of delivery of recreational and leisure works</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of recreational and leisure works on estate</li> <li>Progression of Stage 2 master planning and viability work</li> </ul>
<b>Project stage tolerance status.</b> <i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>	
<p>Within original budget for master planning and viability work, although timescale for completion of master plan and viability has slipped.</p> <p>Whilst the recreational and leisure works could be considered scope creep, they will deliver enhancements of existing assets on the estate for the benefit of residents. The approach used to deliver a new secure garden is a template for the estate regeneration.</p>	

<b>Issue No</b>	<b>Significant Risk/Issue Description</b>	<b>Mitigation actions</b>	<b>RAG</b>
1	No funding available for redevelopment	Cannot mitigate this risk. Work will identify the required funding to allow informed discussions with DLUHC and Homes England. If only partial funding available will need to redefine project.	



2	Continued elongation of timescales – critical for phase 2 master planning and viability to be completed to allow engagement with funders and residents	Timescales are being monitored, but consultant availability has had some impact on timescales to date.	
3	Outcomes of master planning and viability do not meet project objectives and/or effectively evidence costs.	Clear criteria set for phase 2 work.	
4	Timescale for delivery of leisure and recreational works slips resulting in less spend of grant monies.	<ul style="list-style-type: none"> <li>• Dedicated project manager resource</li> <li>• Regular monitoring of project requirements, deliverables and timescales against bid outcomes</li> <li>• Contractor aware of timescale for delivery of works.</li> </ul>	

Financial Summary			
	Revenue	Capital	Notes on Background
<b>Total Budget Approved</b>	£	£	DLUHC (formerly MCHLG) Deprived Estates Fund
<b>Budget</b>	£	£858,312	DLUHC and One Public Estate – Estate Regeneration Fund
<b>Funded by:</b>			
<b>GYBC</b>	£	£	
<b>External Grant e.g. HLF</b>	£	£ 858,312	
<b>Other</b>	£	£	
<b>Total Funding</b>	£	£	
<b>Actual Spend to date</b>	£	£	
<b>Savings Achieved</b>	£	£	
<b>Income Achieved</b>	£	£	
<b>Financial data verified by (name of finance officer)</b>			<b>Date</b>
Danielle Patterson			

# Project Highlight Report



<b>Project Name</b>	Wellesley Recreation Ground	<b>Project Manager</b>	Tracey Read
<b>Date of Report</b>	Quarter 3 Report 2021/22	<b>Project Sponsor</b>	Kate Watts
<b>Reporting Period (Quarter months)</b>	Oct – Dec 21	<b>Finance Officer</b>	Fiona Castleton/Helena Craske

<b>Project Status</b>			<b>GREEN – no problems or only minor issues</b>
<b>Budget Status</b>			
<b>Timeline Status</b>			
<b>Resource Status</b>			

<b>Project Overview</b>	
<p>Develop a clear future direction for the Wellesley Road Recreation Ground, including current and future usage, potential 3G facilities, onsite buildings and future management of the site. A review of income, expenditure, management, maintenance, issues, risks and opportunities on the site to present a calculated, coherent and comprehensive plan for the site which addresses all areas, either as one study or as linked studies.</p> <p>Following a feasibility study for this site it has been agreed that the Council will work with various funding partners to:</p> <ul style="list-style-type: none"> <li>• Install a 9v9 3G football pitch on the site</li> <li>• Carry out improvement works to the three listed buildings on the site</li> <li>• Install CCTV on the football stadium</li> <li>• Undertake improvement works to the athletics track and lighting</li> </ul>	
<b>Key activities achieved this reporting period</b>	<b>Areas of work for next reporting period</b>
Ticket office works completed	Business case presented to P&R
Athletics track improvements completed	CCTV installation completed
Planning application is being produced for the 3G pitch	Stakeholder engagement – ongoing
Contractor appointed to install the 3G pitch	Exploration of funding opportunities – ongoing
On site meeting with Football Foundation CEO took place in October, following this confirmation received that the Football Foundation would also fund renovations to the tennis pavilion	Lighting improvements completed
Members Working Group meeting took place 4th November 2021	Planning application to be submitted
Two press releases issued during this quarter re completion of ticket office works and the second for completion of the athletics track improvements	
<b>Project stage tolerance status.</b>	
<p>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</p>	

The project remains within agreed tolerances, risks and mitigations all of which are being monitored very closely.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Covid-19 – Delays due to measures and staff redeployment	Work is continuing, albeit slightly delayed. No serious impact to the project delivery.	
2	Stakeholder engagement	Critical to the success of any option appraisal or potential proposal. The Wellesley is a well-loved asset within the borough with long standing uses. Continue to work with stakeholders to develop options for the site that will be well used and well managed.	

Financial Summary			
	Revenue	Capital	Notes on Background
<b>Total Budget Approved</b>	£25,000	£59,300	£303k has been approved subject to business case as per budget setting 2021/22, but to date only £59,300 has been released for use.
<b>Budget</b>	£	£	
<b>Funded by:</b>			
<b>GYBC</b>	£25,000	£59,300	Allocation following feasibility study.
<b>External Grant e.g. HLF</b>	£50,000	£	Grant Funding of £50,000 received from the Coastal Revival Fund in 2018/19.
<b>Other</b>	£	£	
<b>Total Funding</b>	£75,000	£59,300	
<b>Actual Spend to date</b>	£38,802	£25,287	Funding of £25,000 was allocated from the Council's special projects reserve to fund a feasibility study for this project, this was agreed at Corporate Projects Board - Monday 29th January 2018.  Revenue spend of £10,802 was funded by £50,000 grant received. The remaining CRF funding is being used to fund ticket office works (£28k)
<b>Savings Achieved</b>	£	£	
<b>Income Achieved</b>	£	£	
<b>Financial data verified by (name of finance officer)</b>			<b>Date</b>
Fiona Castleton/Helena Craske			13.01.22

# Project Highlight Report



<b>Project Name</b>	Marina Centre	<b>Project Manager</b>	David Ramsay
<b>Date of Report</b>	16/01/22022	<b>Project Sponsor</b>	Iain Robertson
<b>Reporting Period (Quarter months)</b>	Oct- Dec 2021	<b>Finance Officer</b>	Lorna Snow

<b>Project Status</b>			<b>GREEN – no problems or only minor issues</b>
<b>Budget Status</b>			
<b>Timeline Status</b>			
<b>Resource Status</b>			

<b>Project Overview</b>	
<p>The project proposes to redevelop the Marina Centre to include a six-lane pool, learner pool, sports hall, various health and fitness suites, leisure water, flumes, café and climbing wall. The project has completed RIBA Stages 2, 3 and 4 with the projects multi-disciplinary team led by Mace and is now progressing through Stage 5 with the contract award to Morgan Sindall Construction.</p>	
<b>Key activities achieved this reporting period</b>	<b>Areas of work for next reporting period</b>
<p><b>Construction – Façade</b> Small amount of curtain wall glazing and brickwork remaining to be completed with some panels on the east side of the sports hall needing to be replaced, otherwise building wind and watertight</p> <p><b>Ground Floor</b> Hardwall and plaster is nearing completion. The linear drainage channels to the wet change areas are being installed ahead of the screed which is now starting to gain momentum. Most of the electrical containment has been installed. Good progress with drylining also, leisure pool area is around 60% boarded, learner pool ceiling is now being constructed. The leisure pool has passed its 7 day water test, which now means that all 3 pools have passed their tests.</p> <p><b>Externals</b> All deep drainage, pumping stations, backwash tanks and attenuation tanks have been installed. Further asphalt works to the southern car park have also been completed during the period.</p> <p><b>Operator – Freedom Leisure</b> appointed as preferred bidder and contract terms being agreed. Mobilisation of the Phoenix has started as has planning for the Marina Centre</p>	<p><b>Construction - Façade</b> Completion of the east side replacement cladding panels.</p> <p><b>Ground Floor</b> Drylining completion of the leisure pool and learner pool areas and commencement of the wall tiling throughout</p> <p><b>First Floor</b> Decorations to this area will commence in January. The internal screens are also well progressed with glazing following.</p> <p><b>Externals</b> Formation of the Flumes supporting structure, running the power supply to the vehicle charging points, formation of the performance area, powering up the on site meters to make the building self sufficient.</p> <p><b>Operator – Freedom Leisure</b> to start operating the Phoenix Centre on 15<sup>th</sup> January and mobilisation of the Marina Centre continuing</p>

<b>Customer Charter</b> - Contractor Key Performance Indicators agreed <b>Funding</b> - Grant Applications to New Anglia GBF, Sport England and BRF totaling £4.6m approved and £2.75m drawn down.	<b>Funding</b> £900k of Sport England's grant expected to be drawn down in next period
<b>Project stage tolerance status.</b> <i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>	
Main Contract and Operator procurement progressing on programme with a projected Practical Completion date of 25 <sup>th</sup> July 2022. Project cost is being contained within budget.	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1.	Additional costs to comply with Covid/Brexit Requirements	Increased costs have incurred in respect of Covid in demolition and initial construction phases and have been included in the revised budget. All materials required for this project have been prepurchased meaning there will be no impact on cost or completion date.	
2.	Operator Input	With an operator now appointed changes will be required to accommodate specific operator requirements eg catering offer, gym changes, speakers, extra vending requirements but these will be able to be accommodated as part of the contingency.	

Financial Summary			
	Revenue	Capital	Notes on Background
<b>Total Budget Approved</b>	£	<b>£26,892,443</b>	
<b>Funded by:</b>			
<b>GYBC - borrowing</b>	£	£19,664,550	
<b>GYBC – revenue contribution</b>		£ 375,179	
<b>External Grant e.g. HLF</b>	£	£ 4,852,714	
<b>Capital Receipts</b>	£	£ 2,000,000	
<b>Total Funding</b>	£	<b>£26,892,443</b>	
<b>Actual Spend to date</b>	£	<b>£18,574,504</b>	Up to end of December 2021
<b>Financial data verified by (name of finance officer)</b>			<b>Date</b>
Lorna Snow			17/01/22

# Project Highlight Report



<b>Project Name</b>	Winter Gardens Restoration	<b>Project Manager</b>	TBC
<b>Date of Report</b>	24 <sup>th</sup> December 2021	<b>Project Sponsor</b>	Iain Robertson
<b>Reporting Period (Quarter months)</b>	October to December 2021	<b>Finance Officer</b>	Jane Bowgen

<b>Project Status</b>			<b>GREEN – no problems or only minor issues</b>
<b>Budget Status</b>			
<b>Timeline Status</b>			
<b>Resource Status</b>			

<b>Project Overview</b>	
To restore the building and structural elements of the heritage asset, as well as to give the building a new life by transforming both the internal and external spaces into a distinctive attraction for both the local community and the visitors to Great Yarmouth. It is intended that the facility will provide an all-year-round attraction along the Golden Mile.	
<b>Key activities achieved this reporting period</b>	<b>Areas of work for next reporting period</b>
<ul style="list-style-type: none"> <li>• Launch of Tenders with support from South Norfolk Council, advertising on DELTA to appoint a Business Planner, Governance Planner and Activity Planner. These completed in November 2021. Appointments made and contracts in progress for signature.</li> <li>• Launch of Tenders to procure multi-disciplinary design team, with support from South Norfolk Council, advertising on DELTA. These will be finalized in January.</li> <li>• Procurement interviews have been programmed.</li> <li>• Heads of Terms being drafted with identified operators who will consult on the project, profiling commercial operation options.</li> <li>• Following an Inception meeting with National Lottery Heritage Fund in September, the permission to start returns have been submitted.</li> <li>• Approved budget of £810,800 for Development Phase</li> </ul>	<ul style="list-style-type: none"> <li>• Contract finalization of multi-disciplinary team including Architect, M&amp;E specialist, QS/PM, Structural Engineer and Interpretation Designer</li> <li>• Set up of Grant Administration processes with National Lottery Heritage Fund</li> <li>• Hoarding upgrade is under review</li> </ul>

**Project stage tolerance status.**

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

The project remains within agreed tolerances, risks and mitigations all of which are being monitored very closely.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Severity of building restoration requirements. Risk of structural failure	Structure has been stabilized through internal works. Safety checks are carried out weekly until restoration development commences	
2	Financial risk to Council managing project of this magnitude and national importance	Assessment undertaken in Expression of Interest stage by appointed QS to review capital costs, this was layered with the revenue costs brought together by the Business Planner and Heritage / Activity consultant. The budget will again be refined and tested at development stage by the appointed design team and overseen by a qualified client-side project manager.	
3	Commercial Operator withdraws from project	The business modelling from the operator point of view has been completed. Liaison has continued following positive outcome and a partnership discussion is due to be completed in advance of the start-up meeting to continue the development of the agreement in line with the other preferred partners.	
4	Change in nature of operational partnership approach from original tender / scope	Legal (NPLaw) have reviewed the procurement for the procurement of operator and have confirmed that the process completed was to seek a concession arrangement. Assuming this approach continues (and there is every intention it will) then no further procurement needs to take place for the commercial operator.	
5	Securing the full partnership	The bid makes clear the partnership agreements will be developed and agreed throughout the development phase. There is a budget to refine this further for each partner including allowances for procurement.	
6	Project hold during Covid-19 measures	Delays to the project programme are planned as minimal, the full consultant team is now in place and the project plan being adjusted to ensure workshops project delivery is possible within NLHF deadlines.	

Financial Summary			
	Revenue	Capital	Notes on Background
<b>Total Budget Approved</b>	£2.466m	£13.396m	£15.862m overall budget split by Application (£0.120m), Development (£0.811m) and Delivery stages (£14.931m). TD submission quoted £16.052m (this was submitted before final WG application)
<b>Funded by:</b>			
<b>GYBC</b>	£0.060m	£0.00	Funded Application Stage
<b>External Grant e.g. HLF</b>	£2.316m	£13.461m	£9.977m HLF £0.500m BRP £0.250m Public Sector (HE) £4.075m Town Deal £0.750m Commercial Business £0.225m Other M&M
<b>Other</b>	£0.090m	£0	Non-Cash Volunteer time
<b>Total Funding</b>	£2.466m	£13.461m	£15.927m
<b>Actual Spend to date</b>	£0.107	£0	Application Stage only.
<b>Savings Achieved</b>	£0	£0	
<b>Income Achieved</b>	£0	£0	
<b>Financial data verified by (name of finance officer)</b>			<b>Date</b>



# Project Highlight Report



<b>Project Name</b>	KP08 – Improving the Market Place	<b>Project Manager</b>	Adri Van Der Colff / Jon Barnard
<b>Date of Report</b>	18 <sup>th</sup> Jan 2022	<b>Project Sponsor</b>	Iain Robertson
<b>Reporting Period (Quarter months)</b>	October - December 2021	<b>Finance Officer</b>	

<b>Project Status</b>		<b>AMBER – Problems but within contingency plan</b>	
<b>Budget Status</b>			
<b>Timeline Status</b>			
<b>Resource Status</b>			

<b>Project Overview</b>	
By 2025, redevelopment of the six-day covered market focusing on local goods and creating incubator opportunities for the new businesses to develop in the Town Centre. To complete the redevelopment of the wider public realm space within the Market Place. To increase footfall and repurpose currently empty buildings including the relocation of the Great Yarmouth Library and development of a multi-agency learning hub.	
<b>Key activities achieved this reporting period</b>	<b>Areas of work for next reporting period</b>
<b>Library Relocation and Learning Hub</b> - Former Palmers Department store has been purchased November 2021	<b>Six-day Covered Market</b> - First 17 units available for occupation anticipated to be March 2022
<b>Public Realm Improvements</b> - RIBA Stage 2 Conceptual design completed November 2021	
<b>Project stage tolerance status.</b>	
<i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>	
<p>Works on the six-day market is behind schedule with underground utilities creating delays. Issues with bi-fold doors and security fencing have been resolved and delays with utilities providers connecting to services are being challenged.</p> <p>Works are progressing to complete phase 1 of the build and given knowledge around additional utilities underground, discussions have commenced with the design team to mitigate further delays in coming phases. Importantly the confirmation to traders' in relation to their relocation dates is anticipated during January. Phase 1 of the build will see the bulk of existing traders relocating to the first phase to begin to use this important new building in the town centre.</p> <p>Detailed design on the refurbishment of the former Palmers building (37-39 Marketplace), which is now in GYBC's possession, is progressing well. A setback for the overall larger project is that the funding bid from the Department for Education for the final 20% was rejected at the final stage. Alternative sources of funding are currently being pursued, as well as the impact of scope and programme. The funding gap does not impact directly on the Marketplace improvements, but it does impact the Learning Hub/University Centre aspect of the</p>	

project, which will enable the whole of the former Palmers building to be refurbished and given a new lease of life.

Landscape design further refined, and consultation images and documentation developed. Development of pallet of materials work ongoing with key stakeholder, series of options and high-level costs prepared. Approved communication strategy being implemented with confidential briefings to 'manage closely' stakeholders ahead of public launch for initial feedback. Early procurement of construction materials utilizing HAZ fund ongoing to ensure spend in 2021/22. Public consultation on proposals to run from 31 January to 14 March. Extensive stakeholder engagement with stakeholder and business planned during this period.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Number of traders relocating to new units reduced	Work with existing traders ahead of marketing remaining units. Enquires list being maintained	
2	Not all capital funding is in place for project	Decision expected in September on funding bid from the Department for Education.	
3	There may be significant issues with the fabric of 37-39 Market Place due to age and structure	Initial visual surveys indicated building suitable. In-depth invasive surveys will be carried out following final agreement of the Heads of Terms, full access to building to be achieved as soon as possible.	
4	Long-term operation occupiers of the Learning Hub yet to sign up to revenue costs for building.	Ongoing revenue funding and sources of income generation under consideration.	
5	Disruption from public realm works	Timetabling of works to compliment completions wherever possible. Consultation and communications strategy to be updated to include all projects in the town centre.	

Financial Summary			
	Revenue	Capital	Notes on Background
<b>Total Budget Approved</b>	£	£17,135,114	
<b>Budget</b>	£	£	
<b>Funded by:</b>			
<b>GYBC</b>	£	£2,604,312	Borrowing
<b>External Grant</b>	£	£11,318,903	Future High Streets
<b>External Grant</b>		£2,008,900	Norfolk County Council
<b>External Grant</b>		£1,100,000	Business Rates Pool

<b>External Grant</b>	£	£50,000	Historic England Heritage Fund
<b>External Grant</b>	£	£15,074	Urban Tree Challenge Fund / Historic England Cultural fund
<b>External Grant</b>	£	£17,925	ORCS & Vattenfall
<b>External Grant</b>	£	£20,000	HAZ Cultural Fund
<b>Total Funding</b>	£	£17,135,114	
<b>Actual Spend to date</b>	£	£3,801,573	
<b>Savings Achieved</b>	£	£	
<b>Income Achieved</b>	£	£	
<b>Financial data verified by (name of finance officer)</b>			<b>Date</b>
<b>Helena Craske</b>			<b>19-01-22</b>

# Project Highlight Report



<b>Project Name</b>	Go Trade	<b>Project Manager</b>	Stacy Cosham
<b>Date of Report</b>	24 December 2021	<b>Project Sponsor</b>	Michelle Burdett
<b>Reporting Period (Quarter months)</b>	October to December 2021	<b>Finance Officer</b>	Mark Rogers

<b>Project Status</b>			<b>GREEN – no problems or only minor issues</b>
<b>Budget Status</b>			
<b>Timeline Status</b>			
<b>Resource Status</b>			

## Project Overview

Go Trade is a project that is bringing together a total of 16 English and French partners from south east England and northern France with the aim of boosting visitor numbers, dynamism and attractiveness of Great Yarmouth Market. To achieve this aim Great Yarmouth Borough is working with the 15 project partners to develop the Go Trade brand, themed events, promotional videos, market trader training and digital corner (town centre WI-FI).

A project extension has been approved by the Joint Secretariat covering 1 April 2021 to 31 March 2022.

Key activities achieved this reporting period	Areas of work for next reporting period
<ol style="list-style-type: none"> <li>1. Winter Tourism itinerary published October 2021</li> <li>2. Cross Border press release drafted by GYBC and issued to all partners end November 2021</li> <li>3. Completion of the First Level Controller desk check which concluded project files pass scrutiny ahead of a Joint Secretariat review post-project</li> <li>4. Christmas in the Parks delivered, Go Trade funded costs of temporary sheds for Trader use and some entertainments.</li> <li>5. Channel 4 Production progressed, a Great Yarmouth pitch has been provided covering the area and all costs will be defrayed within project deadline. Filming has been indicated for March 2022 and close shots emphasized for marketplace given ongoing construction works. Traders will be engaged from January 2022.</li> <li>6. Economic Development Committee approved use of match funding towards year 2 and wi-fi expense, engagement of roaming produce market and use towards Food Festival.</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete final two project claims (Claim 9 covering July to December 2021)</li> <li>2. Implement legacy plans with colleagues across Council to ensure understanding of market activities and budget allocation</li> <li>3. Receive claim 8 payment from the lead partner, reconcile budget.</li> </ol>

<b>Project stage tolerance status.</b> <i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>		
<b>Has there been any project creep?</b>	<b>Is the project within budget?</b>	<b>Is the project running to schedule?</b>
No creep or project scope changes	Yes the project remains on budget and within spend timeframe	Yes. All activities have been mapped and scheduled accordingly

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Delayed payment of claims.	GYBC officers continue to mitigate/seek advice from the lead project partner and the Joint Secretariat to resolve with FLC.	
2	Inability to achieve agreed project targets through lack of trader engagement or market developments	Officers are documenting all engagement activity to demonstrate ambition and attempts that should a lack of engagement and missed targets result, we can justify clearly via audit, determination to achieve	

Financial Summary			
	Revenue	Capital	Notes on Background
<b>Total Budget Approved</b>	£317,024	£0	Original budget £209,177 + project extension £56,749 (Jan 17 to March 22) + increased receipts for claims 3 to 7 £51,098 (paid 100% not 69%).
<b>Funded by:</b>			
<b>GYBC</b>	£82,437	£0	31% of project budget
<b>External Grant (Interreg France)</b>	£234,587	£0	69% of project budget.  Assumes all costs will be reimbursed
<b>Other</b>	£0	£0	
<b>Total Funding</b>	£317,024	£0	
<b>Actual Spend to date</b>	£240,048	£0	Pay + Non-Pay
<b>Savings Achieved</b>	£566	£0	
<b>Income Achieved</b>	£186,306	£0	
<b>Financial data verified by (name of finance officer)</b>			<b>Date</b>
Mark Rogers			04-01-22

# Project Highlight Report



<b>Project Name</b>	The Conge	<b>Project Manager</b>	Claire Wilkins
<b>Date of Report</b>	17 <sup>th</sup> January 2022	<b>Project Sponsor</b>	Nicola Turner
<b>Reporting Period (Quarter months)</b>	Quarter 3, Oct – Dec 21	<b>Finance Officer</b>	Greg London

<b>Project Status</b>		<b>AMBER – Problems but within contingency plan</b>	
<b>Budget Status</b>			
<b>Timeline Status</b>			
<b>Resource Status</b>			

<b>Project Overview</b>	
Transforming The Conge: by 2025, The Conge is transformed with new mixed-use development lining both sides of the lower half of the street, and the next phase ready for delivery connecting it to the renewed Market Place.	
<b>Key activities achieved this reporting period</b>	<b>Areas of work for next reporting period</b>
<p>Draft tender submissions from Strategic Partner bidders received and evaluated.</p> <p>Ongoing review and actions in relation to existing leases.</p> <p>Business Rates Pool grant claim made.</p>	<p>Progression of Strategic Partner procurement.</p> <p>Final Business Rates Pool claim to be made.</p>
<b>Project stage tolerance status</b>	
<i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>	
Currently on budget – underspend on Business Rates Pool funding is being used to support costs of Strategic Partner procurement.	

<b>Issue No</b>	<b>Significant Risk/Issue Description</b>	<b>Mitigation actions</b>	<b>RAG</b>
1	Unable to end long leases early. Lengthy delays or failure to secure vacant possession could result in loss of funding and lapse of planning permission.	Cannot be fully mitigated against and remains a significant risk to the project.	
2	Viability gap	Strategic Partner to bring additional funding to address remaining viability gap Use of FHSF funding to increase viability.	

Financial Summary			
	Capital	Revenue	Notes on Background
<b>Total Budget Approved</b>	£0	£98,750	As per Norfolk Business Rates Pool approved bid (50% BRP £98,750 / 50% GYBC £98,750)
<b>Funded by:</b>			
<b>GYBC</b>	£0	£1,392	
<b>Consultants</b>			
<b>Urban Delivery</b>	£0	£16,333	
<b>Parker Planning</b>	£0	£2,450	
<b>Kings and Dunne</b>	£0	£1,273	
<b>Plandescil</b>	£0	£4,300	
<b>Allman Woodcock</b>	£0	£863	
<b>Chaplin Farrant Ltd</b>	£0	£29,981	
<b>Small Ecology</b>	£0	£963	
<b>Sharpe Pritchard</b>	£0	£30,518	Invoice for December 2021 not yet received
<b>Other</b>	£0	£9,750	Natura 2000 planning contribution (£110 per dwelling)
<b>NPLaw</b>	£	£1,500	
<b>Total Funding utilised</b>	£0	£49,662	
<b>Actual Spend to date</b>	£0	£99,323	
<b>Savings Achieved</b>	£0	£	
<b>Income Achieved</b>	£	£49,662	Amounts received from NCC BRP Grant (January Claim to be submitted in due course)
<b>Financial data verified by (name of finance officer)</b>			<b>Date</b>
Greg London			17/01/2022

# Project Highlight Report



<b>Project Name</b>	North Quay	<b>Project Manager</b>	Tracey Read
<b>Date of Report</b>	Q3 Report 2021/22	<b>Project Sponsor</b>	David Glason
<b>Reporting Period (Quarter months)</b>	Oct – Dec 2021	<b>Finance Officer</b>	

<b>Project Status</b>			<b>GREEN – no problems or only minor issues</b>
<b>Budget Status</b>			
<b>Timeline Status</b>			
<b>Resource Status</b>			

<b>Project Overview</b>	
Comprehensive redevelopment of the North Quay waterfront site in Great Yarmouth – a strategic site allocation in the Great Yarmouth Local Plan.	
<b>Key activities achieved this reporting period</b>	<b>Areas of work for next reporting period</b>
Procurement of external organisation to deliver soft market testing – Montagu Evans appointed	Stage one report and recommendations for soft market testing expected January 2022
Following advice received from Counsel, NCC have been instructed to initiate the CPO process to reclaim the highways land south of Vauxhall Bridge	Delivery of soft market testing/Industry market day – February 2022
All landowners were contacted with final formal offers, awaiting responses before next steps agreed. Acquisition progressing on one commercial site. Previous offer made on Site 10 rejected by landowner	Wider site CPO options being explored and a draft timeframe has been produced to be reviewed at the OWG next quarter.
Homes England have made North Quay a priority site and are working with PM to ensure any applications for funding can be produced	Homes England to be further engaged following evaluation of soft market testing
Engagement with Environment Agency / Coastal Partnership East re: Innovative Resilience Fund	Emerging Levelling Up Fund opportunity being explored
Ongoing engagement with Amion re: potential £2.6m Town Deal bid (submission March 2022) for land acquisition	
<b>Project stage tolerance status.</b>	
<i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>	
The project remains within agreed tolerances, risks and mitigations all of which are being monitored very closely.	



Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Impact of COVID19	Reviewed/monitored – this project was paused during the early months of the pandemic	
2	Lack of response by landowners.	CPO - process and timeline for CPO identified and agreed with legal if required	

Financial Summary			
	Revenue	Capital	Notes on Background
<b>Total Budget Approved</b>	£349,000	£5,100,000	
<b>Budget</b>	£	£	
<b>Funded by:</b>			
<b>GYBC</b>	£	£	
<b>External Grant e.g. HLF</b>	£	£	
<b>Other</b>	£	£	
<b>Total Funding</b>	£	£	
<b>Actual Spend to date</b>	£155,000	£149,000	
<b>Savings Achieved</b>	£	£	
<b>Income Achieved</b>	£	£83,690	Claimed from BRP so far – last opportunity to claim in January 2022
<b>Financial data verified by (name of finance officer)</b>			<b>Date</b>
Greg London/Helena Craske			Greg London/Helena Craske

# Project Highlight Report



<b>Project Name</b>	Operations and Maintenance Campus	<b>Project Manager</b>	Tracey Read
<b>Date of Report</b>	Quarter 3 Report 2021/22	<b>Project Sponsor</b>	David Glason
<b>Reporting Period (Quarter months)</b>	Oct – Dec 21	<b>Finance Officer</b>	

<b>Project Status</b>			<b>GREEN – no problems or only minor issues</b>
<b>Budget Status</b>			
<b>Timeline Status</b>			
<b>Resource Status</b>			

<b>Project Overview</b>	
<p>Development of Great Yarmouth Operations and Maintenance Campus located on the southern tip of the South Denes peninsula and outer harbour – an optimum location for the offshore sector. The development will include new pontoons, improved highway infrastructure, new facilities for offshore energy sector businesses and refurbishment of the river quay.</p> <p>The aims of the project are to:</p> <ul style="list-style-type: none"> <li>• Encourage &amp; support the growth of the offshore energy sector in Great Yarmouth</li> <li>• Offer facilities in close proximity to Great Yarmouth's Outer Harbour, giving operators access to deep water as well as the river port</li> <li>• Rejuvenating and redeveloping sites and quay infrastructure adjacent to the Outer Harbour</li> <li>• Potentially creating up to 650 new jobs at the new campus</li> </ul>	
<b>Key activities achieved this reporting period</b>	<b>Areas of work for next reporting period</b>
Planning application granted – Dec 21	Project team to resolve and close-off pre-commencement planning conditions
Procurement successful, contractor selected	Contractor Secured – estimate Jan 22
Engagement with Great Yarmouth Port Authority (GYPA) on 29th September to further discuss statutory consultation responses: Project Team has submitted additional information to GYPA with view to resolution of port authority concerns/queries.	Heads of Terms signed - Ongoing
Prospectus Developed – Nov 21	Commence phase 1 infrastructure delivery for Operations and Maintenance Campus – Oct 22
Archaeology ground penetrating radar survey concluded early November 2021	Communications plan implemented and updated - ongoing
Marine Management Organisation (MMO) In River Site Investigation Licence received 13th October 2021	Further Technical studies – Ongoing - in-river site investigation drillers scheduled for w/c 10th January 2022 for 3 weeks
Application for MMO Licence for construction works licence validated by MMO.	Updated Environmental Statement to be submitted to MMO.

Engagement has commenced with utility service providers for additional utilities to site	Commercial lease for site and tender process in development
<b>Project stage tolerance status.</b> <i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>	
The project remains within agreed tolerances, risks and mitigations all of which are being monitored very closely.	

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	MMO Licenses	Ongoing engagements with MMO to ensure licenses on track. Programme now updated to allow 6-months period for MMO.	
2	Proximity to Cadent Main Gas line	Ongoing dialogue with Cadent for approvals to plans. Load bearing calculations to be produced.	
3	Planning conditions	Project team to resolve and close-off pre-commencement planning conditions.	
4	Covid-19	Situation continues to be monitored	

Financial Summary			
	Revenue	Capital	Notes on Background
<b>Total Budget Approved</b>	£	£18million	*Project costs tbc through WSP work.
<b>Budget</b>	£	£	
<b>Funded by:</b>			
<b>GYBC</b>	£	£1 million	
<b>NALEP</b>	£	£6 million	
<b>NCC</b>	£	£1 million	
<b>Enterprise Zone Pot B</b>	£	£9 million (tbc*)	EZ Pot B funding the WSP feasibility study
<b>Norfolk Business Rate Pool</b>	£	£1 million	
<b>Total Funding</b>	£	£	
<b>Actual Spend to date</b>	£	£	
<b>Savings Achieved</b>	£	£	
<b>Income Achieved</b>	£	£	
<b>Financial data verified by (name of finance officer)</b>			<b>Date</b>

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

## POLICY &amp; RESOURCES COMMITTEE

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 20/21	20/21 Outturn	21/22 Annual Target	Status	Trend	
								Last Period	Last Year
PR01: Average time to assess Housing Benefit New Claims (Quarterly)	16 days	16 days	15 days	25 days	26 days	16days	G	↓	↑
PR02: Average time to assess Housing Benefit Change in Circumstances (Quarterly Cumulative)	12 days	10 days	14 days	12 days	11 days	10 days	A	↑	↔
PR03: Collection rates Council Tax (Quarterly Cumulative)	81%	81%	54.5%	80%	94.6%	96%	G	N/A	↑
Commentary: Although the Council Tax collection rate is on target for the year there is an ongoing concern with some people's ability to pay, due to the current increase in cost of living and other inflationary pressures.									
PR04: Empty Homes									
a) Number of long term empty homes (6 months or more)	569	Less than 600	573	643	656	Less than 600	G	↑	↑
b) Number of long term empty homes (Over 2 years) (Snapshot at last day of quarter)	154	Less than 160	147	162	171	Less than 160	G	↓	↑
PR05: Collection rates NNDR (Quarterly Cumulative)	77.2%	77.7%	47.6%	73.7%	90.3%	97.0%	A	N/A	↑
Commentary: Business Rates although behind target is within tolerance. The collection rate profile is a challenging one for Quarter 3 and for the year end figure in the current economic climate. Calculations show that all through the year many businesses have taken up the option of switching to 12 instalment option rather than the 10 instalment option, which means that a bigger percentage of business rates for the year will be expected to be collected in February and March instalments than originally profiled. However, for Quarter 3 we are taking a prudent approach to not fully adjust the Quarter 3 profile to reflect this and maintain the collection rate target as originally set and still anticipate that the year end target should be met.									

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 20/21	20/21 Outturn	21/22 Annual Target	Status	Trend	
								Last Period	Last Year
PR06: Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered (Quarterly Cumulative)	80.44%	90%	80.11%	88.77%	87.04%	90%	R	↑	↓
<p>Commentary: The customer service team have continued to be significantly impacted by higher levels of sickness through this quarter impacting on performance however, despite the additional pressures the team have performed well with a reasonable outturn for quarter 3. Measures have been put in place to help temporarily increase the resource within the team including temporary changes in contracts to increase hours and provision of additional temporary resource arrangements.</p>									
PR07: Contact centre telephone calls: Average wait time by customers contacting the Contact Centre (Quarterly Cumulative)	2:07 minutes	1:30 minutes	1:54 minutes	1:17 minutes	1:00 minutes	1:30 minutes	R	↓	↓
<p>Commentary: The customer service team have continued to be significantly impacted by higher levels of sickness through this quarter impacting on performance and the average wait time however, despite the additional pressures the team have performed well with a reasonable outturn for quarter 3. Measures have been put in place to help temporarily increase the resource within the team including temporary changes in contracts to increase hours and provision of additional temporary resource arrangements.</p>									
PR08: Percentage of FOI and EIR requests responded to within 20 working days (Quarterly Cumulative)	97%	90%	97%	87%	82.4%	90%	G	↔	↑
PR09: % of completed Full Performance Reviews (Quarterly Cumulative)	77%	Monitor	69%	67%	76%	85%	N/A	↑	↑
PR10: The number of working days lost due to sickness absence per FTE. (Quarterly Cumulative)	9.76 days	6.3 days	5.07 days	7.06 days	8.44 days	8.5 days	R	N/A	↓
<p>Commentary: There has been a significant increase in sickness absence this quarter, however the top 3 reasons for absence remain the same as last quarter. Reasons for absence are varied, although there has been a significant increase in staff with cold like symptom sickness. 54% of the workforce has had at least one sickness absences during the first 3 quarters of this year. 7.1% of sickness days lost are due to COVID absences (vaccine reaction &amp; absences in excess of the required self-isolation period). In addition there have been 3 employees long term sick with long COVID.</p> <p>Work continues with HR &amp; Managers to engage and support colleagues who are absent from work. With the recent reduction of the self-isolation period and forthcoming further relaxation of COVID isolation rules we should see a reduction in time lost due to COVID. The HR Team are exploring further avenues to manage and reduce sickness absences.</p>									
PR11: Council spend on apprenticeships as a % of apprenticeship levy (Quarterly Cumulative)	125%	Monitor	57%	98%	98.54%	Monitor	N/A	↑	↑

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 20/21	20/21 Outturn	21/22 Annual Target	Status	Trend	
								Last Period	Last Year
PR12: % of Audit days delivered (of the annual plan) (Quarterly cumulative)	46%	66%	14%	48%	86% of revised plan	100%	A	N/A	↓
Commentary: 46% of the annual plan has been delivered by the end of Q3. Although this is below the set target of 66%, significant progress has been made since the end of Q2. The initial delays were caused by sickness and a delayed start in Q2 instead of Q1, which has had an impact on all the other quarters. The team are catching up, and the majority of the Q3 audits have been completed. This means that we expect reports for Q3 audits to be issued over the coming weeks, which will bring us closer to the target of 66%.									
PR13: Internal Audit recommendations									
a) Percentage of priority 1 Internal Audit recommendations completed on time (Quarterly cumulative)	100%	100%	100%	100%	100%	100%	G	↔	↔
b) Number of priority 2 Internal Audit recommendations outstanding	9	New Measure	12	New Measure	New Measure	Monitor	N/A	↑	N/A
PR14: Corporate Property Portfolio Revenue Growth per annum (Quarterly Cumulative)	1.40%	1.89%	3.28%	3.89%	4.86%	2.50%	A	↓	↓
PR15: Corporate Property Portfolio									
a) % Arrears per annum	3.00%	7.5%	5.98%	25.80%	14.64%	7.5%	G	↑	↑
b) Total Arears amount in £'s	£94,506	Monitor	£141,856	New Measure	New Measure	Monitor	N/A	↑	N/A
PR16: Corporate Property Overall Occupancy levels per annum (Quarterly Cumulative)	96.61%	90%	96.61%	96.07%	96.21%	90%	G	↔	↑
PR17: Payment of Invoices within 30 days (%) (Quarterly Cumulative)	92.1%	90%	92.2%	93.7%	93%	90%	G	↓	↓

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

## ECONOMIC DEVELOPMENT COMMITTEE

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 20/21	20/21 Outturn	21/22 Annual Target	Status	Trend	
								Last Period	Last Year
ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)	100%	75%	86%	81%	82%	75%	G	↑	↑
ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)	93%	80%	92%	66%	74%	80%	G	↑	↑
<p>Commentary: Performance in Q3 has been affected slightly by the continued vacancy of a Technical Officer and the resignation of a Planning Officer during the quarter, as well as continued rates of sickness absence amongst the team. Officers have higher individual caseloads than is sustainable, but have done well to maintain good relationships with applicants and agents to secure negotiations to improve schemes and enable decisions to be made in an agreed extended timescale.</p>									
ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	100%	75%	98%	91%	89%	75%	G	↑	↑
ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	80%	80%	80%	73%	77%	80%	G	↔	↑
ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)	2%	9%	2%	0%	0%	9%	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 )	0.5%	9%	0.2%	0.2%	0.2%	9%	G	↓	↓

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 20/21	20/21 Outturn	21/22 Annual Target	Status	Trend	
								Last Period	Last Year
ED07: Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period. (Quarterly Cumulative)	85%	100%	81.3%	100%	95%	100%	R	↓	↓
Commentary: Staff shortages and long term sickness have impacted Q3 statistics. This is being managed by progressing the recruitment of qualified building surveyors and bringing in short-term cover. In addition to this, an IT system error has meant that it was not possible to retrieve the data, therefore the figure reported has been produced manually.									
ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)	95.94%	90%	40.53%	78%	79.35%	90%	G	↑	↑
ED09: Enterprise Zone: Beacon Park: % of empty floor space across delivered development at Beacon Park (Quarterly Snapshot at last day of quarter)	1.12%	10%	1.12%	5.11%	5.11%	10.0%	G	↔	↑



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

## ENVIRONMENT COMMITTEE

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 20/21	20/21 Outturn	21/22 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%	90.0%	98%	No Inspections	Nil	90%	G	↓	↑
b) Number of food premises inspected (Quarterly)	110	300	75	1	2	300	R	↑	↑
Commentary: We have attempted, unsuccessfully to recruit a contractor to help the team to complete food hygiene inspections, but we continue to work with a number of agencies to find staff, however there is a high demand across the country. We will continue to work in line with the Food Standards Agency recovery plans, focussing our inspections on high risk premises and those new premises that have not been inspected before.									
EN02: Garden waste service: Number of households taking up garden waste bin service. (Quarterly Cumulative)	10593	10350	10577	10018	10701	10500	G	↑	↑
EN03: Percentage of total domestic waste collected which is sent for recycling (Quarterly Cumulative)	35.94%	35%	35.9%	33.26%	30.15%	35%	G	↔	↑
EN04: Number of Flytips reported (Quarterly Cumulative)	1603	Monitor	1300	1671	2146	Monitor	N/A	N/A	↑
EN05: Number of streets in the Borough meeting street cleanliness levels									
a) Litter (formerly NI195a)	100%	95%	100%	100%	97.7%	95%	G	↔	↔
b) Detritus (formerly NI195b) (Snapshot at last month of quarter)	100.0%	95%	100%	100%	98.46%	95%	G	↔	↔
EN06: Contamination rate in dry recycling (Quarterly Cumulative)	19.1%	19%	19.7%	18.4%	18.2%	19%	G	↑	↓

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




## HOUSING AND NEIGHBOURHOODS COMMITTEE

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 20/21	20/21 Outturn	21/22 Annual Target	Status	Trend	
								Last Period	Last Year
HN01: Great Yarmouth Housing rent: GYBC rent collection rate									
a) Rent collected as % of rent debit	97.62%	95%	95.77%	New Measure	New Measure	97%	G	↑	N/A
b) Arrears as a % of rent debit	2.38%	5%	4.23%	New Measure	New Measure	3.0%	G	↑	N/A
c) Total rent arrears (Quarterly Cumulative)	£487,614	£525,000	£575,873	£371,742	£424,697	£645,000	G	↑	↓
Commentary: The Council continues to work to support tenants to maximise income and maintain their rent accounts.									
HN02: Number of									
a) Social housing applicants in allocation pool	488	Demand Lead	1073	855	754	Monitor	N/A	↓	↓
b) Social housing new applicants awaiting assessment (Snapshot at last day of quarter)	601	150	299	143	221	50	R	↓	↓
Commentary: The number of new housing applications received each week continues to be high which has resulted in an increase in the number of applications which have not yet been assessed. Additional resource has been brought in to reduce the number of unassessed applications which will increase the number of applicants within the Allocation Pool. A new IT system will be brought in during 2022/23 which will reduce timescales for assessing new housing applications and allow applicants to apply online rather than by paper form.									
HN03: Average Time to Re-let Local Authority Housing (Quarterly Cumulative)	35 days	35 days	37 days	37 days	39 days	30 days	G	↑	↑
Commentary: Achievement of target has been supported by a reduction in void repair timescales this quarter.									
HN04: Average cost of a Void repair (Quarterly Cumulative)	£3,884.71	£2,745	£3,512.67	£3,423.73	£3,117.53	£2,745	R	↓	↓
Commentary: This indicator remains an area of focus as voids activity is delivered directly by GYN, we are working to reduce the costs of void works. It is noted that materials costs in some cases have increased by as much as 80% which also needs to be considered in reviewing the work undertaken and future delivery.									



Indicators	This Quarter	Target	Previous Quarter	Qtr 3 20/21	20/21 Outturn	21/22 Annual Target	Status	Trend	
								Last Period	Last Year
HN05: Percentage of residents very or fairly satisfied with the repairs service they received (Quarterly Cumulative)	94.76%	95%	92.49%	Not Available	92.4%	95%	A	↑	N/A
Commentary: Satisfaction with repairs for quarter 3 is just under the target. The figure is subject to change as December satisfaction is still being gathered. November was the highest month in the quarter at 96.51%. In the latest Housemark Monthly Pulse Report it highlights that satisfaction rates across the sector are still low compared to pre-pandemic levels but are stabilising. GYN has been at lower levels of satisfaction as per the Housemark report, particularly in quarter 1 but each quarter the satisfaction percentages have increased but remain under pre-pandemic levels.									
HN06: Costs – Total Void Works as % of Total Asset Costs (Housemark Indicator) (Quarterly Cumulative)	16.34%	8.1%	10.34%	9.48%	9.1%	8.1%	R	↓	↓
Commentary: The calculation of this indicator incorporates all works undertaken to the Property. Some impact is due to the capital works which are now being delivered in relation to management of Decent homes failures, bathrooms, kitchens, replacement of glazed communal screens, roofing works and Disrepair. This is a Housemark Indicator with the target set reflecting upper quartile performance.									
HN07: Costs – Total Responsive Repairs as a percentage of Total Asset Costs (Housemark Indicator) (Quarterly Cumulative)	35.72%	22.1%	25.18%	22.34%	18.52%	22.1%	R	↓	↓
Commentary: The calculation of this indicator incorporates all works undertaken by the Property Asset team. Work in this area started later than anticipated with the transfer of the GYN Assets team on the 1st April 2021. Works are now being delivered in relation to management of Decent homes failures, bathrooms, kitchens, replacement of glazed communal screens, roofing works and Disrepair. This is a Housemark Indicator with the target set reflecting upper quartile performance.									
HN08: Number of Disabled Facilities Grant (DFGs)									
a) Number of completions	14	Monitor	11	New Measure	New Measure	Monitor	N/A	↑	N/A
b) Number of calendar days from initial request to works complete in the quarter (All cases):									
i) works under £10,000	502	Monitor	374	New Measure	New Measure	Monitor	N/A	↑	N/A
ii) works over £10,000	478	Monitor	325	New Measure	New Measure	Monitor	N/A	↑	N/A
Commentary: The ongoing Covid pandemic continues to have an impact on the timescale for completion of Disabled Facilities Grants, this is being closely monitored.									

## **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

### Trend

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

**URN:**

**Subject:** Adoption of the Beacon Park Local Development Order

**Report to:** Policy and Resources Committee – 8 February 2022

**Report by:** Sam Hubbard, Strategic Planning Manager

#### **SUBJECT MATTER**

**Adoption of the Beacon Park Local Development Order**

#### **RECOMMENDATION**

That the Policy and Resources Committee adopt the Beacon Park Local Development Order with an effect date of 31<sup>st</sup> March 2022 .

## **1. Introduction**

- 1.1. Local Development Orders grant planning permission for specific types of development within a specific geographic area. When in place, a developer does not need to apply for planning permission for development permitted by the order.
- 1.2. Local Development Orders were adopted for Beacon Park and South Denes back in 2012 following the designation of the Great Yarmouth and Lowestoft Enterprise Zone. The Local Development Orders were given a lifetime of 10 years following adoption. As a result the Beacon Park Local Development Order will expire on 30<sup>th</sup> March 2022 and the South Denes Local Development Order will expire on the 15<sup>th</sup> May 2022.
- 1.3. The simplified planning approach introduced with the orders was considered one of the benefits to businesses investing in the zones and had helped contribute to Beacon Park being one of the most successful zones in the country. The order has streamlined the construction of office and light industrial buildings across Beacon Park whilst the associated Design Code has ensured a high standard of design. The Local Enterprise Partnership and Peel Ports have both advised that the presence of the Local Development Order has also been advantageous in discussions with potential investors in the area. Since the adoption of the Local Development Order, 11.20 hectares of land have been developed in the zone, accommodating 27 business and 795 jobs. Construction work on the site has also supported 503 jobs.
- 1.4. Given the above, work has commenced on the preparation of revised Local Development Orders which will continue to permit much needed economic development in the Enterprise Zones of Beacon Park and South Denes. The new orders will last for another 15 years (the remainder of the life of the Enterprise Zone). However, they can be reviewed or revoked at any time during those 15 years if the Council sees fit to do so.

- 1.5. Drafts of the Local Development Orders were considered by the Local Plan Working Party in September 2021 and were approved for consultation by the Policy and Resources Committee on the 2<sup>nd</sup> November 2021. Consultation took place for 28 days from 15<sup>th</sup> November 2021. This report now recommends adoption of the Beacon Park Local Development Order. A further report will be forthcoming for the South Denes Local Development Order.

## **2. Beacon Park Local Development Order**

- 2.1. The Beacon Park Local Development Order is a short document which sets out what development is permitted within area covered by the order. It is accompanied by a Design Code setting out the design requirements which development proposals must also accord with.
- 2.2. The Beacon Park Local Development Order permits the following uses:
- Site investigation
  - Office and light industrial development
  - Solar Panels on buildings
  - Electronic communications.
- 2.3. The permissions granted by the order are subject to several conditions to ensure well-planned development, including compliance with the Design Code. The Design Code sets out specific design parameters which developments being undertaken under the Local Development Order need to adhere to. These include height limits, plot ratios, car parking standards etc.
- 2.4. The Beacon Park Local Development Order as proposed to be adopted is appended in Appendix 1 to this report. The Design Code is appended in Appendix 2.

## **3. Consultation**

- 3.1. All statutory consultees, neighbours, landowners and occupiers were invited to comment on the Local Development Order and Design Code. Site notices were also placed around the site. Six organisations responded to the consultation. No members of public responded. Responses were received from:
- Historic England
  - Marine Management Organisation
  - Natural England
  - Norfolk County Council
  - Somerleyton Estate
  - Water Management Alliance
- 3.2. A Consultation Statement is appended to this report in Appendix 3. This details the responses made by the above and how the issues raised have been addressed. No Changes are necessary to the Local Development Order from that consulted on. The following changes are proposed to the Design Code to address the issues raised:
- Strengthened wording in Design Code with relation to re-use of minerals on the site to address concerns raised by Norfolk County Council as Minerals and Waste Local Planning Authority.

- Signposted the Norfolk County Council's Local Lead Flood Authority developer guidance on surface water drainage in the Design Code together with their pre-application advice service.
- Amended Appendix 1 (Archaeological Protocol) to reflect changes to the service provided by Norfolk County Council Environmental Team. Also removed reference to underwater archaeology as this would not be found at Beacon Park.

3.3. The Design Code appended to this report incorporates these changes.

#### **4. Financial Implications**

- 4.1. There are no financial implications associated with the preparation of the Local Development Orders which will be funded from the Strategic Planning budget.
- 4.2. The Local Development Orders remove the need for planning permission which therefore means new developments coming forward within the Local Development Order area will not pay a fee for a planning application. Given that any planning applications which would have come forward in the areas covered by the Local Development Orders would be only a very small proportion of the total planning applications received it is not considered that the financial implications would be significant.

#### **5. Legal and Risk Implications**

- 5.1. The Local Development Orders are being prepared in accordance with the Town and Country Planning Act 1990 and the Town and Country Planning (Development Management Procedure) Order 2015. An Environmental Assessment screening assessment and Habitat Regulations Assessment has been undertaken in accordance with the Town and Country Planning (Environmental Impact Assessment) Regulations, 2017 and the Conservation of Habitats and Species Regulations 2017. These assessments conclude that a full Environmental Impact Assessment and Habitat Regulations Assessment is not necessary.
- 5.2. The Local Development Orders are well established now and the revised versions only include limited changes to those adopted in 2021. Given there have been no significant issues with the Local Development Orders the risks associated with the review are considered low.

#### **6. Conclusion**

- 6.1. It is recommended that the Beacon Park Local Development Order is adopted.

#### **7. Appendices**

1. Beacon Park Local Development Order
2. Beacon Park Local Development Order Design Code
3. Beacon Park Local Development Order Consultation Statement

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

Area for consideration	Comment
Monitoring Officer Consultation:	Via ELT
Section 151 Officer Consultation:	Via ELT
Existing Council Policies:	Local Plan Part 1: Core Strategy. Local Plan Part 2.
Financial Implications (including VAT and tax):	See Section 3
Legal Implications (including human rights):	See Section 4
Risk Implications:	See Section 4
Equality Issues/EQIA assessment:	n/a
Crime & Disorder:	n/a
Every Child Matters:	n/a



Great Yarmouth and Lowestoft Enterprise Zone

## Local Development Order for Beacon Park

# 1. Introduction

## What is this Document?

- 1.1. This document is a Local Development Order for Beacon Park which forms part of the Great Yarmouth and Lowestoft Enterprise Zone. The Local Development Order replaces the previous Local Development Order (March 2012) for the area which will expired on 30th March 2022. This new Local Development Order grants the same permissions as the previous order. However, there have been a few updates and amendments to reflect latest legislation and policy.

## Site Area

- 1.2. The area subject to the Local Development Order comprises 16.7 hectares of land occupied by business units and undeveloped land bounded by landscaping. Approximately 5.7 hectares remain undeveloped and available.
- 1.3. The site lies west of Beacon Park residential development and the A47. The north eastern boundary is defined by Woodfarm Lane. To the north and west the site is bounded by hedgerows. The boundary to the south and south west is woodland planting which is part of the Hobland Hall Estate.

## Site context

- 1.4. The site is located to the south west of Gorleston-on-Sea on Norfolk's east coast. Gorleston-on-Sea is next to Great Yarmouth, an internationally renowned centre for the offshore energy industry which also has a high-tech electronics sector. Great Yarmouth's 24-hour port handles a range of cargoes, offering an effective gateway to Northern Europe.
- 1.5. Beacon Park lies adjacent to the A47 corridor between Great Yarmouth and Lowestoft, which provides excellent access to both settlements. Great Yarmouth railway station, which is located 10 km north of the site, provides links to Norwich and onward to London. Lowestoft railway station is 11 km to the south and provides services to Norwich, Ipswich and beyond. Norwich International Airport, is located 42 km to the north west. The site is accessed from the new A143/A47 link road (Beaufort Way). This link road, which was opened in 2015, helped facilitate the development of Beacon Park.
- 1.6. Beacon Park includes residential development and a range of community facilities including a hotel, public house and restaurant. The site is adjacent to existing commercial development and the James Paget Hospital. A new District Centre comprising a convenience store, and other services and facilities is planned immediately to the north-east of the site. A full range of shops and services can be found in the town centres of Gorleston, Great Yarmouth and Lowestoft.
- 1.7. The majority of the site is now developed following the success of the 2012 LDO. The development to date has been well-designed set within high quality landscaping.

## 2. Statement of reasons

### Summary of the overall objective

- 2.1. Great Yarmouth Borough Council (GYBC) has created this Local Development Order (LDO) to help enable the further development of Beacon Park. The intention is to allow greater permitted development rights for new business-related development within Beacon Park. The aim is to foster economic growth and provide the opportunity for service, high-tech/research and development sector businesses, particularly those associated with the off-shore energy industry to prosper and grow, through a simplified planning process created by the LDO. The LDO adopted in March 2012 for this site, which this LDO replaces has been highly successful in encouraging inward investment and development on the site with the majority of the site now developed. The site forms part of the Great Yarmouth and Lowestoft Enterprise Zone

### Justification for the creation of a Local Development Order for Beacon Park

- 2.2. The retention of an LDO for the site will continue to reduce the number of planning applications required for business related development on the site, thereby providing the opportunity to speed up the planning process whilst ensuring a suitable measure of quality control. This will continue to be a major benefit to businesses wishing to locate to the area and will provide a degree of certainty as to the type of development which will be acceptable, thereby saving prospective occupiers time and money.
- 2.3. As part of the work associated with the creation of the original LDO adopted in March 2012, a detailed design code specific to Beacon Park was produced. In producing the design code the existing character of the area was carefully assessed together with the Council's aspirations for the area, thereby providing a clear understanding of the general types of development which would be considered acceptable. The March 2012 LDO has resulted in the creation of a high quality business environment. Therefore, this new LDO retains and updates the detailed design code to ensure future development meets this standard.

### Statement of policies which the Local Development Order will implement

- 2.4. The Local Development Order will help implement Policies CS6 of the Core Strategy which seeks to support economic growth across the Borough and Policy GN4 of the Local Plan Part 2 which reserves land at Beacon Park for new, extended or replacement business uses. Policy GN4 particularly encourages developments which promote higher value technology, research and development and those associated with the offshore energy industry.

### 3. Local Development Order

#### Description of development permitted under the Local Development Order

- 3.1. Within the boundaries of the site as shown on the map in Section 7, the Local Development Order grants planning permission for the following classes of development:

##### **Class 1: Site investigation**

Development is permitted for:

Works for the purpose of investigating ground conditions, including the provision on land of buildings, moveable structures, works, plant and machinery required temporarily in connection with and for the duration of such works.

Subject to the following conditions:

- i. All aspects of development undertaken in accordance with this permission will comply with the requirements of the Beacon Park Design Code.

##### **Class 2: Offices and Light Industrial**

Development is permitted for:

Development of commercial buildings for office, research and development of products or processes, and light industrial uses which can be carried out in any residential area without detriment to the amenity of that area by reason of noise, vibration, smell, fumes smoke, soot, ash, dust or grit and associated works to enable access and egress, parking and installation of services to buildings.

Subject to the following conditions:

- i. Before any unit is occupied the road(s), footways(s) and cycleway(s) must be constructed to binder course surfacing level from the unit to the adjoining County road, in accordance with the standards of the Local Highways Authority as contained in the Norfolk County Council Estate Design Guide – Industrial Estate Roads<sup>1</sup> or any superseding guidance prepared by Norfolk County Council.
- ii. All aspects of development undertaken in accordance with this permission will comply with the requirements of the Beacon Park Design Code.
- iii. Before any unit is occupied the occupier of that unit should sign up to the Beacon park Overarching Travel Plan 2013 and a Travel Plan Co-ordinator should be appointed.
- iv. Before a unit is occupied a travel policy document including a travel pack for that unit should be submitted and agreed in writing by the Local Planning Authority.

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<sup>1</sup>

[www.norfolk.gov.uk/Travel\\_and\\_transport/Roads/Highway\\_boundaries\\_and\\_new\\_roads/Highways\\_development\\_management](http://www.norfolk.gov.uk/Travel_and_transport/Roads/Highway_boundaries_and_new_roads/Highways_development_management)

The travel pack should include bus and rail timetables, local cycling information and a staff travel to work policy.

- v. Notwithstanding Class E of the Town and County Planning (Use Classes) Order 1987 (as amended), any building constructed under this class must only be used for purposes detailed above and no other use within Class E or any other use permitted through the Town and County Planning (General Permitted Development Order) 2015.

### **Class 3: Electronic communications**

Development is permitted for the purposes of providing electronic communications consisting of the installation, alteration or replacement of any electronic communications apparatus and development ancillary to equipment housing.

Subject to the following conditions:

- i. telecommunication masts are permitted up to a maximum height of 25m above ground level. Masts exceeding this height will require planning permission
- ii. Development is not permitted if any part of the development would cause obstruction to the public highway, or obscure the sight lines of any road junction or access/egress to the highway.
- iii. Any antenna, dish or supporting apparatus, radio equipment housing or development ancillary to radio equipment housing constructed, installed, altered or replaced on a building in accordance with that permission shall, so far as is practicable, be sited so as to minimise its effect on the external appearance of the building;
- iv. Prior to the use of any radio equipment approved under this order, the developer shall provide to the local planning authority a certificate confirming that the development itself will meet International Commission for Non-Ionising Radiation Protection (ICNIRP) guidelines for public exposure and confirming that the cumulative exposure of the development and other adjacent radio equipment will not exceed the ICNIRP guidelines for public exposure;
- v. Any apparatus or structure provided in accordance with this permission shall be removed from the land, building or structure on which it is situated as soon as reasonably practicable after it is no longer required for telecommunication purposes and such land, building or structure shall be restored to its condition before the development took place, or to any other condition as may be agreed in writing between the local planning authority and the developer;
- vi. All aspects of development undertaken in accordance with this permission will comply with the requirements of the Beacon Park Design Code.

### **Condition for all Classes**

Prior to commencement of development the self-certification form included in Appendix 1 must be submitted to the Council.

Before development permitted under any class of the Beacon Park LDO commences, a survey for the presence of protected species needs to be undertaken. If protected

species are present the development must ensure that there is no detrimental harm to the species and mitigating measures are taken.

### **Limitations for all Classes**

The permission granted by the order shall not apply if:

- i. Any development which requires or involves the formation, laying out or material widening of a means of access to an existing highway creates an obstruction to the view of persons using any highway used by vehicular traffic, so as to be likely to cause danger to such persons.
  - ii. An application for planning permission for that development would be a Schedule 1 application within the meaning of the Town and Country Planning (Environmental Impact Assessment) Regulations 2017.
  - iii. An application for the development would fall within the descriptions of Schedule 2 of the Town and Country Planning (Environmental Impact Assessment) Regulations 2017, unless the local planning authority has, following the submission of a request for screening opinion, determined in accordance with the criteria within Schedule 3 of the same Regulations, that the development is unlikely to have significant effects on the environment by virtue of factors such as its nature, size or location and is therefore not EIA development.
  - iv. Any development proposals which are 'County Matters' and are therefore determined by Norfolk County Council as the Local Planning Authority. 'County Matters' include minerals and waste developments and the County Council's own development proposals, such as schools and non-trunk roads schemes.
  - v. The development would be contrary to any condition imposed by any planning permission granted or deemed to be granted under Part III of the Town and Country Planning Act 1990, otherwise than by the Town and Country Planning (General Permitted Development) Order 2015 (as amended).
- 3.2. Nothing in this order gives consent (other than planning permission) for any activity or development that requires other authorisation (e.g. building regulations consent, hazardous substances consent, Sustainable Drainage (SuDS) approval, consents for carrying out works within or stopping up the highway, a licence from the Marine Management Organisation, electronic communications licences etc.). Developers should satisfy themselves that they have obtained all other appropriate consents before proceeding with any planning permission granted by this order.
- 3.3. Nothing in this Order shall apply to any permission which is deemed to be granted under section 222 of the Act (planning permission not needed for advertisements complying with regulations).
- 3.4. Nothing in this Order shall apply to any permission which is deemed to be granted under a local or private Act of Parliament.

- 3.5. Nothing in this order prevents the implementation of any planning permission granted or deemed to be granted under Part III of the Town and Country Planning Act 1990.

## **4. Lifetime of the Local Development Order**

- 4.1. The Local Development Order will be in place for a period of 15 years from the day of its adoption. It will therefore cease to apply on the day following the 15th anniversary of the adoption of the order. The LDO can be reviewed and reissued following consultation if it is considered appropriate to extend beyond 15 years.
- 4.2. Development which was started under the provision of the LDO can be completed in the event that the LDO was to be revoked or revised or would expire. Development which has started under the provision of an LDO can be completed following the expiry of the LDO, and the uses that have taken place will therefore be permitted development. However, future development after this period would once more require the express consent of the Local Planning Authority following the submission of a full planning application.

## **5. Monitoring of the Local Development Order and how this will be reported**

- 5.1. Development permitted under the LDO will be subject to continuous monitoring to assess the effectiveness of the LDO. Details of all notifications received through the LDO will be made available on the Council's public register of planning applications. It will also be the subject of a section in the Council's Annual Monitoring Report.

## 6. Definitions

“building” means -

- (a) includes any structure or erection and includes any part of a building; but
- (b) does not include plant or machinery, gate, fence, wall or other means of enclosure;

“Electronic Communications Apparatus” means -

- (a) any apparatus which is designed or adapted for use in connection with the provision of an electronic communications network;
- (b) any apparatus that is designed or adapted for a use which consists of or includes the sending or receiving of communications or other signals that are transmitted by means of an electronic communications network;
- (c) any line;
- (d) any conduit, structure, pole or other thing in, on, by or from which any electronic communications apparatus is or may be installed, supported, carried or suspended; and references to the installation of electronic communications apparatus are to be construed accordingly;

“Electronic communications network” means -

- '(a) a transmission system for the conveyance, by the use of electrical, magnetic or electro-magnetic energy, of signals of any description; and
- (b) such of the following as are used, by the person providing the system and in association with it, for the conveyance of the signals:-
  - (i) apparatus comprised in the system;
  - (ii) apparatus used for the switching or routing of the signals; and
  - (iii) software and stored data'.

“ground level” means -

means the level of the surface of the ground immediately adjacent to the building or plant or machinery in question or, where the level of the surface of



the ground on which it is situated or is to be situated is not uniform, the level of the highest part of the surface of the ground adjacent to it.

“listed building” means -

has the same meaning as in section 1 of the Planning (Listed Buildings and Conservation Areas) Act 1990(8) (listing of buildings of special architectural or historic interest)

“machinery” means -

includes any structure or erection in the nature of machinery

“plant” means -

includes any structure or erection in the nature of plant

“private way” means -

means a highway not maintainable at the public expense and any other way other than a highway

## 7. Site Plan of Beacon Park Local Development Order



# Appendix 1 - Beacon Park Local Development Order (LDO) Self Certification Form

<b>Office use only</b>	
Ref no:	Date received:

By submitting this form you are confirming that the works you are proposing would constitute permitted development under the permissions given by the Beacon Park LDO. Please note that your development will still be subject to the normal requirements regarding the need for any other consents or permissions required under other legislation.

The existence of a covenant does not prevent development as permitted in this LDO from being self-certified nor does it 'override' the requirements of a covenant. It is still possible to enforce a covenant, which restricts certain actions from being taken.

Please complete the relevant sections of this form and return 1 copy to the Borough Council together with a site location plan (with the site area outlined in red) and sufficient plans and elevations to describe the development (indicating all measurements in metric).

## 1. Developers details

Name	
Address and post code	
Telephone number (daytime/mobile)	
Email	

## 2. Agent details (if you are completing on somebody else's behalf)

Name	
Address and post code	
Telephone number (daytime/mobile)	
Email	

## 3. Address and location of proposed work (including post code)

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**4. Description of proposed work (including its use)**

Please provide a written description of the work.

**5. Confirmation of Class of Development**

Please indicate which classes of permitted development within the Beacon Park Local Development Order you believe your development falls under.

**6. Brief explanation as to how your proposal accords with the requirements contained within the Beacon Park Design Code.**

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**7. Monitoring data:**

Total Site area (Hectares):	
Total gross internal floor area of all existing buildings:	
Total gross internal floor area of any buildings to be demolished	
Total gross internal floor area of all proposed buildings:	
Total number of car parking spaces provided	
Height of all proposed buildings (highest point of buildings)	
Number of staff currently employed at site	
Anticipated number of staff to be employed at site (full time equivalent)	



Great Yarmouth and Lowestoft Enterprise Zone

## Design Code for Beacon Park Local Development Order

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# 1. Introduction

- 1.1 This Design Code complements the Beacon Park Local Development Order which will grant permission for the following classes of development:
  - Class 1: Site Investigation
  - Class 2: Development of buildings for office, research and development and light industrial uses.
  - Class 3: Electronic Communications.
- 1.2 Planning permission granted by the order under classes 1,2 and 3 above is subject to compliance with this Design Code.
- 1.3 The Design Code has been prepared to allow for flexibility. Its purpose is to establish clear design instruction and guidance. It does not fix the 'design' of development but rather presents parameters within which development must be delivered. The Design Code proposes the form and layout of the development that is acceptable but does not fix architectural style or detailing.
- 1.4 The Design Code contains indicative images providing examples of development form and landscaping considered relevant and appropriate for Beacon Park.
- 1.5 This Design Code retains the parameters and guidance from the Design Code which complemented the 2012 Local Development Order. However, this Design Code has been restructured to follow the relevant headings from the Government's National Model Design Code.
- 1.6 The Council would encourage developers to discuss their emerging proposals for plots within Beacon Park prior to progressing with development.

# 2. Design Code

## Context

- 2.1 The site is located to the south west of Gorleston-on-Sea on Norfolk's east coast. Gorleston-on-Sea is a suburb of Great Yarmouth, an internationally renowned centre for the offshore energy industry which also has a high-tech electronics sector. Great Yarmouth's 24-hour port handles a range of cargoes, offering an effective gateway to Northern Europe.
- 2.2 Beacon Park lies adjacent to the A47 corridor between Great Yarmouth and Lowestoft, which provides excellent access to both of these settlements. Great Yarmouth railway station, which is located 10 km north of the site, provides links to Norwich and, thereby onto London. Lowestoft railway station 11 km to the south provides services to Norwich, Ipswich and beyond. Norwich International Airport, is located 42 km to the north west.



- 2.3 Beacon Park includes residential development and a range of community facilities including a hotel, public house and restaurant. The site is adjacent to existing commercial development and the James Paget Hospital. A new District Centre comprising a convenience store, and other services and facilities is planned immediately to the north-east of the site. A full range of shops and services can be found in the town centres of Gorleston, Great Yarmouth and Lowestoft.
- 2.4 The majority of the site is now developed following the success of the 2012 LDO. The development to date has been well-designed set within high quality landscaping.
- 2.5 The development is typically low-rise and low density business park character with the buildings and landscaping working together to create an un-intrusive and verdant character.
- 2.6 The site benefits from good utility provision. It is served by an 11kVA electricity supply network suitable for all uses and the primary distribution was completed with the construction of the first phase of primary infrastructure. The site also benefits from water and gas connections. Telecommunication ducting has also been installed.
- 2.7 Figure 1 shows a masterplan of the site with the undeveloped plots and plots with undeveloped land identified.



Figure 1 - Masterplan

## Historical Context

- 2.8 Beacon Park lies within an extensive area of cropmark evidence of field systems and enclosures of Iron Age to Roman and later. Previous archaeological investigations of the site have identified evidence of prehistoric artefact scatters and pits as well as undated archaeological features relating to the cropmarks. The extent of the cropmark evidence indicates that there is a high potential that important archaeological remains will be present across the whole of the Local Development Order area.
- 2.9 Further trial trenching is required to recover as much information as possible and determine the presence/absence, date, extent, state of preservation and significance of any archaeological layers or subsoil archaeological features. This evaluation may indicate the need for a further phase of Archaeological Excavation or Monitoring during the development phase if features of importance are found and these cannot be preserved in situ.
- 2.10 Development proposals under the LDO should follow the Archaeology protocol found in Appendix 1.

## Movement

### Streets

- 2.11 The access and servicing streets for the site are already in place. All undeveloped plots also have access spurs. The existing street network provides a permeable and legible network for all forms of transport. Any new streets through undeveloped plots should be constructed to the standards contained within Norfolk County Council's "Safe Sustainable Development"<sup>1</sup> or any superseding guidance issued by Norfolk County Council. The road system will not be suitable for adoption unless it complies with these standards. The maintenance of the internal road network will remain the responsibility of the developer if it is not adopted.
- 2.12 The north end of Mallory Road has no connection to Beaufort Way for pedestrians and cyclists creating longer journeys for those who wish to travel to the north/west to the nearby residential areas. Therefore, the development of Site 20 should include a pedestrian/cycle link to Beaufort Way and the woodland walk to the north of the site.
- 2.13 Where appropriate, footways should include areas for landscaping and boundary demarcation by hedging and should be routed on the most obvious routes for 'travel' around the Park to avoid damage to landscaping and planting.
- 2.14 In order to ensure a satisfactory and safe access and egress from the highway, developments should (as a minimum) be completed in accordance with the standards for sight lines set out in the publication "Safe Sustainable Development" or any superseding guidance issued by Norfolk County Council.
- 2.15 In order to ensure satisfactory and safe turning facilities, developments should be completed in accordance with the standards set out in FTA publication "Designing for Deliveries"<sup>2</sup>

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<sup>1</sup> See: <https://www.norfolk.gov.uk/rubbish-recycling-and-planning/planning-applications/highway-guidance-for-development/publications>

<sup>2</sup> See: <https://logistics.org.uk/>

## Parking

### *Car Parking*

- 2.16 Car parking is to be provided within each plot. Parking must be designed so that it does not dominate views from the Beacon Park spine road. Areas of surface car parking should be divided up with tree and shrub planting. Car parking spaces shall be clearly marked on the surface of a designated parking area and shall be kept free of other obstructions that might prevent the use of the area for parking.
- 2.17 A maximum of 1 car parking space per 30sqm of gross external floorspace under Class 2 of the Local Development Order should be provided. 5% of these spaces should be suitable for disabled users. 1 space per 20 car parking spaces should be suitable for motorcycle parking with a minimum of 1 space.
- 2.18 Developers are encouraged to provide electrical car charging points.
- 2.19 In exceptional circumstances where a particular occupier requires parking spaces above the standard specified and this cannot be reduced by the use of effective workplace travel planning policies, then developers are at liberty to provide additional spaces, but will be required to provide a cogent supporting submission in support of this deviation when submitting the self-certification form contained in Appendix 1 of the Local Development Order. The Council will then confirm whether the evidence is sufficient to meet this element of the Design Code and therefore accord with the condition of the Local Development Order.

### *Cycle Parking*

- 2.20 Development under class 2 of the Local Development Order should provide 1 cycle parking space per 50sqm of gross external floorspace.
- 2.21 Developers are encouraged to provide covered shelters for cycle parking where it is practicable to do so. The 'Sheffield' type cycle stand is a recognised good standard design.

## Emergency Services Access

- 2.22 There will be a need to ensure that in the event of accident or fire, free access is available for emergency vehicles to all areas where business activities are carried out. The design of the development should ensure that access to buildings and storage areas are kept clear of landscaping, parking spaces or other features that could prevent or hinder access by emergency service vehicles.

## Nature

### **Landscape and Biodiversity**

- 2.23 Development at Beacon Park to date has been well landscaped and laid out with high quality open amenity areas. Additional amenity areas should be provided throughout the site in association with new development. The layout design for each plot should include amenity open space around buildings and operational areas, comprising a mix of native plant species, to create a pleasant working environment through varied texture, colour and form.

- 2.24 The high quality landscape design required should use both formal and informal native planting with less formal clump planting of mixed age to provide some ‘instant’ effect to define spaces around each development plot and an overall coherent green structure. High density ground cover planting is to be provided, to encourage a closed canopy as quickly as possible, reducing the need for long-term maintenance.
- 2.25 Buildings should be designed to provide nesting and roosting opportunities for birds and bats.

## **Water**

### *Surface Water*

- 2.26 Sustainable Drainage Systems (SuDS) is to be implemented across the site with the objective of ensuring that flood mitigation is dealt with on site and avoid artificially altering the hydrological cycle.
- 2.27 Surface water run-off from individual plots should be restricted to the current greenfield run-off rates to ensure that there is no increased flood risk as a result of the development. Developers should have regard to the ‘Guidance Document’ on sustainable drainage issued by Norfolk County Council as Local Lead Flood Authority (current version October 2021) available here: <https://www.norfolk.gov.uk/rubbish-recycling-and-planning/flood-and-water-management/information-for-developers> and any updates to this guidance. When design surface water drainage elements of the scheme, developers are encouraged to engage with the Local Lead Flood Authority through their pre-application service.
- 2.28 Note that Beacon Park is situated on a Principal Aquifer which is particularly sensitive to pollution. Deep soakaways for surface water are not permitted.
- 2.29 The Environment Agency provides guidance on pollution prevention which can be read here: <https://www.gov.uk/guidance/pollution-prevention-for-businesses>

### *Foul Water Drainage*

- 2.30 The construction of the primary infrastructure in Beacon Park in 2000 included a connection to the nearest main sewer and provides capacity for all of the development on the Local Development Order. Some sections will need to be served by gravity networks to combined pumping stations linking to the primary network.

### *Water Conservation*

- 2.31 In order to minimise the environmental impact of water demand, water efficiency should be designed into the development from the outset. For example, consideration should be given to rainwater harvesting and low water use fittings should be designed into the units.

## **Built Form**

### **Density / Plot Ratio**

- 2.32 The table below sets out the plot ratios in terms of building footprint to site area for each site within the Local Development Order as shown in Figure 1.

Table 1- Plot Ratio

Site	Plot size (hectares)	Target Building footprint
1	0.42	20-25%
4	0.63	20-25%
8	1.14	20%
9	0.7	20-25%
10	1.37	40%
11	1.56	40%
12a	2.10	40-50%
14	1.98	40-50%
15	1.93	40-50%
16	0.89	40-50%
17	1.08	40-50%
18	1.11	40-50%
19	0.45	40-50%
20	0.94	40-50%

## Height

- 2.33 Minimum and maximum heights for buildings constructed under Class 2 are set out in the table below.

Table 2 - Building Heights

Site	Storey range	Max height metres	Minimum Height metres
1	1-3	12m	8m
4	1-3	12m	8m
8	2	10m	8m
9	1-3	12m	8m
10	2	9m	8m
11	2	10m	8m
12a	1-3	12m	8m
14	1-3	12m	8m
15	1-3	12m	8m
16	1-3	12m	8m
17	1-3	12m	8m
18	1-3	12m	8m
19	1-3	12m	8m
20	1-3	12m	8m

## Form

- 2.34 The form of any new development must be designed and planned to ensure that it responds to the existing character of Beacon Park. The character of the workplace environment is to comprise a modern business campus-style layout.
- 2.35 The layout and design of buildings should allow for maximum natural surveillance and should have regard to Secured by Design - <https://www.securedbydesign.com/>. The development should maintain good visibility throughout the site by judicious layout

design and use of external lighting. Appropriate internal landscaping and means of enclosure should be included to deter potential intruders, however, to maintain the open aspect of the site and the high quality environment, the use of security fencing will be kept to a minimum and only when alternatives such as hedging and landscaping will prove ineffective. Developers are advised to contact the Norfolk Constabulary Architectural Liaison Officer for detailed guidance on security measures.

- 2.36 Enclosed refuse areas and air conditioning compounds should where possible, be integrated within the building envelope, or screened by areas of landscaping.
- 2.37 Where adjacent sites are being developed concurrently, developers should seek to understand each other's proposals and make efforts to achieve designs that do not have unacceptable impacts.

## Identity

### Character

- 2.38 The design of all buildings should be of high quality. A variety of styles will be expected with both traditional and modern approaches where appropriate. Buildings should be designed and orientated so that the entrance, parking and loading areas are clear to the visitor. Efficient signage will be important in this respect.

### Materials and Colours

- 2.39 Office buildings are to be constructed of either traditional cavity brickwork with pitched roofs, or steel framed with contemporary composite metal clad panels, with feature panels and architectural glazing. Industrial buildings are to be of steel frame construction with contemporary composite metal clad panels, with feature panels and architectural glazing.
- 2.40 Generally, more subdued and non-reflective finishes will reduce the overall impact of a building. Colour contrast and highly reflective materials may be used to highlight key features such as entrances, windows and structure, but should generally be avoided over large areas of buildings.
- 2.41 These principles should be carried through into the design of ancillary structures.

## Resources

### Energy Efficiency

- 2.42 Buildings should be designed to include sustainability principles such as maintaining air quality, energy efficiency, orientation to make maximum use of daylight and sunlight, and should be robust in design in order to be able to adapt to changing needs.

### Recycling Facilities

- 2.43 In all development, refuse and materials recycling collection facilities must be protected from the weather and designed as an integral part of the built form of the development proposals.

### Lighting

- 2.44 Each plot must be provided with an adequate level of illumination in line with safety and security of all areas, at the same time as being used creatively for focal points and



features. Lighting should be low level directed downwards to avoid contributing to night sky pollution.

- 2.45 Lighting design should keep glare to a minimum by ensuring that the main beam angle of all lights directed towards any potential observer is not more than 70°. Higher mounting heights allow lower main beam angles, which can assist in reducing glare. Some activities may require the deliberate and careful use of upward light - to which these limits cannot apply. However, care should always be taken to minimise any light trespass by the proper application of suitably directional luminaires and light controlling attachments

#### **Re-use of Sand and Gravel Resources**

- 2.46 There are potentially opportunities for the sand and gravel from onsite resources to be used in the construction phases of development. For example, if sand and gravel is extracted to form part of sustainable drainage systems, and/or renewable energy schemes it should be used in construction where practicable. This will improve the sustainability of the project by reducing the need to extract sand and gravel from other locations.



## Appendix 1 – Archaeology Protocol

The Protocol anticipates discoveries being made by Project Staff, who report to a Site Champion on their site (usually the senior person on site), who then reports to a person (the Nominated Contact) who has been nominated by the developer to co-ordinate implementation of the Protocol. The developer may have appointed a Retained Archaeologist to provide archaeological advice and/or services to the development. In this case the Retained Archaeologist would be an appropriate person to take the role of the Nominated Contact. The Nominated Contact will in turn inform the Norfolk County Council Historic Environment Service [heritage@norfolk.gov.uk](mailto:heritage@norfolk.gov.uk) (01362 869275). The Nominated Contact should maintain a watching brief over the development.

It is recognised that, for the Protocol to be effective, participants (such as Site Champions or project staff) may require appropriate training. This should be provided by the Retained Archaeologist.

Where items of archaeological interest are recovered, Project Staff (under direction of the Site Champion) will:

- Handle all material with care.
- Any rust, sediment, concretion or marine growth should not be removed and 'groups' of items or sediments should not be separated.
- If possible photograph the item in the condition in which it was recovered.
- Record the position at which the artefact/sediments were recovered.
- Provide a unique reference number for each artefact, which is to be included on all recording and storage mediums.

Where it is possible to identify the position from which the discovery originated, the Site Champion will arrange for a Temporary Exclusion Zone (TEZ) in which construction activities will cease temporarily (in the vicinity of the location), or move to an alternate location, until the advice of the County Council Historic Environment Service has been obtained.

The Nominated Contact should inform other teams engaged in potentially damaging activities in the same area, to ensure that they are aware of the position of the discovery so that further possible damage to the historic environment can be avoided.

The initial response of the Historic Environment Service will include an assessment of archaeological potential and a decision on the continuation or removal of the Temporary Exclusion Zone (TEZ).

The following types of discovery are likely to be of low potential:

- Reports of single, apparently isolated, finds that are not datable or are of modern (post-1800) or later date (with the exception of military remains).

The following types of discovery are likely to be of high potential:

- Reports of single finds that are of post-medieval or earlier date;
- Reports of single finds that relate to military aircraft;
- Reports of multiple finds from the same area;

- Reports indicating the presence of a wreck or other structural remains;

In the case of discoveries of low potential, the Historic Environment Service is likely to advise the Nominated Contact that the TEZ may be lifted and that construction activities in the vicinity of the discovery may recommence.

In the case of a discovery of high potential, the Historic Environment Service will advise the Nominated Contact of the implications of the discovery and of further actions that might be required. Further actions may include call-out investigations, the conversion of a TEZ to an Archaeological Exclusion Zone (AEZ), and/or the institution of a watching brief. The rationale for conclusions reached will be provided to the Nominated Contact.

If an AEZ is established a scheme of archaeological investigation will be required. Such investigation shall be undertaken in accordance with a written scheme which shall be submitted to and approved in writing by the Historic Environment Service. Work shall be carried out in accordance with that approved scheme and by a suitably qualified investigating body acceptable to the planning authority.

If the discovery is something to which specific legal provisions apply (treasure, human remains, wreck etc.), it will remain the responsibility of the developer to undertake such statutory reporting as is required.

The subsequent handling, retention or disposal of finds will be subject to applicable law and to arrangements between the developer and the institution receiving the archaeological archive arising from the scheme.



# Beacon Park Local Development Order

## Consultation Statement

January 2022

# Introduction

This document sets out the responses received to the consultation and how the Council has taken them into account in drafting the final version of the Local Development Order.

Consultation on the Beacon Park Local Development Order took place for 28 days between 15<sup>th</sup> November and 13<sup>th</sup> December 2021.

The following people / organisations responded to the consultation:

- Historic England
- Marine Management Organisation
- Natural England
- Norfolk County Council
- Somerleyton Estate
- Water Management Alliance

## Summary of main issues raised and how they have been addressed

### Respondent: Historic England

#### Summary of Main Issues Raised

No specific detailed issues raised but referred Historic England's 'Streets for All' guidance. Historic England also considered they agree with the conclusions of the Habitat Regulations Assessment (HRA) Screening Opinion.

#### How issues have been addressed

The 'Streets for All' guidance has been reviewed. The Council does not consider any changes are needed to the Local Development Order or Design Code as a result.

### Respondent: Marine Management Organisation

#### Summary of Main Issues Raised

The Marine Management Organisation provided a generic response covering detail on Marine Plans and Marine Licensing and signposted guidance. They followed this up with confirmation they had no specific comments on the Local Development Order and considered they would not have any impact on the East Marine Plans.

#### How issues have been addressed

No changes necessary.

## Respondent: Natural England

### Summary of Main Issues Raised

With regard to international designated sites, Natural England did not object subject to conditions. They considered that recreational impacts could be ruled out. They advised that suitably worded planning conditions should be secured in relation to project design and methods of working to ensure the potential for air and light pollution and impacts from water supply, discharge and disturbance are avoided in operation and construction. Natural England offered further advice on 21<sup>st</sup> January 2022 to state that they agree there would unlikely be significant effects on designated sites from the order on the basis of main sewer connections and appropriate water supply. They also recommended that surface water is properly attenuated and appropriate SuDS are in place.

Natural England also advised the Council to be aware of implications on best and most versatile agricultural land and soil protection.

Natural England referred to standing advice on protected species.

Natural England stated that development should provide net gains for biodiversity and the mitigation hierarchy should be followed. Natural England advised the Council of its duty to have regard to conserving biodiversity.

### How issues have been addressed

The Habitat Regulations Assessment Screening Opinion (October 2021) for the Beacon Park Local Development Order identifies limited impact pathways to designated sites which would create a risk of significant effects from potential air, light, or water pollution or disturbance from development within the Local Development Order. The Design Code has a number of requirements relating to drainage and light pollution. Air pollution is not considered an issue, nevertheless, there are conditions attached to the Local Development Order which require compliance with a Travel Plan which will help reduce air pollution from vehicular movements. The Local Development Order permits only light industrial and office uses and does not permit any development which would fall under schedule 1 or schedule 2 (if significant effects are likely) of the Town and County Planning (Environmental Impact Assessment) Regulation 2017. Given the above, it is not considered necessary to have further conditions on pollution prevention. The development site is connected to the mains sewer and the Essex and Suffolk Water Resource Management Plan indicate a surplus of supply.

The site is within an area of grade 1 agricultural land. However, the principal of development in this location has already been established through the Local Plan process. The limited plots which remain to be developed would not now be suitable for agricultural use given they are small scale and interspersed with businesses and light industrial development.

The Local Development Order requires a protected species survey to be undertaken before commencement of development. If protected species are present the development must ensure that there is no detrimental harm to the species and mitigating measures are taken.

The Design Code requires amenity space to be provided within each plot comprising native plant species and high-quality landscaping. This will help continue to achieving net-gains for biodiversity across the

site. The Council does not consider it appropriate to require a specific quantum of net-gain in advance of the implementation of Environment Act 2021.

## Respondent: Norfolk County Council

### Summary of Main Issues Raised

#### Economic Development

Norfolk County Council supported the overall aims and objectives set out in the Local Development Orders and associated Design Codes. They supported the simplified planning process and the greater permitted development rights for businesses.

#### Minerals and Waste Planning

Norfolk County Council supported the exclusion of County Matters development from the order.

The County Council identified that the site is underlain by a mineral resource which is safeguarded under Policy CS16 of the Norfolk Minerals and Waste Core Strategy. They requested that the text in paragraph 2.46 is amended to state 'should be used in construction where practicable'.

The County Council raised concerns that there was insufficient information on how the Council would monitor compliance with conditions of the Local Development Order and how enforcement action would be taken.

#### Lead Local Flood Authority

The County Council raised concern that there is no mention of the Local Lead Flood Authority (LLFA) or their developer guidance in the LDOs or Design Codes. They recommended that the documents should direct developers to the Developer Guidance and the LLFA for pre-app enquiries.

#### Historic Environment

Norfolk County Council requested the following condition is applied to the Local Development Order:

*All aspects of development undertaken in accordance with this Local Development Order will comply with the requirements of the Beacon Park Design Code.*

They requested that paragraphs 2.45-2.47 of the existing Design Code are included in the renewed code.

The County Council advised that with regard to Appendix 1, their office is no longer in a position to offer the training and input required by Appendix 1 due to staffing issues. They advised that a retained archaeologist should take over those responsibilities under advisement (and subject to an approved Written Scheme of Investigation or specification) from the County Council. They would expect that the retained archaeologist would maintain a watching brief over any development, in addition to any mitigation required.

### How issues have been addressed

#### Economic Development

Support welcomed.

### **Minerals and Waste Planning**

Paragraph 2.46 of the design code has been amended to state 'should' rather than 'could'.

It is not considered necessary to set out in detail how conditions will be monitored and enforced in the Local Development Order. The approach to planning enforcement matters is set out in the Council's planning enforcement policy. The Local Development Order has safeguards built in through the notification process to ensure schemes being proposed are in accordance with the requirements of the orders.

### **Lead Local Flood Authority**

Paragraph 2.27 of the Design Code has been amended to signpost the developer guidance and the pre-application advice.

### **Historic Environment**

The condition referred to is already included in the Local Development Order. Paragraphs 2.45-2.47 of the existing Design Code are already included in the revised Design Code at 2.8-2.10. Appendix 1 has been amended to reflect the changes requested.

## **Respondent: Somerleyton Estate**

### **Summary of Main Issues Raised**

The Somerleyton Estate encouraged the Council to include as many features to enhance wildlife and improve the landscape within the Beacon Park area.

### **How issues have been addressed**

Beacon Park benefits from a high quality landscaping scheme. The Design Code requires additional amenity areas to be provided throughout the site with use of native plant species. The Code also requires buildings to be designed to provide nesting and roosting opportunities for birds and bats. No changes are considered necessary.

## **Respondent: Water Management Alliance**

### **Summary of Main Issues Raised**

The Water Management Alliance were pleased to note that runoff will be restricted to greenfield rates. They advised it is proposed to dispose of surface water through infiltration, that any strategy is supported by ground investigation. If a strategy wholly reliant on infiltration is not viable and surface water discharge is proposed to a watercourse within the watershed catchment of the Board's Internal Drainage District then they requested that this be in line with the Non-Statutory technical standards for sustainable drainage systems (SuDS), specifically S2 and S4. Resultantly we recommend that the discharge from this site is attenuated to the Greenfield Runoff Rates wherever possible.

## How issues have been addressed

No changes are considered necessary as the Design Code requires run-off to be restricted to greenfield rates.

# Appendix – Full Text of Comments

## Respondent: Historic England

We welcome the production of these revised Local Development Orders, and Design Codes, but do not currently have capacity to provide detailed comments. We would refer you to our detailed guidance on successfully incorporating historic environment considerations into the development process, which can be found here: [Streets for All](#). This document sets out principles of good practice for street management - such as reducing clutter, co-ordinating design and reinforcing local character. The manuals, covering each of the English regions, provide inspiration and advice on street design which reflects the region's distinctive historic character.

With regards to the Habitat Regulations Assessment (HRA) Screening Opinions for both sites, I can confirm that we support the conclusions set out in paragraphs 6.2 of the reports that no Appropriate Assessment is required as there will be no adverse effects on Habitat Sites integrity.

To avoid any doubt, this letter does not reflect our obligation to provide further advice on or, potentially, object to specific proposals which may subsequently arise as a result of the proposed plan, where we consider these would have an adverse effect on the historic environment.

Please do contact me, either via email or the number above, if you have any queries. I would be grateful if you would confirm receipt of this email.

## Respondent: Marine Management Organisation

A copy of the standard response is attached.

No further comment is required from the MMO regarding the Local Development Orders for Beacon Park, Gorleston-on-Sea and South Denes, Great Yarmouth, as the Local Development Orders do not overlap with the East Inshore and Offshore Marine Plans and therefore do not suggest any anticipated impacts on the marine plans.

We advise that you consider any relevant policies within the East Marine Plan Documents in regard to areas within the plan that may impact the marine environment. We recommend the inclusion of the East Marine Plans when discussing any themes with coastal or marine elements.

When reviewing the East Marine Plans to inform decisions that may affect the marine environment, please take a whole-plan approach by considering all marine plan policies together, rather than in isolation.

Consultation response - PLEASE READ



Thank you for including the Marine Management Organisation (MMO) in your recent consultation submission. The MMO will review your document and respond to you directly should a bespoke response be required. If you do not receive a bespoke response from us within your deadline, please consider the following information as the MMO's formal response.

Kind regards,

The Marine Management Organisation

#### Marine Management Organisation Functions

The MMO is a non-departmental public body responsible for the management of England's marine area on behalf of the UK government. The MMO's delivery functions are: marine planning, marine licensing, wildlife licensing and enforcement, marine protected area management, marine emergencies, fisheries management and issuing grants.

#### Marine Planning and Local Plan development

Under delegation from the Secretary of State for Environment, Food and Rural Affairs (the marine planning authority), the MMO is responsible for preparing marine plans for English inshore and offshore waters. At its landward extent, a marine plan will apply up to the Mean High Water Springs (MHWS) mark, which includes the tidal extent of any rivers. As marine plan boundaries extend up to the level of MHWS, there will be an overlap with terrestrial plans, which generally extend to the Mean Low Water Springs (MLWS) mark. To work together in this overlap, the Department of Environment, Food and Rural Affairs (Defra) created the [Coastal Concordat](#). This is a framework enabling decision-makers to co-ordinate processes for coastal development consents. It is designed to streamline the process where multiple consents are required from numerous decision-makers, thereby saving time and resources. Defra encourage coastal authorities to sign up as it provides a road map to simplify the process of consenting a development, which may require both a terrestrial planning consent and a marine licence. Furthermore, marine plans inform and guide decision-makers on development in marine and coastal areas.

Under Section 58(3) of [Marine and Coastal Access Act \(MCAA\) 2009](#) all public authorities making decisions capable of affecting the UK marine area (but which are not for authorisation or enforcement) must have regard to the relevant marine plan and the UK [Marine Policy Statement](#). This includes local authorities developing planning documents for areas with a coastal influence. We advise that all marine plan objectives and policies are taken into consideration by local planning authorities when plan-making. It is important to note that individual marine plan policies do not work in isolation, and decision-makers should consider a whole-plan approach. Local authorities may also wish to refer to our [online guidance](#) and the [Planning Advisory Service: soundness self-assessment checklist](#). We have also produced a [guidance note](#) aimed at local authorities who wish to consider how local plans could have regard to marine plans. For any other information please contact your local marine planning officer. You can find their details on our [gov.uk page](#).

See [this map on our website to locate](#) the marine plan areas in England. For further information on how to apply the marine plans and the subsequent policies, please visit our [Explore Marine Plans](#) online digital service.

The adoption of the [North East](#), [North West](#), [South East](#), and [South West Marine Plans](#) in 2021 follows the adoption of the [East Marine Plans](#) in 2014 and the [South Marine Plans](#) in 2018. All marine plans for English waters are a material consideration for public authorities with decision-making functions and provide a framework for integrated plan-led management.

#### Marine Licensing and consultation requests below MHWS

Activities taking place below MHWS (which includes the tidal influence/limit of any river or estuary) may require a [marine licence](#) in accordance with the MCAA. Such activities include the construction, alteration or improvement of any works, dredging, or a deposit or removal of a substance or object. Activities between MHWS and MLWS may also require a local authority planning permission. Such permissions would need to be in accordance with the relevant marine plan under section 58(1) of the MCAA. Local authorities may wish to refer to our [marine licensing guide for local planning authorities](#) for more detailed information. We have produced a [guidance note](#) (worked example) on the decision-making process under S58(1) of MCAA, which decision-makers may find useful. The licensing team can be contacted at: [marine.consents@marinemanagement.org.uk](mailto:marine.consents@marinemanagement.org.uk).

#### Consultation requests for development above MHWS

If you are requesting a consultee response from the MMO on a planning application, which your authority considers will affect the UK marine area, please consider the following points:

- The UK Marine Policy Statement and relevant marine plan are material considerations for decision-making, but Local Plans may be a more relevant consideration in certain circumstances. This is because a marine plan is not a 'development plan' under the [Planning and Compulsory Purchase Act 2004](#). Local planning authorities will wish to consider this when determining whether a planning application above MHWS should be referred to the MMO for a consultee response.
- It is for the relevant decision-maker to ensure s58 of MCAA has been considered as part of the decision-making process. If a public authority takes a decision under s58(1) of MCAA that is not in accordance with a marine plan, then the authority must state its reasons under s58(2) of the same Act.
- If the MMO does not respond to specific consultation requests then please use the above guidance to assist in making a determination on any planning application.

#### Minerals and Waste Local Plans and Local Aggregate Assessments

If you are consulting on a minerals and waste local plan or local aggregate assessment, the MMO recommends reference to marine aggregates, and to the documents below, to be included:

- The [Marine Policy Statement \(MPS\)](#), Section 3.5 which highlights the importance of marine aggregates and its supply to England's (and the UK's) construction industry.
- The [National Planning Policy Framework \(NPPF\)](#), which sets out policies for national (England) construction mineral supply.

- [The minerals planning practice guidance](#) which includes specific references to the role of marine aggregates in the wider portfolio of supply.
- [The national and regional guidelines for aggregates provision in England 2005-2020](#) predict likely aggregate demand over this period, including marine supply.

The minerals planning practice guidance requires local mineral planning authorities to prepare Local Aggregate Assessments. These assessments must consider the opportunities and constraints of all mineral supplies into their planning regions – including marine sources. This means that even land-locked counties may have to consider the role that marine-sourced supplies (delivered by rail or river) have – particularly where land-based resources are becoming increasingly constrained.

If you wish to contact the MMO regarding our response, please email us at [consultations@marinemanagement.org.uk](mailto:consultations@marinemanagement.org.uk) or telephone us on 0208

## Respondent: Natural England

### Planning consultations:

- **Beacon Park Local Development Order**
- **Gorleston-on-Sea and South Denes Local Development Order**

Thank you for your consultation on the above dated 09 December 2021 which was received by Natural England on the same date.

Natural England is a non-departmental public body. Our statutory purpose is to ensure that the natural environment is conserved, enhanced, and managed for the benefit of present and future generations, thereby contributing to sustainable development.

### **Advice under the Conservation of Habitats & Species Regulations 2010 (as amended)**

#### ***Internationally designated sites***

#### **No objection – with conditions**

The Development Orders are in close proximity to European designated sites, and therefore have the potential to affect the interest features. European sites are afforded protection under the Conservation of Habitats and Species Regulations 2010, as amended (the ‘Habitats Regulations’).

The application sites are in close proximity to:

- Breydon Water Special Protection Area
- Breydon Water Ramsar
- Broadland Special Protection Area
- Broadland Ramsar
- North Denes Special Protection Area

- Outer Thames Special Protection Area
- Greater Wash Special Protection Area
- The Broads Special Area of Conservation
- Winterton Horsey Dunes Special Area of Conservation
- Southern North Sea Special Area of Conservation
- Haisborough, Hammond and Winterton Special Area of Conservation

These sites are also notified at a national level as

- Breydon Water Site of Special Scientific Interest
- Great Yarmouth and North Denes Site of Special Scientific Interest
- Halvergate Marshes Site of Special Scientific Interest
- Sprat's Water and Marshes, Carlton Colville Site of Special Scientific Interest
- Winterton and Horsey Dunes Site of Special Scientific Interest

In the context of the below advice, the relevant notified features of the SSSI broadly relates to those of the European sites and so the following comments are applicable in both an international and national context.

In considering the European site interest, Natural England advises that you, as a competent authority under the provisions of the Habitats Regulations, should have regard for any potential impacts that a plan or project may have<sup>1</sup>. The Conservation Objectives for each European site explain how the site should be restored and/or maintained and may be helpful in assessing what, if any, potential impacts a plan or project may have.

Natural England notes that your authority, as competent authority under the provisions of the Habitats Regulations, has screened the Local Development Orders to check for the likelihood of significant effects. Your assessment concludes that the proposal can be screened out from further stages of assessment because significant effects are unlikely to occur, either alone or in combination. This conclusion has been drawn having regard for the measures built into the proposal that seek to avoid all potential impacts.

We agree that recreational disturbance impacts can be ruled out in this case. However, we advise that suitably worded planning conditions should be secured in relation to the project design and methods of working. This should ensure that any potential for air and light pollution, discharges and water supply, or disturbance impacts to the nearby designated sites are avoided, both during construction and when in operation.

We highlight paragraph 5.6 of the Habitats Regulations Assessment for Beacon Park, Gorleston-on-Sea and South Denes Local Development Orders, which state that all individual schemes will be subject to Environmental Impact Assessment (EIA) thresholds (under schedules 1 and 2) and LDO consent will not

be granted should it be determined that any development has environment impacts. Natural England has no objection to the proposed Development Orders, on the condition that any impacts to the natural environment are fully considered at the project level, including designated sites.

***Natural England offers the following additional advice:***

**Best and most versatile agricultural land and soils**

Local planning authorities are responsible for ensuring that they have sufficient detailed agricultural land classification (ALC) information to apply NPPF policies (Paragraphs 174 and 175). This is the case regardless of whether the proposed development is sufficiently large to consult Natural England. Further information is contained in GOV.UK guidance Agricultural Land Classification information is available on the Magic website on the Data.Gov.uk website. If you consider the proposal has significant implications for further loss of 'best and most versatile' agricultural land, we would be pleased to discuss the matter further.

Guidance on soil protection is available in the Defra *Construction Code of Practice for the Sustainable Use of Soils on Construction Sites*, and we recommend its use in the design and construction of development, including any planning conditions. Should the development proceed, we advise that the developer uses an appropriately experienced soil specialist to advise on, and supervise soil handling, including identifying when soils are dry enough to be handled and how to make the best use of soils on site.

**Protected Species**

Natural England has produced standing advice<sup>1</sup> to help planning authorities understand the impact of particular developments on protected species. We advise you to refer to this advice. Natural England will only provide bespoke advice on protected species where they form part of a Site of Special Scientific Interest or in exceptional circumstances.

**Environmental gains**

Development should provide net gains for biodiversity in line with the NPPF paragraphs 174(d), 179 and 180. Development also provides opportunities to secure wider environmental gains, as outlined in the NPPF (paragraphs 8, 73, 104, 120, 174, 175 and 180). We advise you to follow the mitigation hierarchy as set out in paragraph 180 of the NPPF and firstly consider what existing environmental features on and around the site can be retained or enhanced or what new features could be incorporated into the development proposal. Where onsite measures are not possible, you should consider off site measures. Opportunities for enhancement might include:

- Providing a new footpath through the new development to link into existing rights of way.
- Restoring a neglected hedgerow.
- Creating a new pond as an attractive feature on the site.
- Planting trees characteristic to the local area to make a positive contribution to the local landscape.
- Using native plants in landscaping schemes for better nectar and seed sources for bees and birds.
- Incorporating swift boxes or bat boxes into the design of new buildings.

- Designing lighting to encourage wildlife.
- Adding a green roof to new buildings.

Natural England's Biodiversity Metric 3.0 may be used to calculate biodiversity losses and gains for terrestrial and intertidal habitats and can be used to inform any development project. For small development sites the Small Sites Metric may be used. This is a simplified version of Biodiversity Metric 3.0 and is designed for use where certain criteria are met. It is available as a beta test version.

You could also consider how the proposed development can contribute to the wider environment and help implement elements of any Landscape, Green Infrastructure or Biodiversity Strategy in place in your area. For example:

- Links to existing greenspace and/or opportunities to enhance and improve access.
- Identifying opportunities for new greenspace and managing existing (and new) public spaces to be more wildlife friendly (e.g. by sowing wild flower strips)
- Planting additional street trees.
- Identifying any improvements to the existing public right of way network or using the opportunity of new development to extend the network to create missing links.
- Restoring neglected environmental features (e.g. coppicing a prominent hedge that is in poor condition or clearing away an eyesore).

Natural England's Environmental Benefits from Nature tool may be used to identify opportunities to enhance wider benefits from nature and to avoid and minimise any negative impacts. It is designed to work alongside Biodiversity Metric 3.0 and is available as a beta test version.

### **Biodiversity duty**

Your authority has a duty to have regard to conserving biodiversity as part of your decision making. Conserving biodiversity can also include restoration or enhancement to a population or habitat. Further information is available [here](#).

Should the proposal change, please consult us again.

## **Respondent: Natural England – additional advice 21<sup>st</sup> January 2022**

Due to the distance from designated sites and the nature of development proposed as part of the Local Development Order (LDO), we agree that a significant effect is unlikely. This would be on the basis that forthcoming development is connected to the mains sewer and there is sufficient capacity to supply water and manage sewage. We would also recommend that surface water is properly attenuated and appropriate SuD's put in place.

There could be a potential air quality risk should an application for combustion/incineration activities or an anaerobic digester come forwards, but we understand that this is not within scope of the LDO and any such development would need to go through the EIA process. We would also highlight air quality concerns should livestock or poultry units be proposed, but again, we note that this type of development is not within the scope of the LDO

## Respondent: Norfolk County Council

### **Economic Development**

The County Council continues to support the overall aims and objectives set out in both the LDOs and Design Code documents, particularly with regard to the economic development opportunities the LDOs will bring to Great Yarmouth and the wider area through:

- Allowing greater permitted development rights for businesses operating in, or providing essential support services to, the energy, offshore engineering and ports & logistics sectors;
- Fostering economic growth and providing opportunity for businesses operating in, or providing essential support services to those sectors, to prosper and grow; and

Fostering economic growth and provide the opportunity for service, high-tech/research and development sector businesses, particularly those associated with the off-shore energy industry to prosper and grow, through a simplified planning process created by the LDO.

### **Minerals and Waste Planning**

Norfolk County Council, as the Statutory Minerals and Waste Planning Authority for Norfolk, supports the exclusion of County Matters development from the LDO. The County Council advise including the legal definition of County Matters development within section '6. Definitions' of the LDO.

The Beacon Park site is underlain by an identified mineral resource (sand and gravel) which is safeguarded as part of the adopted Norfolk Minerals and Waste Core Strategy, and Core Strategy Policy CS16'Safeguarding' is applicable. Safeguarded mineral resources are derived primarily from the BGS Mineral resources map (2004) as amended by the DiGMapGB-50 dataset.

A duty is placed upon Local Planning Authorities to ensure that mineral resources are not needlessly sterilised, as indicated in National Planning Policy Framework (2021) paragraph 210, and 'A Guide to Mineral Safeguarding in England' published jointly by DCLG and the BGS. Paragraph 212 of the NPPF (2021) states that "Local planning authorities should not normally permit other development proposals in Mineral Safeguarding Areas if it might constrain potential future use for mineral working".

The County Council is pleased to note that the Beacon Park Design Code includes a paragraph on re-use of sand and gravel resources. However, we strongly advise that the text in paragraph 2.46 is amended to state "...it SHOULD be used in construction where practicable."

Section 5. Monitoring of the Local Development Order and how this will be reported.

It is not clear whether the development permitted under the LDO is being, or will be in the future, effectively monitored to ensure compliance with the LDO conditions and the relevant planning legislation. The LDO should include a clear reference to the Borough Council's exclusive responsibility to monitor planning control of development permitted under the LDO. The LDO should also set out how development permitted under the LDO will be/is being continuously monitored to ensure compliance with the LDO and relevant planning legislation.

The LDO does not include any reference to matters relating to planning enforcement. The LDO would benefit from a section setting out how breaches of planning control, including, EIA or county matter developments, discovered through effective monitoring or direct complaints, will be investigated & assessed against the Borough Council's Planning Enforcement Policy. This section, should also set out the Borough Council's procedures for referring alleged breaches of planning control to the County Planning Authority for further investigation, when the breach is suspected of being a county matter?

There is no reference in the LDO, to whether the monitoring of planning control is being reported in the Council's Annual Monitoring Report, which at present only reports on the effectiveness of the LDO. There should be a clear reference to how this monitoring is to be reported on an annual basis in a monitoring report.

### **Local Lead Flood Authority**

At present in both the Beacon Park and the South Deans draft LDOs and Design Code documents there is no mention of the LLFA and their developer guidance. We note the LLFA was not in existence when the original LDO was consented. However, it is recommended these documents should direct the potential developers to the LLFA for both pre-app enquiries and the required use of the LLFA Developer Guidance for the plot level developments.

Further guidance on the information required by the LLFA from applicants can be found at <https://www.norfolk.gov.uk/rubbish-recycling-and-planning/flood-and-water-management/information-for-developers>

### **Historic Environment**

It is suggested that the following condition is applied to the renewed LDO:

- All aspects of development undertaken in accordance with this Local Development Order will comply with the requirements of the Beacon Park Design Code.

It is suggested that paragraphs 2.45-2.47 (inclusive) of the existing Beacon Park LDO Design Code are carried over to the renewed LDO Design Code.

Some changes are required to Appendix 1, paragraph 2 of the Design Code. Our office is no longer in a position to offer the training and input required by Appendix 1 due to staffing issues. Therefore I would advise that a retained archaeologist would take over those responsibilities under advisement (and subject to an approved Written Scheme of Investigation or specification) from the NCCES. It would be expected that the retained archaeologist would maintain a watching brief over any development, in addition to any mitigation required by paragraph 2.45-2.47.

## **Respondent: Somerleyton Estate**

These representations are submitted on behalf of the Somerleyton Estate. Having reviewed the information on the Council's website the Somerleyton Estate encourages the Council to include as many features to enhance wildlife and to improve the landscape within the Beacon Park and South Denes areas.

As part of the Wild East initiative the Estate is making a major commitment to rewilding large areas of land that it owns, including land within the Borough. The Estate encourages other landowners and



organisations with control of land, such as Great Yarmouth Council, to do their utmost to do the same and to encourage wildlife and improve the landscape.

## **Respondent: Water Management Alliance**

The site is near to the Internal Drainage District (IDD) of the Waveney, Lower Yare and Lothingland Internal Drainage Board (IDB) and is within the Board's Watershed Catchment (meaning water from the site will eventually enter the IDD). For further information on the Board's Internal Drainage District and the wider watershed catchment, please contact this office.

I note that the applicant has indicated that they intend to dispose of surface water via SuDS, and I am pleased to see that any runoff will be restricted to greenfield rates. If the developments were to propose to dispose of surface water via infiltration, we would recommend that any proposed strategy is supported by ground investigation to determine the infiltration potential of the site and the depth to groundwater. If on-site material were to be considered favourable then we would advise infiltration testing in line with BRE Digest 365 (or equivalent) to be undertaken to determine its efficiency. If (following testing) a strategy wholly reliant on infiltration is not viable and a surface water discharge proposed to a watercourse within the watershed catchment of the Board's IDD then we request that this be in line with the Non-Statutory technical standards for sustainable drainage systems (SuDS), specifically S2 and S4. Resultantly we recommend that the discharge from this site is attenuated to the Greenfield Runoff Rates wherever possible.

The reason for our recommendation is to promote sustainable development within the Board's Watershed Catchment therefore ensuring that flood risk is not increased within the Internal Drainage District (required as per paragraph 167 of the National Planning Policy Framework ). For further information regarding the Board's involvement in the planning process please see our Planning and Byelaw Strategy, available online.

**URN:**

**Subject:** Heritage Action Zone – Great Yarmouth Shopfront Design Guide Supplementary Planning Document

**Report to:** Policy and Resources Committee – 8<sup>th</sup> February 2021

**Report by:** Sam Hubbard, Strategic Planning Manager and Lou Robson Heritage Action Zone Project Manager

#### **SUBJECT MATTER**

**Heritage Action Zone – Final Draft of the Great Yarmouth Shopfront Design Guide Supplementary Planning Document.**

#### **RECOMMENDATION**

That the Policy and Resources Committee approve the final draft SPD for consultation.

## **1. Introduction**

- 1.1. In 2019 Great Yarmouth Borough Council submitted a successful expression of interest and was invited to develop a programme design for a Heritage Action Zone. In January 2020 it was announced that GYBC was one of 68 high streets which had made a successful bid. Under the scheme, lead partners and Great Yarmouth Preservation Trust (GYPT) will work with Historic England (HE) to develop and deliver schemes that will transform and restore disused and dilapidated buildings into new homes, shops, workplaces and community spaces, restoring local historic character and improving public realm. The Great Yarmouth Heritage Action Zone (HAZ) target area includes Market Place, King St and Market Row
- 1.2. The scheme comprises a series of projects and workstreams which collectively tackle problems of empty, redundant and neglected buildings through repair and re-use, transforming dilapidated properties into new homes, shops and community spaces. Through capital projects, it will repair and restore the historic environment and public realm and encourage property owners to invest in conservation improvements to restore historic character through a scheme of small grants. The project strategically aligns with the Future High Street Fund and Town Deal Investment Plan actions and objectives and will deliver a significant community benefit and includes a number of physical improvements to the historic environment, a mapping project, community engagement and the preparation of design guides.

- 1.3. The design guides will cover shopfronts, extensions, repairs and public realm together with an umbrella guide.
- 1.4. The first design guide to be prepared is the Shopfront Design Guide. The guide will help support the grant system for shopfront repairs but will also be a planning policy document to help determine applications involving shopfronts. Therefore, it is proposed that that the document is adopted as a Supplementary Planning Document (SPD).
- 1.5. SPDs build upon and provide more detailed advice or guidance on policies in an adopted local plan. They do not form part of the 'development plan' but are a material consideration in the determination of planning applications. The SPD will provide broad design principles for shopfronts as well as a detailed analysis of the separate design elements which make up a shopfront. This will include advice and guidance on signage, illumination, colour, materials, pilaster, console brackets, stall riser windows etc.
- 1.6. The Town and Country Planning (Local Planning) Regulations 2012 require two stages of consultation during the preparation of a SPD. Firstly, consultation is required during the initial preparation of the document to inform a draft SPD and secondly on a final draft SPD.
- 1.7. The Policy and Resources Committee approved a first draft of the SPD on 27<sup>th</sup> July 2021 which formed the first stage of consultation. Consultation then took place between 9<sup>th</sup> August 2021 and 20<sup>th</sup> September 2021.
- 1.8. Given the specialist nature of the document only eight stakeholders responded to the consultation:
  - Historic England
  - Natural England
  - Marine Management Organisation
  - Norfolk County Council
  - British Sign and Graphics Association
  - Great Yarmouth Civic Society
  - Great Yarmouth Local History and Archaeological Society
  - 1 Member of public
- 1.9. A Consultation Statement has been prepared and is appended to this report as Appendix 1 which includes the responses in full and how they have been addressed in the final draft of the Supplementary Planning Document.

## **2. Final Draft SPD**

- 2.1. A final draft of the Shopfront Design Guide SPD is appended to this report in Appendix 2. The final draft SPD takes into account the comments received during the first draft consultation. It was endorsed by the Council's Local Plan Working Party in November 2021. In summary the main changes are:

- New introductory paragraph to make clear that where planning permission is not needed for an alteration, the Council would still encourage shop owners and developers to follow the guidance in order to improve the character of the area.
- The document has been re-ordered and the section on history of shopfronts has been expanded to address comments made by Historic England.
- The section on materials, transparency and illumination have been revised to improve clarity and address some of the concerns by the British Sign and Graphics Association and Historic England.
- Detail has been added to the document providing guidance on access to upper floors.

### 3. Next Steps

- 3.1. If approved for consultation, the SPD will again be consulted upon with statutory consultees, other interested groups and the public. A final version of the SPD will then be prepared which will then be considered by the Policy and Resources Committee for formal adoption.

### 4. Conclusion

- 4.1. The Shopfront Design Guide forms part of the Heritage Action Zone programme of work. It will help support the shopfront grant system and will be a material consideration in planning applications involving shopfronts upon adoption.
- 4.2. It is recommended that the Policy and Resources Committee:
- Approve the final draft SPD for consultation.

### 5. Appendices

Appendix 1 – Consultation Statement

Appendix 2 – Final Draft Shopfront Design Guide Supplementary Planning Document

Appendix 3 – Strategic Environmental Assessment Screening Report

Appendix 4 – Habitat Regulations Assessment Screening Report

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

Area for consideration	Comment
Monitoring Officer Consultation:	n/a
Section 151 Officer Consultation:	n/a
Existing Council Policies:	Local Plan Part 1: Core Strategy, Local Plan Part 2.
Financial Implications (including VAT and tax):	n/a – covered by usual staff operating costs.
Legal Implications (including human rights):	n/a

Risk Implications:	n/a
Equality Issues/EQIA assessment:	n/a
Crime & Disorder:	n/a
Every Child Matters:	n/a

# Great Yarmouth Shopfront Design Guide

## SUPPLEMENTARY PLANNING DOCUMENT

### Consultation Statement

November 2021



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## Introduction

This document provides a summary of the consultation undertaken on the Great Yarmouth Shopfront Design Guide (SPD) under Regulation 12 of the Town and County Planning (Local Planning) Regulations 2012 (as amended). It provides the information required under Regulation 12 and 13 of the above mentioned regulations. The document sets out:

- Which bodies and persons the local planning authority invited to make representations under regulation 12,
- How those bodies and persons were invited to make representations under regulation 12,
- A summary of the main issues raised by the representations made pursuant to regulation 12,
- How these representations have been taken into account in the production of the Final Draft SPD

The consultation took place between 9th August 2021 and 20th September 2021. .

In accordance with the Councils adopted Statement of Community Involvement (SCI), direct notification of the consultation was sent to:

- All Local Members
- Statutory and General Consultees on our Local Plan consultation database

A press release for the consultation was issued on the 19<sup>th</sup> August 2021.

The consultation itself was in the form of a first draft of the SPD. The document was available online and hard copies were available for inspection at the Town Hall, Hall Plain, Great Yarmouth, NR30 2QF

Comments to the consultation were accepted via post to Great Yarmouth Town Hall or email to [localplan@great-yarmouth.gov.uk](mailto:localplan@great-yarmouth.gov.uk). An interactive survey was also made available for people to submit their comments.

The consultation attracted responses from 8 individuals or organisations. These responses are reproduced in Appendix 1. The main issues raised in the response together with how they have been addressed in the production of the Final Draft SPD is set out below.

## Summary of main issues raised and how they have been addressed

This section sets out the main issues raised by each respondent and how they have been taken into account in the Final Draft SPD.

### **Respondent: British Sign and Graphics Association - Chris Thomas – Outdoor Advertising Consultant.**

#### **Summary of Main Issues Raised**

The British Sign and Graphics Association raised the following issues:

- It was argued that the SPD should only apply to historic buildings and historic areas and this should be clarified in the introduction. It was stated that the title of the guidance should be Shopfront Design Guide for Historic Buildings and Areas.



- Concern was raised around the way the guidance treats uvpc, acrylic and Perspex and other plastic materials. Suggested wording was provided.
- Concern was raised on how the guidance emphasises transparency in window displays and guidance on advertisement displays on windows. Noted that the Advertisements Regulations permit advertisements within buildings.
- It was noted that the guidance to avoid internally illuminated box fascias is a common type of approach on contemporary shopfronts and the guidance fails to take into account innovation in lighting which allows for slimmer signage. Suggested wording was provided.
- It was argued that the guidance on colour should be deleted as it is a commercial consideration and would often not need planning permission and therefore the local authority could not enforce it.
- It was suggested that the section on signage should be deleted or rewritten entirely. Concerns included lack of planning control over what can be on an advertisement, guidance on types of paint, guidance on approach to signwriting.
- It was suggested the section on illumination was deleted with concern raised about guidance on external illumination, the definition of subtly and high quality. It was argued that internally illuminated fascia

### **How issues have been addressed**

It is considered that the introductory paragraphs are sufficiently clear that the SPD provides guidance for shopfronts in historic areas and on historic buildings.

The section on materials has been revised to address the concerns raised with similar wording used to that suggested by the respondent.

In terms of concerns about what is controllable under planning legislation, new wording has been added to the introduction to make clear that where planning permission is not needed for an alteration, the Council would still encourage shop owners and developers to follow the guidance in order to improve the character of the area.

The references to transparency have been revised slightly to give greater clarity to the guidance.

The section on illuminated facias has been revised to take into account comments. However, given that the document is focussed on historic areas and buildings it is appropriate that it still seeks to avoid illuminated box facias more generally.

It is considered important for the document to have guidance on colour and signage even in circumstance where it is not subject to control by the local planning authority in order to promote best practice in the historic environment. The sections on colour and signage has been revised to make them more specific and clearer.

It is not the Council's intention to restrict illumination to the interior of buildings. The first paragraph in the illumination section simply states that this was a traditional approach. The wording has been revised to be more specific on appropriate approaches.

## **Respondent: Great Yarmouth Civic Society**

### **Summary of Main Issues Raised**

Great Yarmouth Civic Society supported the SPD. They noted that there was no guidance on how the floor in the area leading up to shopfront doors should be treated. They also requested mention of the importance of good looking and safe pavements.

### **How issues have been addressed**

Support noted. There is guidance on access and doorways on page 32 of the guidance.

## **Respondent: Great Yarmouth Local History and Archaeological Society**

### **Summary of Main Issues Raised**

The Great Yarmouth Local History and Archaeological Society noted that the SPD was a very good and comprehensive guide.

### **How issues have been addressed**

Support for the SPD noted.

## **Respondent: Historic England**

### **Summary of Main Issues Raised**

Overall, Historic England strongly welcomed the production of the guidance.

More specifically Historic England raised the following issues:

- It was noted that the document neglects to provide sufficient information regarding stylistic influences other than Classical and the broader evolution of style and form from the earliest shopfronts to the Modernism of the post-war period
- It was requested that more information could be provided regarding the use of materials including recommendations on timber selection and paint types.
- It was requested that there was specific advice in the SPD on how to accommodate access to upper floors in a frontage.
- It was requested that references to the NPPF were made in the SPD.
- It was suggested that Historic England's advice regarding the repair, maintenance and upgrading of traditional windows is referenced.

### **How issues have been addressed**

The document has been re-ordered so that the section on the history of shopfronts comes before the section on classical architecture. The section on the history of shopfronts has been expanded to address comments on stylistic influences other than classical architecture.

Reference has been made to the document "Details and Good Practice in Shopfront Design" as a reference point for more information and detail on material usage.

Detail has been added to the document providing guidance on access to upper floors.

Reference has been made to the NPPF in Appendix C.

Reference had been made Historic England's Traditional Windows: Their Care, Repair and Upgrading (Historic England, 2017) in Section 3.

## **Respondent: Marine Management Organisation**

### **Summary of Main Issues Raised**

No specific issues raised, only standard holding response provided.

### **How issues have been addressed**

No issues to address

## **Respondent: Natural England**

### **Summary of Main Issues Raised**

Natural England concluded that the SPD was unlikely to have major impacts on the natural environment and therefore did not provide any specific comments.

### **How issues have been addressed**

Comment and conclusions noted.

## **Respondent: Miss K Newnham (Member of public)**

### **Summary of Main Issues Raised**

Miss Newnham supported the publication of the SPD.

### **How issues have been addressed**

Support noted.

## **Respondent: Norfolk County Council**

### **Summary of Main Issues Raised**

Norfolk County Council expressed support for the SPD which they considered would help improve the vitality of the town centre. They did not consider there were any strategic cross-boundary issues.

### **How issues have been addressed**

Support for document noted.

# **Appendix 1 – Original Representations**

## **Respondent: British Sign and Graphics Association - Chris Thomas – Outdoor Advertising Consultant.**

These representations are submitted on behalf of the British Sign and Graphics Association (BSGA) in response to the above draft SPD.

The BSGA represents 65% of the sales of signage throughout the UK and monitors development plans throughout the country to ensure that emerging Local Plan Policies and Supplementary Guidance do not inappropriately apply more onerous considerations on advertisements than already apply within the NPPF, Planning Practice Guidance (PPG) and the Town and Country Planning (Control of Advertisements)(England) Regulations 2007 (as amended). Our comments relate to the parts of the SPD which concern “advertisements” in the statutory definition.

The Introduction to this draft SPD explains that its additional guidance on the design of shopfronts and advertisements is relevant to designated conservation areas and for proposals relating to listed buildings and other designated national and local heritage assets. We think that the title should make this crystal clear, ie the SPD should be called “Shopfront Design Guide for Historic Buildings and Areas”. The Introduction should make very clear that the guidance is not intended for borough-wide application. The addition of paragraph numbers would also help in referencing.

We have now carefully examined the proposed guidance in this draft SPD and are concerned that, in some aspects, it exceeds what is permitted in law; that it is impractical and unrealistic; that it totally fails to take account of the

actuality of Great Yarmouth’s shopping environment; and that its requirements are unduly onerous and excessive.

In chapter 7 “Design Principles”, page 25, the use of high quality materials is encouraged. But the paragraph then continues to denigrate uPVC, acrylics, Perspex and other plastics as if they are not high-quality materials (“Perspex” is a registered trade name and needs to be capitalized). The paragraph says that they are “unsympathetic”, but fails to explain how. Plastic materials used in the sign industry today are high quality, recyclable and can be produced in a variety of finishes. They can be wholly sympathetic to modern shopfronts which may also have uPVC window and door framing and other modern design elements. Some of the signs most commonly seen in historic areas are also necessarily at least part acrylic or Perspex. They are suitable materials for the faces of letters and graphics illuminated from within. We think that this paragraph might be better expressed as:

“High quality materials should be used to support the overall character. Avoid the use of large areas of glossy acrylic, plastic and Perspex sheeting which can spoil the character of historic areas where more traditional materials are prevalent”.

This change would also reflect the advice on “Materials” on page 36.

In chapter 8, “Window Displays”, page 30, (and in “Design Principles”, page 27), there is an emphasis on “transparency” between street and the building interior as if this is automatically desirable. This is an incorrect presumption. There are many good reasons why a particular business may require part or all of its windows to be obscured (eg to conceal tills or counters near windows; or for privacy; or simply because that’s what the owner wants). Indeed, some establishments have traditionally had their windows totally obscured (eg betting shops, pawn shops). The Advertisements Regulations permit with deemed consent (or with total exception) all advertisements within buildings; and this, of course, includes any advertisements applied to the inside face of the glazing. The content of shop windows is a matter for the owner/occupier and not one for the local authority. All the SPD advice is based on the misconception that the authority knows best – it doesn’t. This is a commercial consideration which is not the local authority’s business.

In Chapter 8, “Fascia”, page 30, the SPD advises that internally illuminated box fascias should be avoided. This fails to reflect the reality that internal illumination is the most common form of fascia sign within the town centre, particularly on properties with contemporary shopfronts. The SPD fails to take account of innovation in sign design. In particular, there is no mention whatsoever of LED illumination. The smaller size of the luminaries, their long

life and their minimal heat generation allows modern “box” signs to be much slimmer and more versatile than their “neon” tube illuminated predecessors. These older signs needed thickness in the depth of the box to allow for the bulkier tubes and their fittings, as well as to allow heat to dissipate.

Moreover, the SPD fails to recognise that internal illumination allows light to be very carefully directed (eg through letters/logo only), whereas external illumination necessarily casts light not only onto the sign but also its surrounds. It also often produces an uneven light spread which is itself unsatisfactory both for the retailer and the street scene (see picture below). We suggest that the advice be revised to:

“Bulky, box-type fascias, often with full-face illumination and crudely bolted-on over existing fascia boards, should be avoided.”

In Chapter 8 “Colour”, page 37, we accept that some historic shopfronts may need to be coloured sensitively. However, the advice that “In general, particularly bright colours or a selection with too high contrast should be avoided” is overly prescriptive for general application throughout the borough. What is a “bright” colour? Red or yellow? But these are two of the primary colours of nature and are commonly seen throughout shopping areas. Without bright colours, many commercial areas would be dull, uninteresting and unattractive to customers. We would hazard that red is the most common shopfront advertisement colour in any given street. And what is “too high” contrast? Red and yellow? Red and white? Red and blue? Green and yellow? (think McDonald’s, Burger King, Tesco, Morrisons). Again, colour is a commercial consideration. Local authorities should only concern themselves when the colour is so obtrusive that it affects visual amenity (as required by the Regulations). Otherwise, this is again a matter for personal choice, as indeed it should be. And how will a local authority enforce this? Any deemed consent or excepted advertisement may be displayed regardless of its colour. This would include the vast majority of non-illuminated fascia, hanging and window signs, including those in conservation areas. So the “advice” cannot be enforced. We therefore suggest that the “general” advice on colour be entirely deleted.

In Chapter 8 “Signage”, page 38, the advice is totally unrealistic. That fascia signs should use “traditional hand-painting” is unachievable. There are not enough professional sign writers still practising in the UK to supply even Great Yarmouth’s commercial offerings. And the price is prohibitive.

Acceptable fascia signage can be in a very wide range of forms and designs. Individual letters can be fitted even when there is an existing fascia board. Signs can be in a variety of materials to suit the style of the shopfront and/or building. A “traditional hand-painted” fascia board would look wholly out of place above a modern metal or plastic-framed shopfront with large plate-glass windows. Modern, slim, internally

illuminated fascias can be wholly acceptable (see above). The advice is pointless and unrealistic. It should either be expanded widely or, probably best, replaced simply with:

“Fascia signs come in all sizes and materials. The advice on “Fascia” above is relevant. The fascia should be in scale with the shopfront and building as a whole, as should advertising upon it. Design will vary widely. But the important consideration is that the overall appearance of the fascia should complement the character and design of the shopfront as a whole and, where appropriate, the building of which it forms a part.”

It should also be borne in mind that local authorities may not concern themselves with the content of a sign unless it affects amenity or public safety in any particular case. The SPD cannot therefore dictate that the content of any sign be only the shop name or, for that matter, anything else. For example, there is nothing to prevent a greengrocer’s fascia sign from saying “pharmacy”. This is a ridiculous example because commercial consideration would never permit it – but the law would! So references to fascias or letters with the shop name only should be deleted.

In the third paragraph of the same section, the Council apparently fail to recognize that the advice is supposedly about “Signage”. A hanging “sign” is an advertisement! It does not need to contain words or a logo – a model of a shoe hanging outside a shoe shop is an “advertisement” within the statutory definition. And why should these be at, or below, fascia level? Such signs must leave adequate headroom for public safety - a hanging sign below fascia level would often not permit this. And a hanging sign fixed to a fascia can spoil the fascia. It is for this reason that many hanging signs are displayed from brackets set above the fascia. The board may then be seen safely and clearly either at the same height as the fascia or wholly above (as often in the case of public houses).

Why should “gloss” paint be avoided? Most people paint the woodwork/metalwork of their homes in gloss paint for a reason. It wears well, does not readily discolour and gives a pleasing finish. Matt paints can appear dull and never weather as well. This advice has no sound basis and is unenforceable; again, the matter should be left to personal choice.

We suggest that the whole “Signage” section should either be deleted or re-written entirely – at present, it is gibberish.

In chapter 8 “Illumination”, page 38, it appears that the Council wish to restrict illumination principally to lighting within the premises. This is unrealistic. Shopping streets are now invariably well-lit by street lights. Businesses want to advertise their presence whilst trading in all light conditions; and illuminated fascia and hanging/projecting signs are commonplace. As above, modern internally illuminated fascia and projecting signs are often wholly acceptable; these also avoid the need for external fittings (such as spotlights or troughs) and associated wiring/switch boxes etc). There is

no reason to advise against the use of such common commercial shopfront advertising. And perhaps the Council could explain what “subtle, high-quality” lighting is and where it might be installed. Surely illumination through letters only, or “halo” illumination is “subtle and high-quality”. Yet these effects can only be produced with internal illumination! Indeed, the picture on the same page shows the fascia illuminated by three separate trough lights. Would the Council consider this “subtle and high quality”? What about the picture below where the lights are shown as lit?



This clearly shows the fallacy that external lighting is preferable. The light is so bright and variable that the sign can barely be read.

We suggest that the whole section be deleted. It is pointless as presently presented.



## **Respondent: Great Yarmouth Civic Society**

Although there were some photographs of tiles leading to the door of a shop there was no comment about how the floor in this area should be treated.

The pavement outside a shop is probably outside the scope of "shopfront design but I think some mention should be made of the importance of good looking and safe for walking pavements. Too often the pavements have been dug up and repaired badly making them look bad and be dangerous to walk on.

Overall I think it is a very good document and should lead to a big improvement in the appearance of the town. A similar document is required for all buildings in the town as suggested by the Civic Society two years ago.

## **Respondent: Great Yarmouth Local History and Archaeological Society**

A very good and comprehensive guide.

## **Respondent: Historic England**

Thank you for consulting Historic England about the Great Yarmouth Shopfront Design Guide. As the government's advisory body on matters relating to the historic environment, we're keen to ensure that the conservation and enjoyment of the historic environment are considered at all stages of the planning process. As the consultation sets out, this guide has been produced by the Borough Council and the Great Yarmouth Preservation Trust on behalf the Great Yarmouth High Street Heritage Action Zone partnership. We are therefore pleased to have the opportunity to review the guide at this early stage.

Overall, we strongly welcome the production of the shopfront guidance, which of course is jointly funded by the High Street Heritage Action Zone Programme. The erosion of Great Yarmouth's character and appearance as a result of gradual inappropriate changes and neglect to some of its historically very fine commercial frontages is one of the principal elements that has influenced the current status of Great Yarmouth's conservation areas as being on the Heritage At Risk Register. The provision of clear, robust and helpful guidance regarding the conservation and reinstatement of this character is therefore considered to be a vital component of the process of enhancement that the town centre in Yarmouth is presently witnessing.

We consider that the guidance is well-illustrated with large and clear photographs and diagrams, which are helpful. This is particularly the case in Section 8 and in the Case Studies section. We would suggest that the subheadings in the Contents list are converted to hyperlinks that take the reader to the relevant section. This will help those reading the digital version of this document navigate the document.

A general point we would make is that all such guidance should be written in plain English to ensure that it is as accessible as possible to all relevant users, without of course eliminating the correct technical terminology where possible. We would therefore suggest that headings, subheadings and prose is reviewed to ensure its readability is pitched at a level appropriate for a planning document, rather than a special interest publication. At times, the SPD gives the impression of being directed towards the more specialist or knowledgeable reader, whereas this SPD should also be usable by a non-specialist building owner. A specific example we would suggest modifying is the heading for

Section 3 – “A Existing Documents in Resume”. This should simply be ‘Existing Information and Guidance’, or similar.

We note that the document concentrates on the use and influence of the Classical orders of architecture on shopfronts. This is of course highly relevant to traditional shopfront design, but the document to some extent neglects to provide sufficient information regarding other stylistic influences and the broader evolution of style and form from the earliest shopfronts to the Modernism of the post-war period. Some more information on this would be welcome, and may help building owners to place their own building in context when considering the design of a new shopfront.

We would suggest that more information could be provided regarding the use of materials than the short paragraph provided. This can include recommendations on appropriate timber selection, the use of appropriate paint types for the renovation of historic timber frontages. The document “Details and Good Practice in Shopfront Design” by the English Towns Forum (now the Historic Towns and Villages Forum) is – although quite old - a good example of a document that contains such information. Whilst the level of detail it contains may be too much for the main SPD, it could be incorporated as part of the appendices.

We would suggest that the document also includes specific advice on how to sensitively accommodate access to upper floors in a frontage where rear access is not possible. The conversion of vacant upper floors for residential use is important to the vitality of town centres and to the viability of historic commercial buildings in general, but can result in unsatisfactory impacts on the historic environment where doors are inserted without careful consideration.

We would recommend that the design principles and guidance it sets out are placed in the context of the National Planning Policy Framework and the Local Development Framework. Whilst we note that the latter is referenced in the Appendices, the former is not mentioned anywhere in the document, and it is important that the relationship between good shopfront design quality and the relevant Design and Historic Environment sections of the NPPF is contextualised and clearly defined. This will add weight to the SPD’s requirements and create clarity for decision takers.

We suggest that Historic England’s advice regarding the repair, maintenance and upgrading of traditional windows is referenced. Whilst it refers principally to domestic windows, the information that it contains is also applicable to the conservation of historic timber shopfronts:

<https://historicengland.org.uk/images-books/publications/traditional-windows-care-repair-upgrading/>.

## **Respondent: Marine Management Organisation**

Consultation response - PLEASE READ

Thank you for including the Marine Management Organisation (MMO) in your recent consultation submission. The MMO will review your document and respond to you directly should a bespoke response be required. If you do not receive a bespoke response from us within your deadline, please consider the following information as the MMO’s formal response.

Kind regards,

The Marine Management Organisation

Marine Management Organisation Functions



The MMO is a non-departmental public body responsible for the management of England's marine area on behalf of the UK government. The MMO's delivery functions are: marine planning, marine licensing, wildlife licensing and enforcement, marine protected area management, marine emergencies, fisheries management and issuing grants.

#### Marine Planning and Local Plan development

Under delegation from the Secretary of State for Environment, Food and Rural Affairs (the marine planning authority), the MMO is responsible for preparing marine plans for English inshore and offshore waters. At its landward extent, a marine plan will apply up to the Mean High Water Springs (MHWS) mark, which includes the tidal extent of any rivers. As marine plan boundaries extend up to the level of MHWS, there will be an overlap with terrestrial plans, which generally extend to the Mean Low Water Springs (MLWS) mark. To work together in this overlap, the Department of Environment, Food and Rural Affairs (Defra) created the [Coastal Concordat](#). This is a framework enabling decision-makers to co-ordinate processes for coastal development consents. It is designed to streamline the process where multiple consents are required from numerous decision-makers, thereby saving time and resources. Defra encourage coastal authorities to sign up as it provides a road map to simplify the process of consenting a development, which may require both a terrestrial planning consent and a marine licence. Furthermore, marine plans inform and guide decision-makers on development in marine and coastal areas.

Under Section 58(3) of [Marine and Coastal Access Act \(MCAA\) 2009](#) all public authorities making decisions capable of affecting the UK marine area (but which are not for authorisation or enforcement) must have regard to the relevant marine plan and the UK [Marine Policy Statement](#). This includes local authorities developing planning documents for areas with a coastal influence. We advise that all marine plan objectives and policies are taken into consideration by local planning authorities when plan-making. It is important to note that individual marine plan policies do not work in isolation, and decision-makers should consider a whole-plan approach. Local authorities may also wish to refer to our [online guidance](#) and the [Planning Advisory Service: soundness self-assessment checklist](#).

We have also produced a [guidance note](#) aimed at local authorities who wish to consider how local plans could have regard to marine plans. For any other information please contact your local marine planning officer. You can find their details on our [gov.uk page](#).

See [this map on our website to locate](#) the marine plan areas in England. For further information on how to apply the marine plans and the subsequent policies, please visit our [Explore Marine Plans](#) online digital service.

The adoption of the [North East](#), [North West](#), [South East](#), and [South West Marine Plans](#) in 2021 follows the adoption of the [East Marine Plans](#) in 2014 and the [South Marine Plans](#) in 2018. All marine plans for English waters are a material consideration for public authorities with decision-making functions and provide a framework for integrated plan-led management.

#### Marine Licensing and consultation requests below MHWS

Activities taking place below MHWS (which includes the tidal influence/limit of any river or estuary) may require a [marine licence](#) in accordance with the MCAA. Such activities include the construction, alteration or improvement of any works, dredging, or a deposit or removal of a substance or object. Activities between MHWS and MLWS may also require a local authority planning permission. Such permissions would need to be in accordance with the relevant marine plan under section 58(1) of the MCAA. Local authorities may wish to refer to

our [marine licensing guide for local planning authorities](#) for more detailed information. We have produced a [guidance note](#) (worked example) on the decision-making process under S58(1) of MCAA, which decision-makers may find useful. The licensing team can be contacted at: [marine.consents@marinemanagement.org.uk](mailto:marine.consents@marinemanagement.org.uk).

Consultation requests for development above MHWS

If you are requesting a consultee response from the MMO on a planning application, which your authority considers will affect the UK marine area, please consider the following points:

- The UK Marine Policy Statement and relevant marine plan are material considerations for decision-making, but Local Plans may be a more relevant consideration in certain circumstances. This is because a marine plan is not a 'development plan' under the [Planning and Compulsory Purchase Act 2004](#). Local planning authorities will wish to consider this when determining whether a planning application above MHWS should be referred to the MMO for a consultee response.
- It is for the relevant decision-maker to ensure s58 of MCAA has been considered as part of the decision-making process. If a public authority takes a decision under s58(1) of MCAA that is not in accordance with a marine plan, then the authority must state its reasons under s58(2) of the same Act.
- If the MMO does not respond to specific consultation requests then please use the above guidance to assist in making a determination on any planning application.

Minerals and Waste Local Plans and Local Aggregate Assessments

If you are consulting on a minerals and waste local plan or local aggregate assessment, the MMO recommends reference to marine aggregates, and to the documents below, to be included:

- The [Marine Policy Statement \(MPS\)](#), Section 3.5 which highlights the importance of marine aggregates and its supply to England's (and the UK's) construction industry.
- The [National Planning Policy Framework \(NPPF\)](#), which sets out policies for national (England) construction mineral supply.
- [The minerals planning practice guidance](#) which includes specific references to the role of marine aggregates in the wider portfolio of supply.
- [The national and regional guidelines for aggregates provision in England 2005-2020](#) predict likely aggregate demand over this period, including marine supply.

The minerals planning practice guidance requires local mineral planning authorities to prepare Local Aggregate Assessments. These assessments must consider the opportunities and constraints of all mineral supplies into their planning regions – including marine sources. This means that even land-locked counties may have to consider the role that marine-sourced supplies (delivered by rail or river) have – particularly where land-based resources are becoming increasingly constrained.

## **Respondent: Natural England**

Thank you for your consultation on the above dated and received by Natural England on 9 August 2021.

Natural England is a non-departmental public body. Our statutory purpose is to ensure that the natural environment is conserved, enhanced, and managed for the benefit of present and future generations, thereby contributing to sustainable development.

Our remit includes protected sites and landscapes, biodiversity, geodiversity, soils, protected species, landscape character, green infrastructure and access to and enjoyment of nature.

**While we welcome this opportunity to give our views, the topic this Supplementary Planning Document covers is unlikely to have major impacts on the natural environment. We therefore do not wish to provide specific comments.**

Should the SPD be amended in a way which significantly affects its impact on the natural environment, then, please consult Natural England again.

### **Respondent: Miss K Newnham (Member of public)**

Thank you for forwarding a copy of the Supplementary Planning Document (July 2012) per our telephone conversation 10 Sept. 2021. It makes very interesting reading.

I am glad the Borough Council are giving our Heritage Sites support and attention. I enjoy looking at the buildings when I come into town – before Covid I went on a heritage walk along the Quay with Martham Historical Society it was excellent. We finished our walk in the Town Hall, a truly beautiful building. I do not have the knowledge to really comment on this subject but I would be very interested to read your results of consultation. I actually like the old Nat West Bank building on the riverside, it used to be a building I went to and the inner ceilings were lovely. I am very much a fan of the Winter Gardens building and cannot wait to see it restored to its former glory – we used to sit inside in the evenings before it closed. Your intended use is going to look lovely – how about a bar inside for night time use? I also like the hotels near Wellington Pier and the Casino building, they knew how to build something beautiful. Greenwoods (empty building) looks good too.

Good luck with your important project. Perhaps you would be kind enough to send me a copy of your next supplementary/ planning document I would like to see what you are doing for our historical part of Yarmouth. Thank you.

### **Respondent: Norfolk County Council**

Thank you for your consultation on the Shopfront Design Guide SPD, the County Council supports the design guide proposals, which improve the vitality of the town centre and supports economic development of the area. At this stage it is not considered that the Shopfront Design Guide SPD raises any strategic cross-boundary issues with Norfolk County Council. I assume, under your statutory duty to co-operate (Localism Act 2011), that if you feel there are any strategic cross boundary issues arising or likely to arise that you would seek further discussion with Norfolk County Council i.e. through myself as the first point of contact.





# GREAT YARMOUTH SHOPFRONT DESIGN GUIDE

Supplementary Planning Document

Final Draft Consultation

<consultation dates>

# SHOPFRONT DESIGN GUIDE

Great Yarmouth

## SUPPLEMENTARY PLANNING DOCUMENT

November 2021





Fig. 001 10 Regent Street, Great Yarmouth.

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# INTRODUCTION

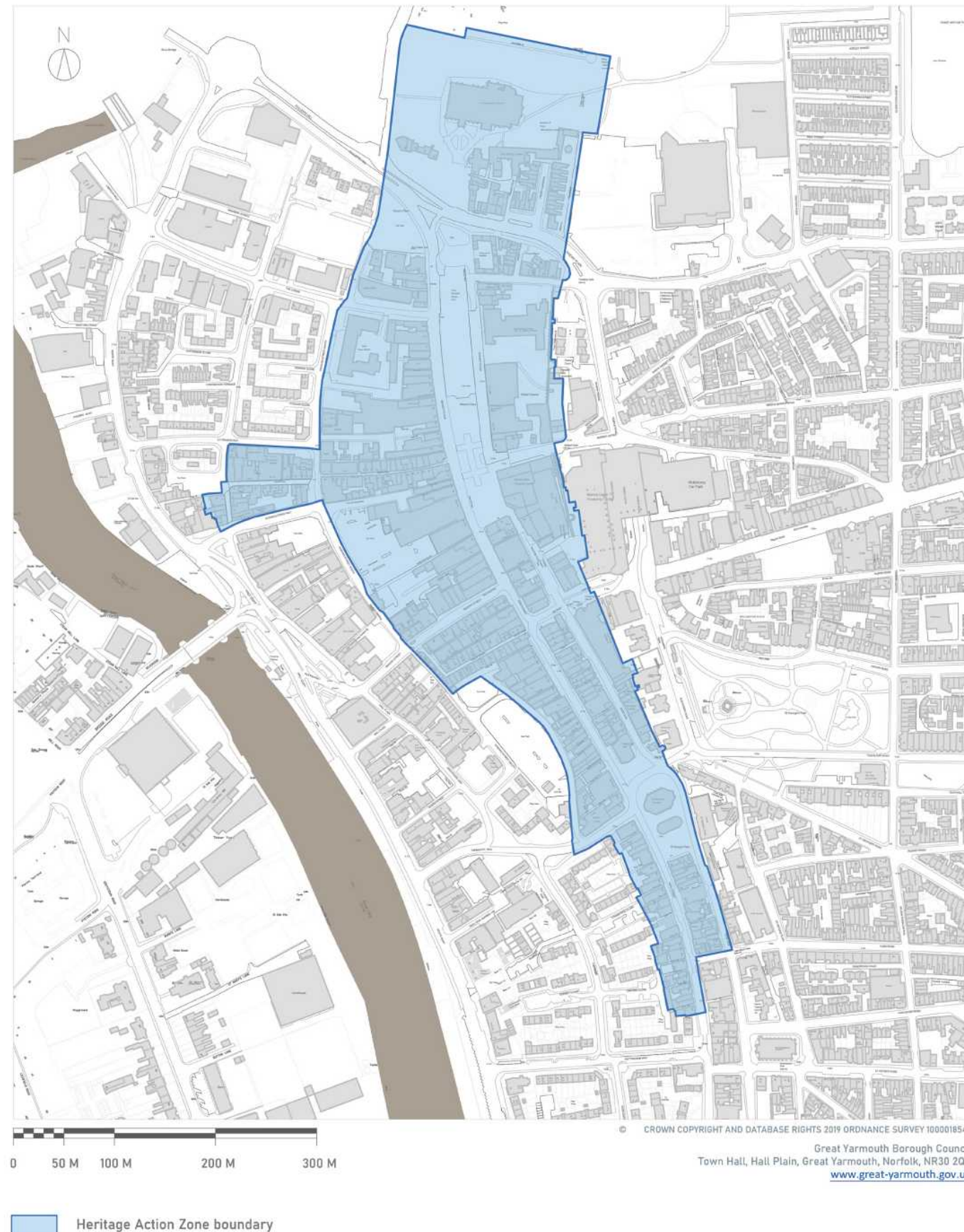


Fig. 002 Heritage Action Zone.

This guidance has been produced as part of Historic England's High Street Heritage Action Zone (HAZ) initiative – a four-year scheme (2020-2024) aiming to enhance and better reveal the historic environment in Great Yarmouth's town centre. The scheme offers grants to repair and enhance shopfronts and applicants are encouraged to read this document.

Although the HAZ scheme covers a specific area in the town centre, this document provides general guidance and design aspirations that can be used for shopfronts and advertisements in other historic areas of the town and borough.

The purpose of this document is to promote and encourage good quality retail architecture (including shopfront and advertisement design) suitable for the character of conservation areas, listed buildings, non-designated heritage assets of local historic interest and historic settings. The guidelines outline general approaches which should be considered when planning any alterations and repairs to existing shopfronts, or when developing new retail spaces and advertisements.

More information about the Heritage Action Zone scheme can be found through the following links:

- [www.great-yarmouth.gov.uk/gyhaz](http://www.great-yarmouth.gov.uk/gyhaz)
- [www.historicengland.org.uk/services-skills/heritage-action-zones/great-yarmouth/](http://www.historicengland.org.uk/services-skills/heritage-action-zones/great-yarmouth/)
- [www.great-yarmouth.gov.uk/article/6147/Great-Yarmouth-tobenefit-from-share-of-95m-heritageboost-for-high-streets](http://www.great-yarmouth.gov.uk/article/6147/Great-Yarmouth-tobenefit-from-share-of-95m-heritageboost-for-high-streets)





Fig. 003 Market Row, Great Yarmouth.

# SUPPLEMENTARY PLANNING DOCUMENT

A suite of Supplementary Planning Documents is currently being produced by Great Yarmouth Borough Council. SPDs are documents that add further detail to the policies included in the Local Plan. These documents are usually used to provide further guidance for development on specific sites or particular issues, such as design. Supplementary Planning Documents are capable of being a material consideration in planning decisions but are not part of the development plan.

It is acknowledged that some interventions and changes to the appearance of shopfronts may not require planning permission as they either do not constitute development, are permitted development under the Town and Country Planning (General Permitted Development) Order 2015 or have deemed consent under the Town and Country Planning (Control of Advertisements) Regulations 2007. In these cases, the Council still encourages shop owners and developers to have regard to the guidance in this SPD in order to help improve the character of the area.



# 1. HISTORIC GREAT YARMOUTH AND SHOPPING



Fig. 004 King Street, Great Yarmouth (c.1900).

The essential human need to exchange goods in order to survive has shaped towns and cities since the medieval period. This resulted in urban centres being moulded by trade, which also reflected historic, economic and social values throughout the centuries.

Great Yarmouth's past economic prosperity was inextricably linked to its situation between river and sea. This resulted in the development of a strategic harbour and popular river port which gave easy access for transportation and trade.

Great Yarmouth has been a significant market town since the Middle Ages, evident through its historic built environment and Market Place. It is

documented that Great Yarmouth's Market Place has existed since 1385, when it was recorded that the area was partly paved. It is likely, however, that the Market Place was established even before King John's Charter was granted to the town in 1208. Its preservation from the Middle Ages up to the present day highlights its historic, economic, social and cultural significance.

Close interaction between the trader and the buyer evolved in the late Middle Ages, but the modern understanding of a shop did not exist; goods were generally manufactured in warehouses and then transported to be sold at market. Throughout the Middle Ages most craftsmen and women – including shoemakers, brush makers, tailors and

goldsmiths – sold goods of their own manufacture from their workshops. When demand for their goods grew, craftspeople with premises in town centres found it profitable to take advantage of their location and stock goods manufactured by others as well. This resulted in the transformation of many town centre workshops into shops. In Great Yarmouth, this change mainly occurred in the area around the Market Place, along shopping streets and probably around the Quay.

These initial shops varied in form and function. Some would have been little more than stalls which would have opened on a market day, while others were used by wealthy merchants as showrooms. Nothing remains of any medieval shops in Great Yarmouth, but there are a number of 16th and 17th-century houses concealed behind later façades. An exceptional example is The Old Merchant's House, on Great Yarmouth's South Quay which is designated as a Grade II\* listed building.

Shopping became a leisure activity involving browsing, handling goods and conversation around the mid-17th century, following the establishment of fashionable shopping galleries in London. It was only in the 18th century, however, that glazed shopfronts became affordable. This transformed British high streets and, locally, led to further development of Great Yarmouth's Market Place and other central shopping areas.

Following 1815 and the Battle of Waterloo, further changes followed. Bazaars and arcades were introduced as a new shopping venue, superseding former showrooms. As standards of living improved in the Victorian era, new methods of retailing developed. These included co-operative stores and multiple or chain stores. The oldest purpose-built department store in Great Yarmouth was Palmers, established in 1837 and in continuous operation until its permanent

Fig. 005 King Street, Great Yarmouth (c.1900).





closure in 2020. The first covered shopping complex in Great Yarmouth was the Marine Arcades next to the south wing of The Empire. These two shopping arcades were built in 1902 and 1904 by A. S. Hewitt for developers Ferrier & Ferrier [Pevsner 1997: 528]. The original 20 shops inside catered for the holiday trade. Presently the site of the Leisureland amusement arcade, the aluminium portals - which partially conceal the original terracotta gables - are inscribed with their respective dates. More popular and still in use today is the Central Arcade, later renamed Victoria Arcade which was built in 1925.

The years following the Second World War brought further changes in consumer behaviour, as shopping became increasingly democratised and increasingly fragmented. The Market Gates

Fig. 006 Market Place, Great Yarmouth (c.1926).



shopping centre was built in the mid-1970s and several supermarkets and retail parks were established, though mostly outside town centres.

The principal historic shopping areas which have generally been preserved in Great Yarmouth include Market Place, King Street, Market Row, Broad Row, Hall Quay, South Quay, George Street, Howard Street South, Regent Street, Regent Road and Gorleston's High Street. Some village centres in the Borough retain individual examples of traditional village shopfronts. These are within the commercial centres of Conservation Areas and include listed buildings.

Trade has played a key role in shaping the historic character of the area. Its evolution is reflected in changes in society, technology, social mobility and taste, and Great Yarmouth has developed accordingly. The gradual evolution of Great Yarmouth's principal historic shopping areas is natural, but in some areas the former design, rhythm and integrity of historic retail architecture is endangered. Shopfront design and maintenance particularly influence the character of buildings and their wider historic area.

## 2. CULTURAL SIGNIFICANCE OF SHOPFRONTS

Shopfronts are an essential part of the urban streetscape and important character-defining elements in historic towns. Their visual style, appearance and rhythm make a significant contribution to the cultural value of the historic place. Traditional shopfronts create a sense of identity and belonging, interest and variety in historic towns. In addition, contemporary shops which blend successfully into their environment can provide diversity and impress with creative solutions and interpretations, varied detail and use of materials.

Shopfronts have a significant effect on the locality. Depending on the way the shop is presented this effect can be positive or negative. Well-designed and carefully considered shopfronts can enhance the appearance of the streetscape and add to the visitor experience. They help define public space and promote interesting pedestrian spaces by forming an active streetwall. The proper scale and design of shopfronts can support an active, engaging, and pedestrian-oriented street life. Quality environment,

good design, intriguing displays and balanced composition and colours create a favourable impression for the business. A street with attractive premises is much more likely to attract visitors, and custom for shop owners.

Poor shopfront appearance can lead to disintegration, detract from the wider qualities of the area, erode the visual qualities of the streetscape and deter shoppers. Poor design, low-quality materials, bad workmanship, inappropriate colour schemes, intrusive lighting, excessive signage and advertising do little to create good first impressions and entice customers.





Fig. 007 General view, Market Place, Great Yarmouth.

### 3. EXISTING INFORMATION AND GUIDANCE

**Shopfronts and Advertisements in Historic Towns (English Historic Towns Forum, 1991).**

The booklet by the English Historic Towns Forum covers principles and details of good design, as well as planning permission requirements. The document is not specific to a locality but covers broad topics and variations in brief. Although published three decades ago, it is useful for a broader perspective on the subject.

**Details of Good Practice in Shopfront Design (English Historic Towns Forum, 1993).**

The documents include a good practice section that covers conservation advice on shopfronts produced from different materials – timber, stone and cast iron. The booklet presents examples and details for new shopfronts in a historic environment: [www.htvf.org/resources/Details-and-Good-Practice-in-Shopfront-Design-doc\\_23.pdf](http://www.htvf.org/resources/Details-and-Good-Practice-in-Shopfront-Design-doc_23.pdf)

- a. Stratton, Winchester by Powell Design Partnership.
- b. 34 the Bull Ring, Ludlow by Boots Retail Construction and Engineering.
- c. Cannon Street, Dover by Dover District Council Architects Department.

Oxford Architects Partnership.  
e. Corpus Christi, Cheltenham by Bayleys.

A solution that works in one place will not always translate to another but becoming familiar with good examples will help when designing new shopfronts.

**Existing Information and Guidance**

The fieldwork and desk research by Kathryn Morrison and Katherine d’Este Hoare covers Great Yarmouth’s historical background, shopping in the town and a rapid survey of historic shops from Broad Row, George Street, Hall Quay, Howard Street South, King Street, Market Place, Market Row, Regent Street and Regent Road. The document is a good start for a better understanding of the shops in Great Yarmouth.

**Traditional Windows: Their Care, Repair and Upgrading (Historic England, 2017)**

Historic England’s advice on repair, maintenance and upgrading of traditional windows covers a wide range of topics, from history and significance, to maintenance, repairs, thermal upgrading, and replacement. While it refers principally to domestic windows, the information applies to the conservation of historic timber shopfronts.

[www.historicengland.org.uk/images-books/publications/traditional-windows-care-repair-upgrading/](http://www.historicengland.org.uk/images-books/publications/traditional-windows-care-repair-upgrading/)



## 4. SHORT HISTORY OF SHOPFRONT DESIGN

It is important to understand the overall historical development of shopfront design. “The first and primitive shop was probably a simple movable trading booth, capable of being easily taken down, and carried from this place to that, and structurally only just strong enough for such buffetings of weather as it might be expected to withstand in the open places of the markets. For in early times the fair and the open market were the chief means of effective retail trading.” [Horace Dan. English Shop-Fronts..., 1907, p. 1].

“The trading booth [...] remained unchanged and unimproved until the Middle Ages, when [...] the shop, instead of being a temporary structure, became a permanent part of the building. [...] At first it was merely an opening and simple framework filled at night with shutters. It may or may not have been glazed, as [...] glass [...] was not generally known of until about 1180. Even then it was but sparingly used, being expensive to procure and fix. The shop opening was sometimes closed at night with a wooden shutter hinged to

the frame of the window. In the daytime this shutter was let down and rested upon a wooden leg or bracket, the flat table thus formed being used for the display of the goods.” [Ibid., p. 2].

“From the first mediaeval shop was developed other types which appropriately enough were termed Bulk Shops, and which were more prominently noticeable in London. [...] In some cases t]he hinged shutter has become the top of a fixed and permanent base, while an overhanging pent roof [...] projected over the bulk upon which the shutter rested when down.” [Ibid., p. 3].

Later, the traditional shopfront presented a well-established balance between a set of elements. Vocabulary and grammar relied (sometimes loosely) on classical architectural principles that gained popularity in the Georgian period and have been largely present ever since. As Mark Girouard confirms: “The basic form [of the shop-front] had been established in the mid-eighteenth century, as a result of a

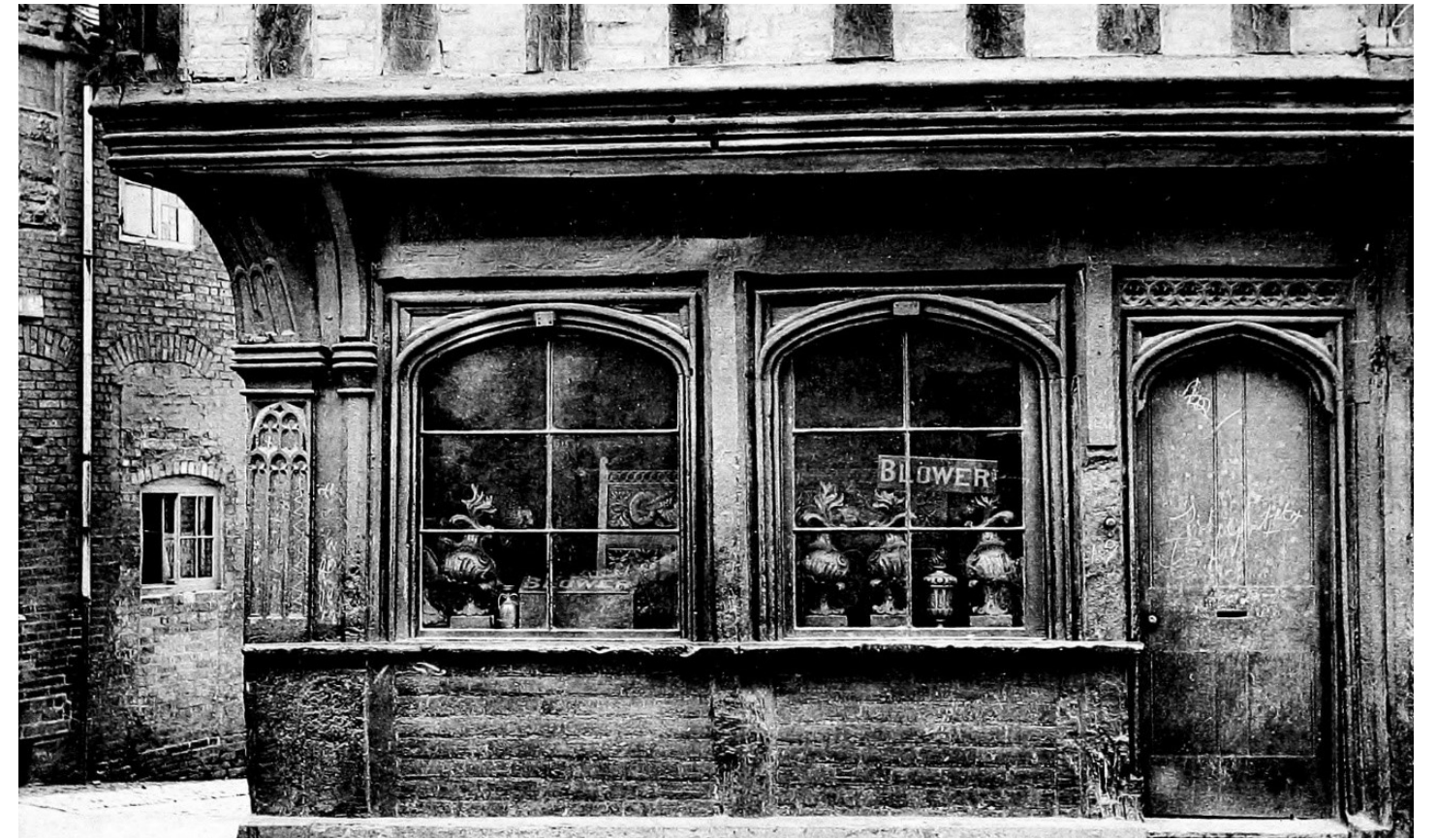


Fig. 008 Shop on Butcher Row, Shrewsbury.

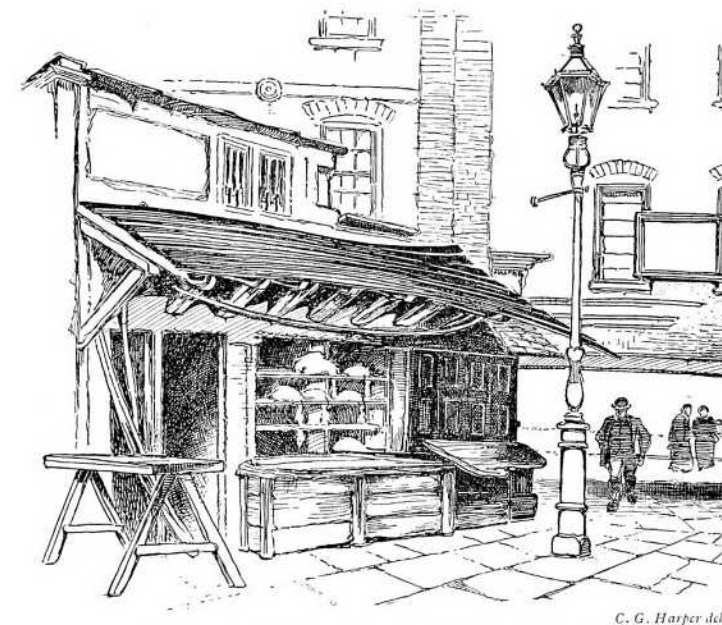


Fig. 009 Old Bulk Shop, Clare Market, London.



creative use of the language of classicism.” [Mark Girouard. The English Town, 1990, p. 225]

A utilitarian or formal approach might dominate in different preserved examples: “[T]he usual eighteen-century [shop’s] arrangement was to have a couple of bow-windows with a door in the centre, the whole with an entablature, and with a door at the side giving access to the rooms above [...]. When the Neo-Classical taste dictated greater simplicity, shopfronts became flat, divided by means of pilasters or columns, with a fascia over”. [James Stevens Curl. Georgian Architecture. 1993, p. 144]

The present-day shopfront fascia developed from the classical frieze. This again demonstrates the importance of understanding, scale and proportion: “Later in the eighteenth century, the frieze of shop entablatures began to be inscribed with the name of the shopkeeper. The columns, following the taste of the time, became spindly and elegant, dwindled to pilaster strips, or disappeared altogether;

delicate fanlights appeared above the doors, and sometimes above the windows. Occasionally the formula was translated into Georgian Gothic“. [Alan Powers. Shop Fronts, 1989, p. 5].

The early 19th century relates again to the rise of stricter Neoclassicism: “Around 1830, taste changed again, and substantial columns and heavier detail came back into fashion.” [Mark Girouard. The English Town, 1990, pp. 224-225].

During the mid and late 19th century and the Victorian period, more Mannerist variations of classical shopfronts were established: “Thin pilaster strips, surmounted by consoles, and a vigorously modelled cornice acted as a frame to the glass. The cornice was finished off by a palisade of cast-iron ornament. Curving glass, consoles, and cast-iron trim were to become favourite elements of Victorian shop-fronts.” [Mark Girouard. The English Town, 1990, p. 227].



Fig. 012 Late Victorian console brackets, part of an unsympathetically treated historic shopfront on King Street, Great Yarmouth.



Fig. 010 No. 34 Haymarket, London (c. 1754).



Fig. 011 No. 15 Cornhill, London (c. 1770).

In the interwar period, shopfronts were dominated by modern materials and aesthetics: “Favoured materials were Vitrolite, a self-coloured glass, usually black, pale green or orange, and chrome metalwork and lettering. Stall risers were often of mottled Aberdeen Granite, highly polished. Other stone and marble veneers were also popular. The shop front was intended to shine by day and night, with the assistance of back-lit letters or internally illuminated facias.” [Alan Powers. Shop Fronts, 1989, p. 31].

After the Second World War, some of the earlier tendencies and materials were still present and expanded upon, but in most cases shopfront designs were further simplified. In some cases, bold and unique approaches broke with convention, as in the design of Grima Jewellers in London.



Fig. 013 No. 118 T Fox & Co, London Wall, London (E. Pollard, 1937).





Fig. 014 Ladies' Wear Shop, Regent Street, London (Bronek Katz and R. Vaughan, 1948, result of the first post-war competition for a shopfront and interior)

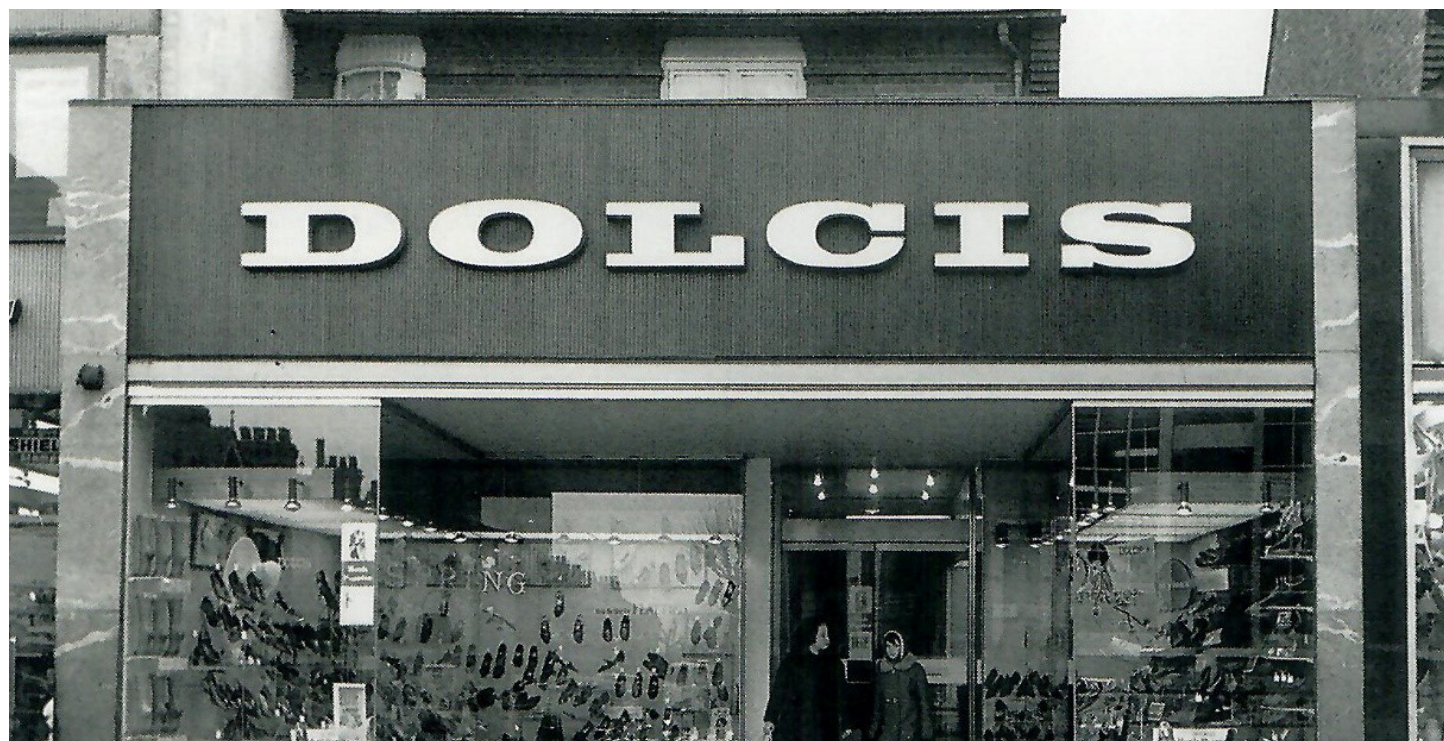


Fig. 015 Dolcis on East Ham High Street, London (1960s)

During the 1970s, aluminium shopfronts and plastic box signs became standard, interfering with the historic character of many towns, while adding a specific historical layer. Another trend originating in the 1970s – resulting from the conservation movement – was more ‘traditional’ shopfront designs.

As previously mentioned, this Shopfront Design Guide provides advice for interventions within a historical setting. Historic England defines conservation as: “1. The process of managing change to a significant place in its setting in ways that will best sustain its heritage values, while recognising opportunities to reveal or reinforce those values for present and future generations. 2. Repair ‘as found’, using techniques and strategies designed to maximise the preservation in situ of existing material, and minimise restoration or replacement.” [Practical Building Conservation. Conservation Basics, 2013, p. 344].

When managing change to shops and shopfronts in historical settings we should

be aware of their large historical diversity, and already established historical balance and character. In theory, the overall historical development is important, but in practice selected historical periods should be analysed on a case-by-case basis.

Shops and shopfronts in Great Yarmouth and the surrounding area built before the 1820s or 1830s are rare and are of high value. Shops and shopfronts of a good standard built between the 1920s and the 1980s should be studied further and preserved as more or less unique examples representing diverse styles and approaches from those periods. Existing shopfronts of a good standard found within the Heritage Action Zone Area are predominantly built between the early 19th century and the Second World War.

To focus on some relevant basic architectural information, we should consider the principles of Classical architecture and some variations from the late Victorian period.

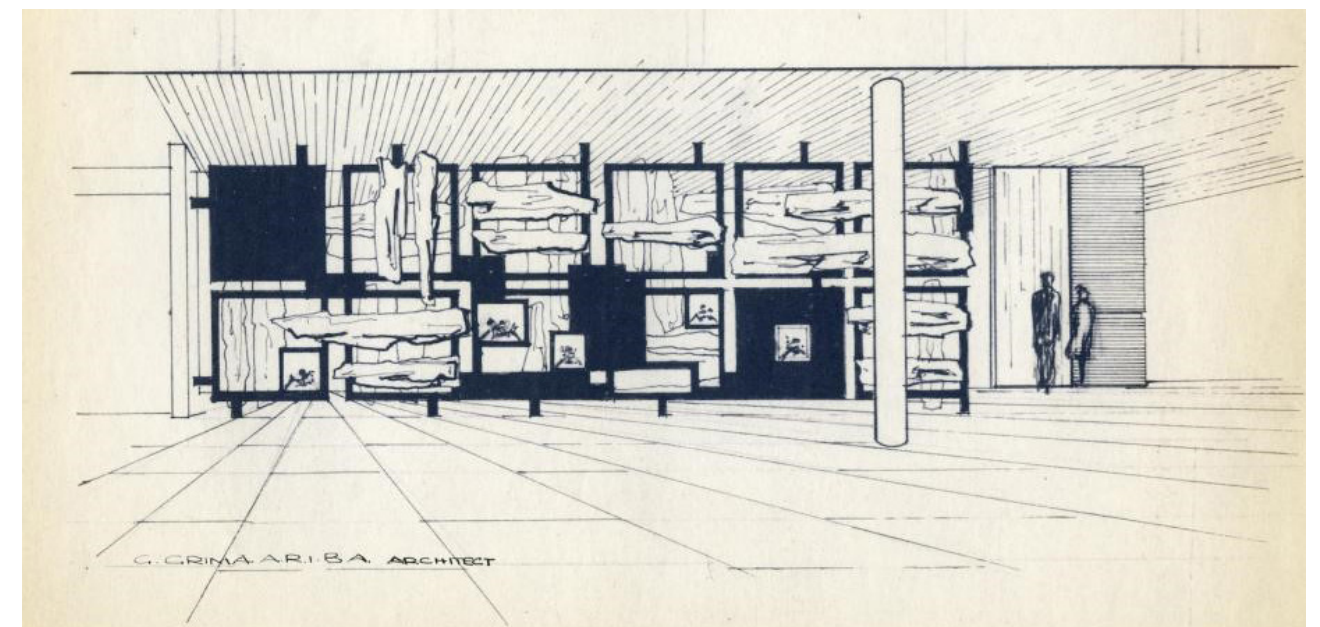


Fig. 016 Grima Jewellers, Jermyn Street, London (A. Grima, 1962)



# 5. CLASSICAL ARCHITECTURE

Familiarity and understanding of classical architecture are essential preparation for surveying existing shopfronts or designing new ones in a historic area. Classical architecture begins in antiquity and has always been bound with harmony, proportion, and balance.

An architectural order consists of specific tectonic and decorative forms, proportions, and elements. The most basic of these are the column (base, shaft and capital) and entablature (architrave, frieze and cornice).

The classical architecture of Ancient Greece uses Doric, Ionic and Corinthian orders. The Romans developed their own version of the Doric, used the Tuscan, and invented the Composite order. Mannerist and Baroque tendencies since Roman times deviated from the canonical use of the classical orders of architecture long before the Victorians.

In the design of shopfronts, the full and elaborate use of classical orders was not always present. In some cases, astylar or simplified classicism was applied. Later on, loose variations of classical themes were established, and dominated in the second half of the 19th century.

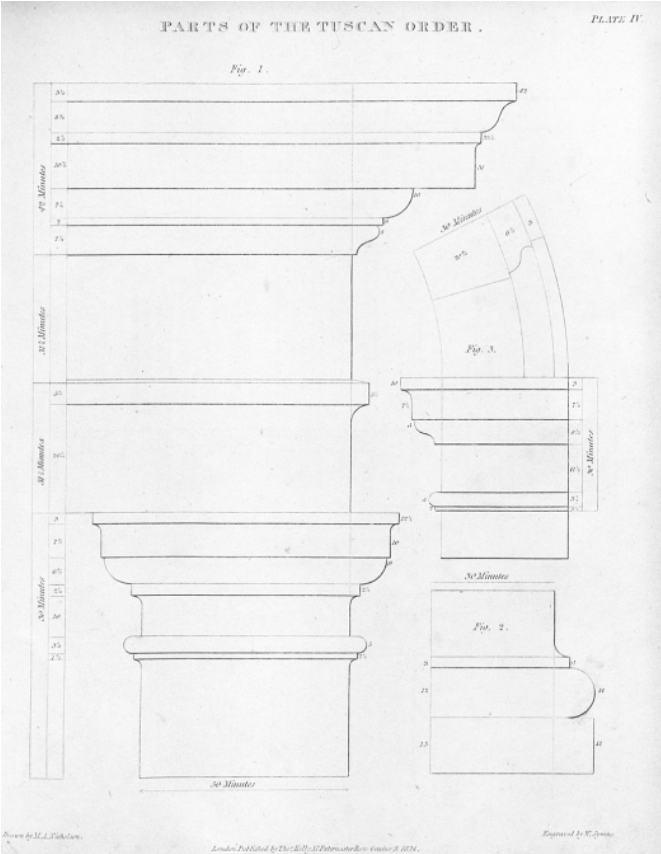


Fig. 017 Parts of the Tuscan Order.

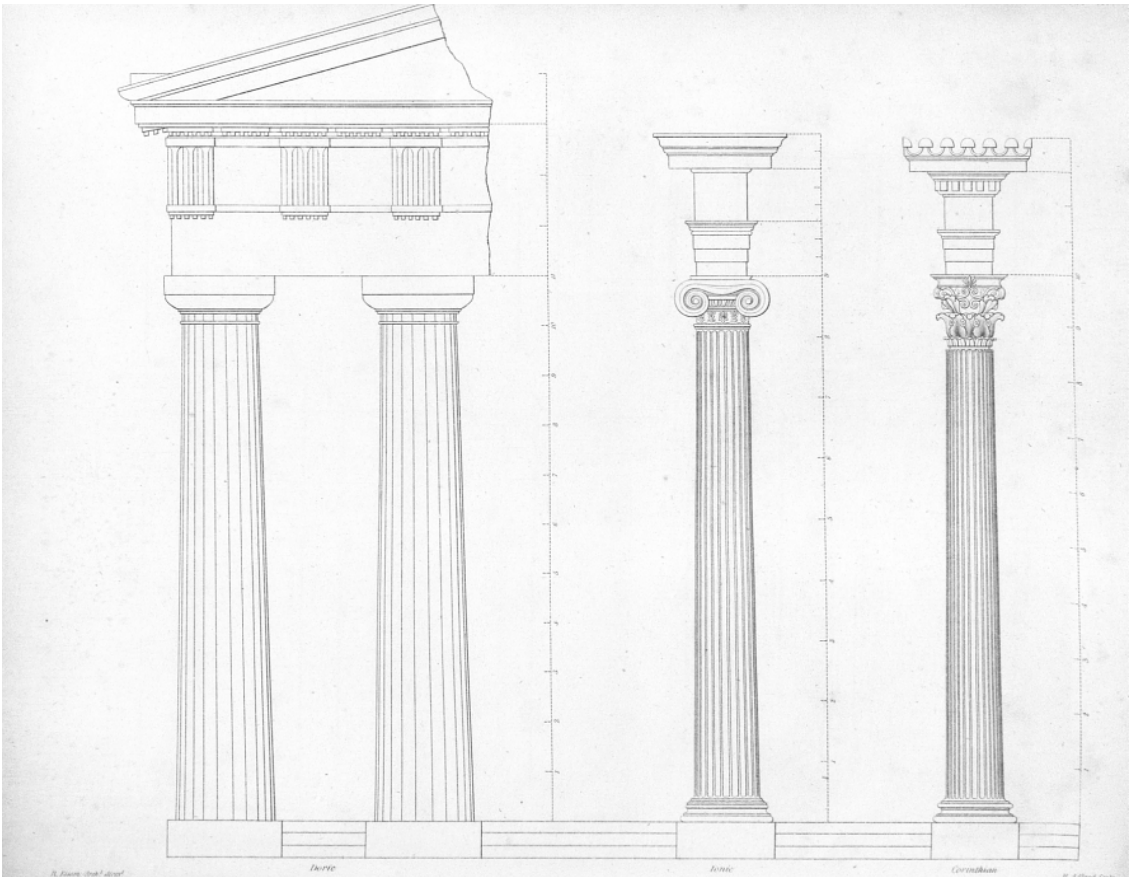


Fig. 018 Architectural Orders of Ancient Greece.



Fig. 019 Architectural Orders of Ancient Rome and Italian Renaissance after Vignola.



# 6. CLASSICAL TRADITION, SHOPFRONT DESIGN AND ELEMENTS

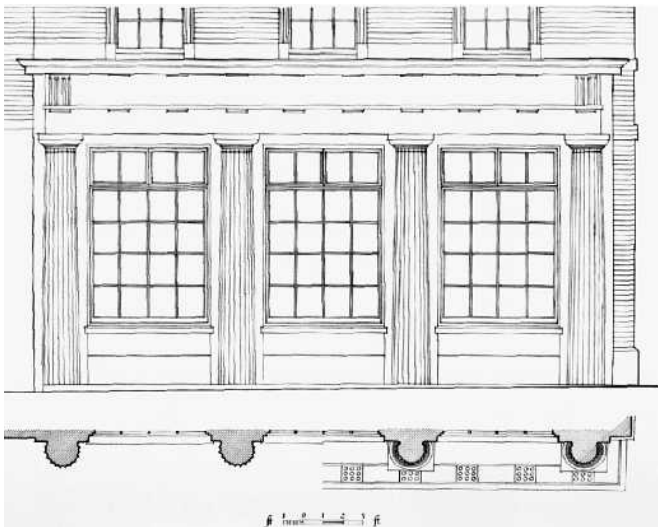


Fig. 020 37 Soho Square, London.

In shopfront design, the use of the classical orders of architecture varies. During some periods it is strict, in others there are looser interpretations. More recently, orders and elements of classical design may be avoided altogether or interpreted in a post-modern manner. These facts are of high importance. Any shopfront design, existing in itself, newly designed in its context, should be understood in depth. This could not be achieved without at least a basic understanding of classical architecture. For example, when we analyse a specific piece of architecture, we should be able to suggest if what we see is an original intention, later interpretation, poor restoration attempt, a lapse of fabric or something else that may have occurred over time.

For example, at 37 Soho Square, London (c. 1820), the classical Greek Doric order is accommodated to suit the needs

of a shopfront. As with other classical examples, the frieze becomes the shopfront fascia. Using the Doric order, this is hard to accomplish, as the frieze contains a series of triglyphs and metopes. In this example we see the triglyphs omitted, but all related elements from the architrave and cornice are kept in place. To analyse such an example, we could ask if it was designed as built or whether it was adapted at a later (still historic) date.

The early 19th century Doric porch of 20 South Quay, Great Yarmouth (Customs House, Grade II listed building) shows a deviation from the classical ideal. Triglyphs are omitted from the frieze and guttae are applied regularly at the top end of the architrave. For any of these deviations, we could ask why they are present. One possibility is the accommodation of a building name, currently, “Great Yarmouth Port Authority”.



Fig. 021 20 South Quay, Custom House, Great Yarmouth.

Other uses of the Doric order could be altogether simplified with clear architrave and frieze, as in the example of 8-10 George Street, Great Yarmouth.

If we compare these examples with 7 Church Plain, Great Yarmouth (Grade II listed building) [Fig. 023] we find the classical articulation of the Doric, and an actual shopfront fascia is absent. That is a specific line of the character and therefore preserved. Research shows the ground level of this building used to be a public house. Naturally, in any conversion or adaptive re-use, box signs over classical or other decorative elements should be avoided, as they affect the character and significance of the building.

If we ask the questions “what it is”, “what it was”, “what it was supposed to be”, we might not necessarily find answers or achieve a reasonable level of certainty for restoration of a specific detail. But asking these questions should prevent interference with historic fabric and significance if we lack understanding.

The single-unit retail shopfront is the most common element of the high street, although department stores, public houses, purpose-built restaurants and banks might all relate to the same architectural form. Some examples derive from the same design logic and are close enough to be included in a study or further research .

Fig. 022 8-10 George Street, Great Yarmouth.







Fig. 023 7 Church Plain, Great Yarmouth.

Uniformity and diversity are important in a conservation area and historic environment. As separate elements, they could be discussed at length from a historical or aesthetic perspective. In practice, they should be studied in context and balanced. Regarding shopfronts and their traditional development, James Curl points out:

“Uniform groups of shop-fronts [...] were unusual, because the tendency has always been to allow the Nation of Shopkeepers to do what it likes at the expense of architectural order. At Regent Street [in London] there was a brave try at the

imposition of such order, but it gradually gave way to a free-for-all [...] frightful mayhem has replaced the order intended by the original designers.” [James Stevens Curl. Georgian Architecture. 1993, p. 144]

Alterations to shopfronts sometimes results in the disjointed appearance of a building or lost cohesion across a group of buildings. Rather than focusing only on the ground floor shopfront, the consistency of architectural lines and design features of the building itself (including upper stories) and any adjacent buildings should be considered. Historic analysis, a proposed design, scale, proportions and materials should be carefully reviewed to achieve good results. A few key design principles are set out below.

Fig. 024 Lloyds Bank Limited, Hall Quay, Great Yarmouth.



## 7. DESIGN PRINCIPLES AND GOOD PRACTICE

The design principles noted in this guidance aim to provide general advice.

The retail units throughout the borough of Great Yarmouth have a diverse character derived from their specific locations, historic function, layouts, design traits and development. Historic shopfronts along King Street, for example, significantly differ from the character and appearance of historic retail units along the Seafront. The individual identity of each building should be protected and further enhanced.

A standardised and utilitarian shopfront design approach can result in a poor built environment and the loss of local distinctiveness. The traditional shopping streets where retail and leisure activities have been taking place for decades and even centuries are usually protected by Conservation area designations. Each Conservation Area has a distinctive character and appearance which should be considered whenever a development is being planned.

Even if the building is not listed or is not located in a Conservation Area, its distinctive character should be considered both individually and as part of the specific location, history and environment.

Historic buildings and associated shopfronts should be researched to provide a clear starting point for designing and justifying new interventions.

Any proposed work should aim to preserve the historic character and enhance the appearance of heritage assets and their surrounds. This approach would achieve an individual solution based on appropriate design principles and existing context. A pastiche approach based on simple copying of historical shopfront elements should be avoided.

The style of the shopfront should consider the age and character of the building as a whole. According to some conservation professionals, the shopfront and fascia should correspond to the character of the building (proportions, dimensions, style). In some cases, this might be understood as “close to the original” period, in others, “no earlier than” the specific building period.

Fig. 025 4 Greyfriars Way, Great Yarmouth.







Fig. 026 155-156 High Street, Gorleston.

Historically, shops, shopfronts and fascias (with other elements) may be an original element of a building. In other cases, they are introduced later, and the streetscape becomes a picturesque mixture of architectural styles. This could result in a distinctive street character which may be considered as an element of significance.

High quality materials should be used to support the overall character. As a principle, the type and number of materials should be kept to a minimum and they should be durable and easily maintained. Shiny, reflective materials such as acrylic or plastic, uPVC or laminates, are unsympathetic to the historic environment and should be avoided.

Where a traditional shopfront has

been replaced by an inappropriate and unsympathetic one, the Council encourages improving the design to enhance and preserve the building's character and surroundings.

If there is no evidence of the former traditional shopfront design, or the building is modern, a contemporary design that is sympathetic, distinct to its time and well-integrated within the existing context would be supported. Appropriate use of traditional and sustainable materials in a contemporary style is encouraged.

Complete reinstatement of a historic shopfront would be supported if based on sound historical analysis and contextual evidence.

All elements are relevant to each other. A



Fig. 027 Grade II listed buildings, Church Plain, Great Yarmouth.

Sewell House (in the centre) sympathetically converted into a tea room.





Fig. 028 170 High Street, Gorleston.

shopfront to the building, the building to the street. A stallriser to a window display, a pilaster to the console and fascia. Even if they provide diversity, they should speak to the specific historic character.

Buildings on the street establish an architectural pattern or a grid. Shopfronts should obey that rhythm and correspond to size and dimensions. Even if multiple shops are merged into one, shopfronts should preserve the historic architectural pattern and fabric. Neighbouring properties should be included on elevation

Fig. 029 Street rhythm. Broad Row, Great Yarmouth.



drawings so the overall impact of the proposed development can be assessed.

The scale and proportion of the shopfront should be relevant to the rest of the building.

Existing shopfronts that contribute to the character and appearance of a building or an area should be retained and conserved, repaired or refurbished, rather than replaced.

Any original features which have been removed or are in a state of disrepair should be restored in a like-for-like manner to enhance the appearance of the shopfront.

Illumination of shop signs, if used or introduced, should be carefully designed and consider the overall design and the surrounding area. Transparency between the street and display, or the interior space of the shop, should be promoted.

Modern construction techniques could present historically unachievable states and outlooks. Whether such an intervention would have been possible historically, and therefore whether the outcome would preserve the building's historic character are important considerations. For example, inserting steel or concrete beams could result in less visual support and a more modern character. Suspended ceilings could relate to oversized fascia and signage.

Converting vacant upper floors for residential use is important for town centre vitality and the viability of historic commercial buildings. Creating access requires careful consideration, as the unsympathetic insertion of doors can harm the historic environment. Where rear access is not possible, access to upper floors may be sensitively accommodated in the street frontage.

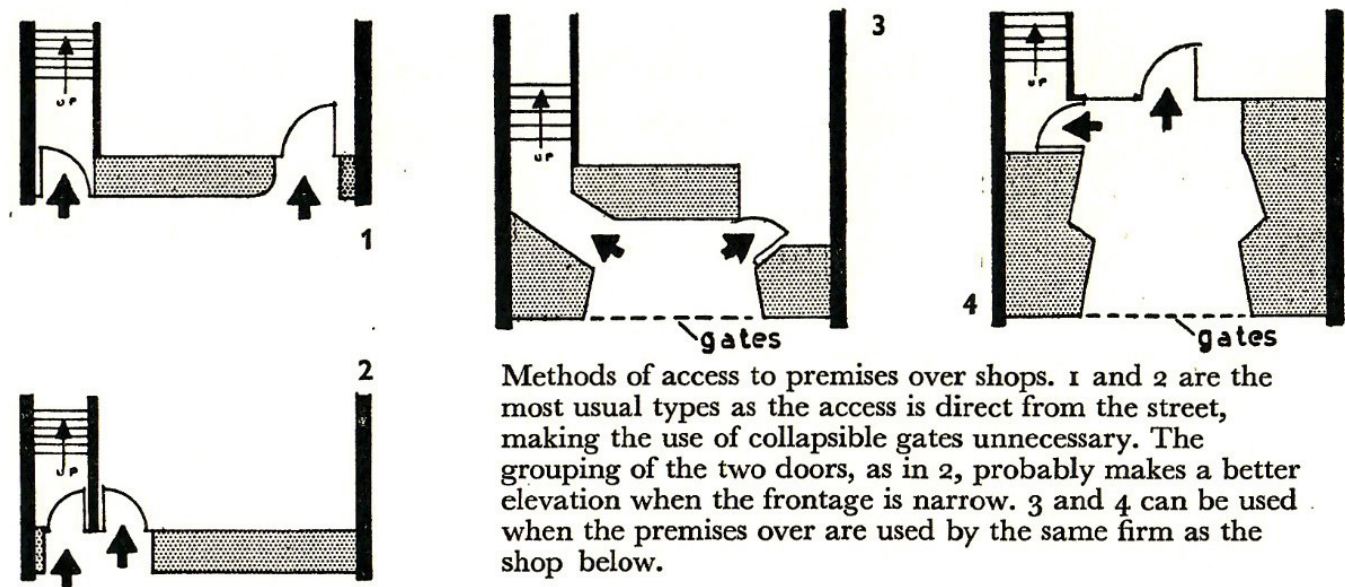


Fig. 030 Variations of access for upper floors.

See figure 30 above for variations of access and door arrangements. 1 and 2 are simpler and are possible options for different style frameworks. 3 and 4 relate to post-war architecture and may be considered for preservation if they exist as part of a shopfront of historical value; new proposals are to be avoided if they present a drastic contrast to the historical character of the area.

New developments should aim to improve accessibility for everyone and comply with the Equality Act 2010. Any chosen approach or specific design proposal should be backed by sound architectural, conservation and character arguments.



# 8. ELEMENTS AND CHARACTER

## KEY:

1. Stallriser

2. Windows And Window Display

3. Doors And Access

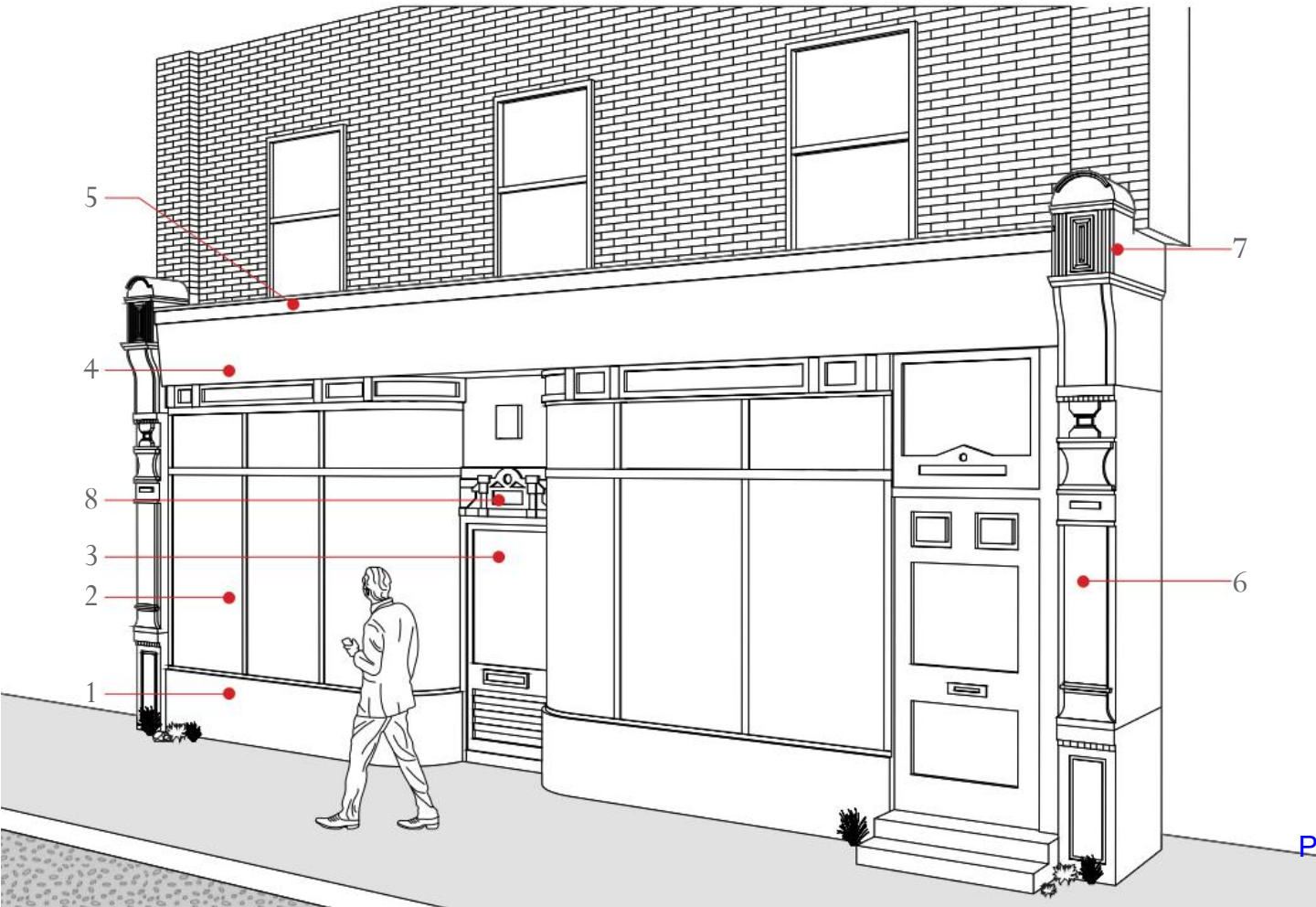
4. Fascia
5. Cornice

6. Pilasters

7. Console Brackets

8. Fanlight

Fig. 031 Shopfront elements visual glossary.



## STALLRISER

From ground level towards the street, in most Victorian and Georgian cases, a stallriser is used as a base or pedestal for the window. It could serve a number of purposes: protection from damage at a low level; raising the stallboard to a higher level, closer to viewers; concealment of ventilation lattices.

Traditional and contemporary materials could vary; however, an effort should be made to correspond to the overall historic character of the street. For example, rendered or timber panels could be acceptable. Stretcher brick bond or cladding should be avoided.

Fig. 032 Timber panelled stallriser.



Fig. 034 Ornamented stallriser, Broad Row.



Fig. 033 Timber panelled stallriser.





# WINDOWS AND WINDOW DISPLAY

The windows and window display are the most important elements, as they serve the purpose of the overall shop and shopfront. They visually connect the street and pavement to the interior of the shop; through the window, customers see the goods, identify what they need or like and are enticed to enter. To preserve the street’s historical character and the original purpose of shopfront windows they should not be obscured.

Bright and large scale window posters can result in a cluttered and unwelcoming appearance. Excessive amounts of posters and notices usually weaken the message and harm the appearance of the shop.

The general guidance is that advertisements, window transfers and posters should not obscure more than 20% of the overall shop window and display, but this figure may vary. It is recommended to avoid or reduce the scale and visual impact of any window stickers as far as is practicable.

Other attributes of the shopfront window are the grid and the size of the glass. The overall size of the glass varies through historical periods and this should be considered.

Glazing bars, mullions (vertical members) and transoms (horizontal members),

may have a specific profile relevant to a historic period. They could subdivide the window into smaller elements that could resonate better with the overall building, street character and specific shopfront. Historically, horizontal emphasis is rare and does not characterise architectural development before the 20th century. Size, shape, and proportions should be carefully considered and augmented.

Transom lights sometimes obscure false shop ceilings, and should be preferred to an oversized fascia. Horizontal elements of the shopfront are the stallriser panels or lattices, but any of these are secondary to the generally vertical window divisions.



Fig. 036 Colonnnette mullions with spandrels. Gorleston.

Fig. 035 Shopfront with transom lights. Victoria Arcade, Great Yarmouth.



Fig. 037 Bow fronted shopfront. High Street, Gorleston.





# ACCESS, DOORS, TRANSOMS AND FANLIGHTS

Historically, doors matched the overall design and division of the shopfront. The lower panel follows the stallriser, and a transom or fanlight above the door corresponds to the transom lights of the display window. All elements are bound by an appropriate style, relevant to the overall historic character and appearance.

Authentic details should be preserved, including decorative mosaic or marble entrances.



Fig. 039 Entrance lobby mosaic.



Fig. 040 Tiled entrance lobby.

Fig. 038 Entrance lobby tiled in chequerboard pattern.



When a design for a new shopfront is considered, steps should be avoided where possible. All proposed schemes must comply with the Equality Act 2010, Building Regulations and associated guidance and standards.

# METALWORK

Existing metal fittings preserving historic character (including handles, door plates, letter boxes etc.) should be retained. Any new fixtures and fittings should aim to match the style of the existing shopfront.

Fig. 041 Shopfront entrance - recessed doors with fanlight in line with the transom lights.



Fig. 042 Hanging signs along Victoria Arcade, structural and decorative metal elements.







Fig. 043 Skippings Gallery 133 King St, Great Yarmouth.

## FASCIA

The fascia is used to display the name of the shop. It corresponds to the logic of the frieze in the classical orders of architecture. The fascia should not be confused with the architrave divided in fascias.

The fascia is a separate element, as is the overall shopfront within the building façade. The design should provide enough space between the elements of the elevation. For example, between fascia and first-floor sills.

Traditionally the fascia is not too large, well balanced and proportional to all other elements. It is an element of the overall shopfront and usually should not exceed 400mm, but this figure may vary on a case-by-case basis. Sometimes, when a modern

fascia is extra-large it conceals a false ceiling. This should be avoided. The design proposal should explore transom lights in such a case.

The traditional fascia is not a box-like element projecting over the street. It is a flat surface, vertical or tilted outwards (post-1840s) with the top edge projecting over the street. Traditionally, it is found between shopfront windows, with transom lights underneath and a cornice above.

Generally, internally illuminated box-type fascias should be avoided, especially if they are bulky, with full-face illumination and are crudely bolted-on over existing fascia boards. Often, standardized branding, corporate fascias and logos may not be appropriate and amendments to scale and appearance may be necessary to complement the character of the shopfront, the building, and the area.

Fig. 044 Hand painted lettering onto the fascia board is the most appropriate form of fascia signage.



Fig. 045 Fascia angled towards the street - a traditional approach.



## CORNICE

The cornice is the moulded projection along the top of the fascia. The cornice has historical precedents in classical architecture (above the architrave, and often, the frieze) and serves a utilitarian purpose to protect the rest of the building or shopfront from the elements. A traditional shopfront cornice is topped with lead flashing, which should also be used in modern interventions. A cornice is an element of most shopfront designs.

Fig. 046 Cornice.







Fig. 047 Edwardian pilaster.



Fig. 048 Victorian console brackets.

## PILASTERS

The pilaster is a flatter variation of a classical column or pier. Traditionally consisting of a base, shaft and capital. During 19th-century shopfront development, looser interpretations could be seen. They may relate to structural members or may be purely decorative. They could visually support the fascia or the consoles aside from it.

## CONSOLE BRACKETS

In Victorian shopfront design, consoles normally frame the fascia and are found above the end pilasters of the shopfront. In some cases, these axes correspond to the overall building width.

## MATERIALS

Many historic shopfronts in Great Yarmouth use timber. Some use brick and some have metal frontages. In a small number of cases, stone is used for more elaborate designs or as major elements of new buildings.

Glossy or reflective materials should be used sparingly, if at all.

More information regarding the use of materials, such as recommendations on appropriate timber selection and the use of appropriate paint types for the renovation of historic timber frontages can be found in the document “Details and Good Practice in Shopfront Design” by the English Towns Forum (now the Historic Towns and Villages Forum). Although slightly dated, it is still a useful resource. [Page 132 of 312](#)

## COLOUR

The colours of shopfronts are important for the shops, the buildings and the overall historic streetscape. This topic should be approached with caution. If a historic shopfront has been surveyed and would be conserved and repaired, an analysis should be made of the existing colours, normally visible as different layers. These should be documented and could serve as arguments for a specific colour or nuance.

Generally, fluorescent, harsh, lurid colours or schemes with excessive contrast should be avoided. The use of corporate branding colour schemes, regardless of the location, can sometimes result in the erosion of historic character. In such cases, variations

or the use of different proportions of corporate colours may be necessary.

Rich colours in darker and muted tones are usually preferable for most historic contexts, but this should be approached on a case-by-case basis. It is recommended that the chosen colour is based on historic analysis, is harmonious with the building’s surroundings and is appropriate to the design and period of the building.

Fig. 049 Traditional timber shopfront with curved glass window. High Street, Gorleston.







Fig. 050 Hanging sign.

# SIGNAGE

The traditional fascia’s purpose is to bear the name of the shop. In these cases, traditional hand-painted lettering should be used where possible. If a fascia is not present, individual letters forming the shop name could be applied directly on to the wall. A hanging sign in a traditional manner and restricted scale could be installed on, or beneath, fascia level. A matt or satin finish is encouraged. Glossy paints should be avoided.

Fig. 052 Hand-painted lettering.



Fig. 051 Internally illuminated box-type fascias should be avoided, especially if they are bulky, with full-face illumination and are crudely bolted-on over the existing fascia board.

# ILLUMINATION

Traditionally, lighting is contained within the shop windows.

Internally illuminated box signs should be avoided. Similarly halo lighting where the light source is concealed behind individual letters can appear out of place on historic buildings and in conservation areas. If illumination is required, high-quality, subtle lighting should be installed. Small spotlights or concealed strip lights are options which are more appropriate in historic settings. Lighting should point downwards where possible to minimise light pollution.



Fig. 053 An example of integrated lighting, which is sympathetic to the fascia and doesn't dominate visually.

# SECURITY AND SHUTTERS

Before the introduction of roller shutters in the 1840s, the traditional solution was wooden shutters. Today, wooden shutters are among the limited reasonable options to enclose the shopfront windows from the outside.

Historic purpose-made grilles should be preserved. New “open” type grilles could be explored as a security option.

External steel shutters and grilles should be avoided. Regardless of the quality of their design, they have a negative effect on the appearance of the street and

undermine the traditional character of the shopfront and the overall building. External shutter boxes also add to the visual clutter.

Where security requires intervention, toughened glass should be used. Depending on the case, rolling type transparent metal grilles may be acceptable, if they are located inside the shop windows and allow clear visibility into the shop.

Any security alarm fittings should be carefully located to avoid obscuring decorative details or architectural features.

Fig. 054 Internal open lattice grilles.





# BLINDS AND CANOPIES

If blinds or canopies are considered, these should be integral to the design of the shopfront, preferably retractable, of good quality materials and appropriate for the architectural style of the building and area. Traditionally, the blinds should be of straight awning type. When not in use, these are concealed in a blind box designed carefully as part of the fascia. For historic shopfronts and listed buildings, a decision should be made on a case-by-case basis.

The bottom of new awnings projecting over the pavement should be at least 2.4m above pavement level.

Dutch-style nonretractable canopies should be avoided. These are usually made of metal frames and canvas and cannot be concealed in a blind box. They often hide architectural details and can interrupt the elevation of a building. They introduce a prominent shape out of character with the traditional qualities and appearance of the area.



Fig. 055 Integrated blind box with a sprung roller housing a retractable canvas awning. Metal arms allow the blind to extend out and storm chains prevent movement.

The use of plastic 'wet-look' stretch fabric should be avoided.

Fig. 056 Traditional awning.



Fig. 057 Minimum height of the bottom of new awnings.



# CASH MACHINES/ AUTOMATED TELLER MACHINES (ATMS)

Installation of an ATM should be justified by the shop’s use – bank, building society etc.

Cash machines integrated into shops should be placed where they will not disturb the architectural integrity of the facade or interrupt pedestrian passage. In some cases, ATMs are a significant visual interruption to the external appearance of the shopfront. Their placement should be carefully considered, following the basic principles of proportion, scale, and materials.

ATMs could be installed in an internal lobby.

If cash machines must be located on the main facade, their design should be simple - excessive advertising or bright signage should be avoided.

Fig. 058 An example of an ATM, poorly integrated in the shopfront. King Street, Great Yarmouth.



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Fig. 059 12 Hall Quay, Great Yarmouth.

## CONTEMPORARY DESIGNS

Any period in history could produce shopfronts worthy of preservation, contributing to the character and cultural significance of the street. Existing and contemporary shopfronts of interest should be preserved.

A good, simple, contemporary design that reflects and blends with the historic environment can help enhance the historic character of the building. In some cases, a contemporary interpretation and a new intervention is encouraged in place of imitation or reproduction of a historic period. New materials can be used in moderation, following the principle of contrast. Any new intervention should, however, be carefully considered in terms of its relationship with the host building and the surrounding streetscape. A minimalistic approach to materials, colour and design should be taken when considering new interventions.



Fig. 060 Contemporary shopfront to a historic building, Norwich.



# 9. CASE STUDIES

## CASE STUDY 1 SIGNAGE AND ADVERTISEMENTS

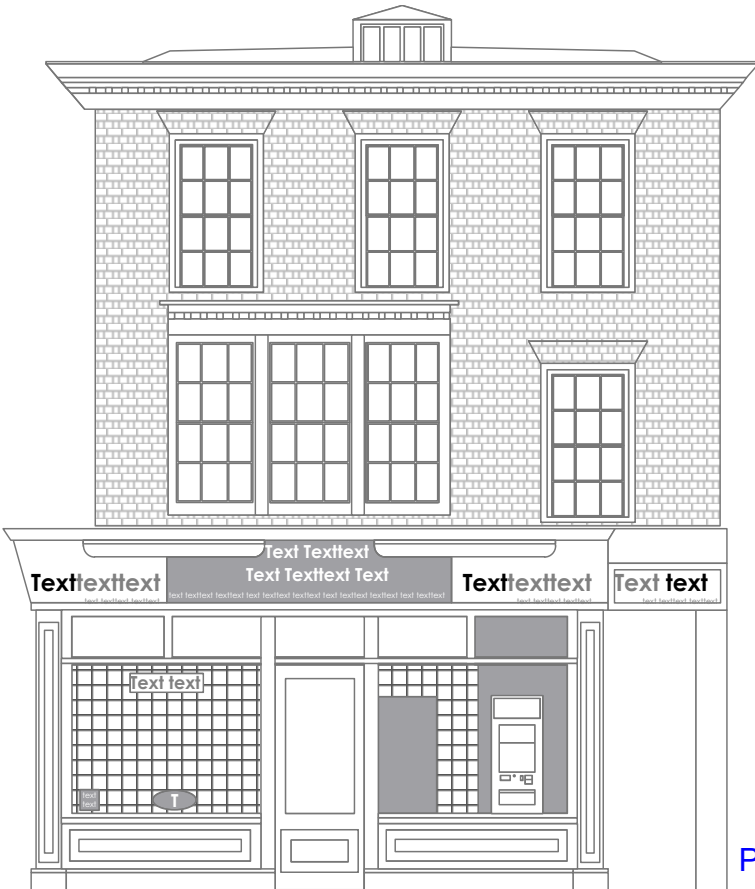
A Georgian building with a later shopfront which has been unsympathetically altered. There is a passageway (Row) next to the shop.

Harmful interventions include:

- Automated Teller Machine (ATM) is installed to the window glass at the right
- Excessive lettering and signage result in visual clutter
- Additional signage and advertising material installed to windows resulting in poor appearance
- Fluorescent tube lights are installed to the fascia contributing further to the visual clutter

To improve the appearance of the heritage asset and the effect of the shopfront on the surrounding Conservation Area, it would be recommended to restrain the amount of advertisements and eliminate any additional elements which detract from the character and appearance of the building.

Fig. 061 Unsympathetic alterations to a historic building.



- ATMs should ideally be located in internal lobbies or in the least obtrusive location.

-A hand-painted fascia sign of appropriate scale is the best option. Signage should appear as an integral part of the shopfront design. As an alternative to hand-painted signage, individual lettering could be mounted onto the fascia. In this example, there is a single sign displaying the name of the business and the fascia is not overloaded with additional information.

-Lighting units are discrete and well-integrated to prevent interference with the appearance of the building.

- If window graphics are needed to provide additional information, these should not cover large areas of the glazing and should be proportional to the windows, the shopfront and the building as a whole. Obtrusive designs should be avoided.

Fig. 062 Proposed improvements.



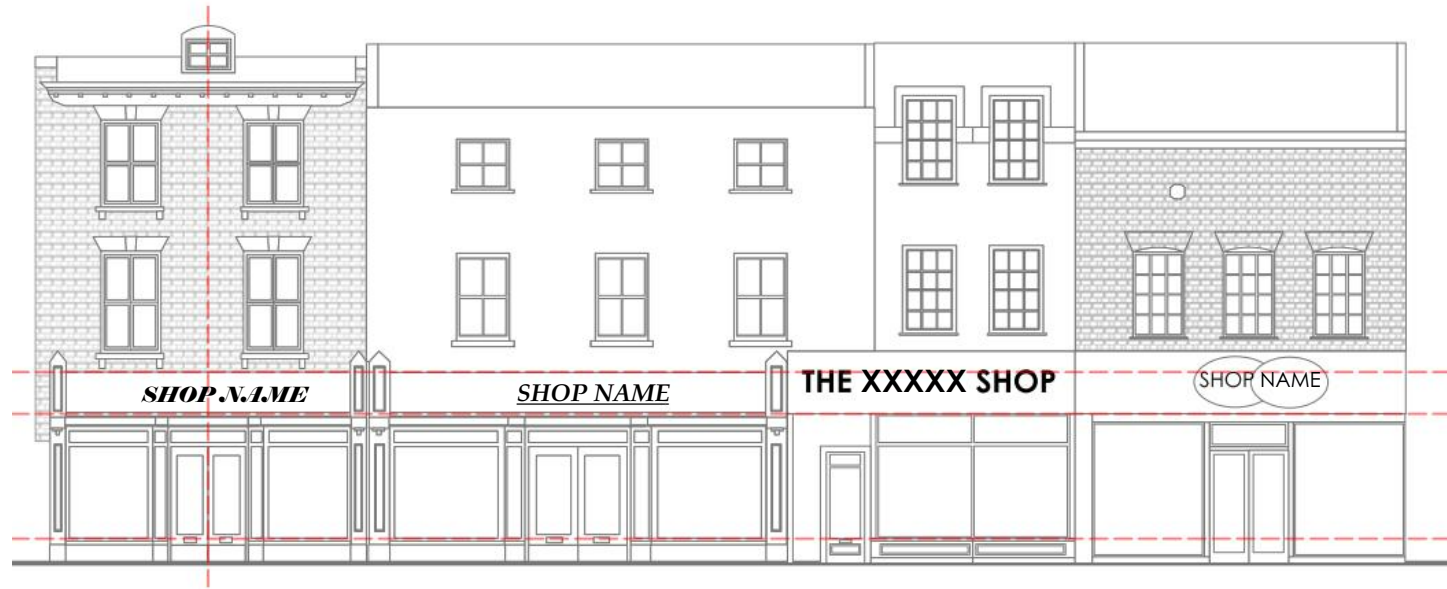


Fig. 063 Poor shopfront alterations.

## CASE STUDY 2 STREET SCENE

This case study looks at common issues along historic shopping streets where there is an established visual rhythm.

The image above displays a street scene with:

- Continuous fascias across several buildings, resulting in loss of visual rhythm.
- Oversized signage which has a negative impact on the character and appearance of the historic area.
- Inconsistency with the established vertical rhythm on the first and second floors of existing historic buildings.



Fig. 064 Proposed improvements.

Some of these issues are resolved in the above image.

- Shopfronts visually relate to the building, to the existing streetscape and the area. Their design and layout is not considered in isolation but as a part of the entire elevation of the building, its appearance and the wider rhythm and architecture of the street.
- Subdivision of individual shopfronts reinstates the vertical rhythm of the buildings and street.
- Size of signage is proportional to the scale of the fascia.



*Fig. 065 Poor shopfront design.*

## CASE STUDY 3

Listed buildings with 20th century shopfronts to ground floor and accommodation above:

- Shopfront to the left (20th century) with additional metal grilles resulting in visual clutter.
- Shopfront in the middle (later 20th century)
- Shopfront to the right (early 20th century) with window graphics to entire glazing covering up mullions and transoms; visually intrusive signage to fascia.



*Fig. 066 Proposed improvements.*

To improve the street scene:

- External security grilles are removed and positioned internally or toughened glass is installed.
- Signage is of appropriate size proportional to the existing fascia
- Window graphics are removed or kept to a minimum. Existing glazing bars are revealed and original features enhanced.



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11. LIST OF FIGURES AND SOURCES

Figures 004-006 [Great Yarmouth Local History and Archaeological Society]

Figures 001, 012, 021, 022, 023, 024, 025, 033, 034, 040, 046-048, 051, 059 [Lenko Grigorov]

Figure 43 [GYPT archive, photograph by Pete Huggins]

Figures 002, 031, 057, 061-066 [Antonina Tritakova]

Cover photograph, Figures 003, 007, 025-029, 032, 035-039, 041, 042, 045, 049, 050, 052-056, 058, 060 [Azalia Sargsyan]

Figure 008-010 [H. Dan , English Shop-Fronts..., 1907]

Figure 011 [Watercolour by Philip Norman,1928. Museum of London]

Figure 013 [Steve Cadman, 2007; flickr.com]

Figure 014 [B. and N. Westwood, The Modern Shop, 1952]

Figure 015 [Kathryn A. Morrison, English shops and Shopping, 2004]

Figure 016 [<https://www.wallpaper.com/watches-and-jewellery/bonhams-grimajewellery-auction-interview-francescagrima>]

Figures 017-019 [Nicholson, The New Practical Builder and Workman’s Companion, 1823]

Figure 020 [[british-history.ac.uk](http://british-history.ac.uk)]

Figure 030 [B. and N. Westwood, The Modern Shop, 1952]

# APPENDIX A

# LEGISLATIVE

# REQUIREMENTS

Listed Building Consent is needed whenever you wish to alter anything to the exterior or interior of a listed building. Alterations to buildings that are adjacent to or adjoin listed buildings also require Listed Building Consent.

Planning Permission is required for any alterations or changes which would materially affect the character and appearance of a commercial building in a conservation area.

Like-for-like repairs and restoration may not require Listed Building Consent or Planning Permission. Any alterations should be discussed at the earliest stage with Development Control, Great Yarmouth Borough Council. Accurate working drawings of the proposed work should be submitted for inspection and assessment.

The display of advertisements is subject to a separate advertisement consent process within the planning system. There are a number of classes of advertisement that have either deemed or express consent under The Town and Country Planning (Control of Advertisements) (England) Regulations 2007 No 783 (for example, advertisements which are incorporated into the fabric of a building for which planning permission was obtained, or an advertisement relating to a local government election).

Any advertisements not falling within these classes will require advertisement consent. Advertisements are controlled with reference to their effect on amenity and public safety only, so the regime is a lighter touch than the system for obtaining Planning Permission or Listed Building Consent for development.

The full list of Planning Application Forms, Guidance Notes and Validation Check Lists are published on the Council’s website:

[www.great-yarmouth.gov.uk/article/2439/Planning-forms](http://www.great-yarmouth.gov.uk/article/2439/Planning-forms)

More information on Advertising boards and display of goods on the highway in Great Yarmouth can be found following the link below:

[www.great-yarmouth.gov.uk/guide-to-advertising-boards-and-highway-displays](http://www.great-yarmouth.gov.uk/guide-to-advertising-boards-and-highway-displays)

A summary on Advertisement Consent and Heritage has been published by Historic England: [www.historicengland.org.uk/advice/hpg/consent/advertisementconsent/](http://www.historicengland.org.uk/advice/hpg/consent/advertisementconsent/)

Guidance on advertisements has been published by the Ministry of Housing, Communities and Local Government:

[www.gov.uk/guidance/advertisements#requirements-for-consent](http://www.gov.uk/guidance/advertisements#requirements-for-consent)

To check if your building is Listed, you

can search the National Heritage List for England (NHLE). The following link will direct you to Historic England’s online search: [www.historicengland.org.uk/listing/the-list/](http://www.historicengland.org.uk/listing/the-list/)

To check if your building is in a conservation area, you can visit Great Yarmouth Borough Council’s website or search the interactive map.

A link to the GYBC conservation areas webpage:

[www.great-yarmouth.gov.uk/conservation-areas](http://www.great-yarmouth.gov.uk/conservation-areas)

A link to the GYBC conservation areas interactive map:

<https://gybc.maps.arcgis.com/apps/InformationLookup/index.html?appid=d8814b16f530420892bd45b860723f09>



# APPENDIX B

## USEFUL

## CONTACTS

### Development Control Team

To see if you need planning permission or for enquiries about making a planning application, please contact the Development Management Team:

[plan@great-yarmouth.gov.uk](mailto:plan@great-yarmouth.gov.uk)

Phone: 01493 846242

### Conservation Team

To obtain advice on Conservation issues, please contact the Conservation Team:

[conservation@great-yarmouth.gov.uk](mailto:conservation@great-yarmouth.gov.uk)

Phone: 01493 846761

### Heritage Action Zone Project Manager

To obtain advice for grants, please contact the HAZ Project Manager:

Lou Robson

[lou.robson@great-yarmouth.gov.uk](mailto:lou.robson@great-yarmouth.gov.uk)

Phone: 07425621842

### Building Control Team

For advice relating to Building Regulations, please contact the Building Control Team:

[buildingcontrol@great-yarmouth.gov.uk](mailto:buildingcontrol@great-yarmouth.gov.uk)

Phone: 01493 846396

# APPENDIX C

## POLICY

## FRAMEWORK

The National Planning Policy Framework (NPPF, July 2021) outlines the significance of town centres and their vitality, the aspirations to achieve well-designed places as well as the importance of conserving and enhancing the historic environment.

Shopfronts form an essential part of the town centre. Their design and appearance make a significant contribution to the architectural characteristics of the borough’s built environment and further contributes to the sense of place. The appropriate design of shopfronts in historic environment can further enhance the heritage assets whilst providing diverse and rich street scene, signifying local distinctiveness, engaging with residents and visitors and contributing to the economic vitality of the area.

The Shopfront design guide provides advice on shopfronts within the borough’s historic environment and outlines principles that would encourage sympathetic design and good quality architecture. The NPPF sets out that heritage assets are “an irreplaceable resource, and should be conserved in a manner appropriate to their significance, so that they can be enjoyed for their contribution to the quality of life of existing and future generations”. (paragraph 189) The Shopfront design guide also encourages good quality contemporary development in historic areas, buildings and settings which would preserve the significance of heritage assets, make a positive contribution to the

assets or better reveal their significance. (paragraph 206, NPPF)

Paragraph 197 of the NPPF states that in determining applications account should be taken of the desirability to sustain and enhance the significance of heritage assets as well as to establish viable uses which should be consistent with the conservation of the assets. The paragraph also refers to the positive contribution that conservation of heritage assets can make to sustainable communities including their economic vitality.

In Chapter 12 of the NPPF it is set out that “good design is a key aspect of sustainable development, creates better places in which to live and work and helps make development acceptable to communities. Being clear about design expectations, and how these will be tested, is essential for achieving this.” (Paragraph 126). The NPPF further highlights in paragraph 128 the benefits of design guides and codes which provide a local framework “for creating beautiful and distinctive places with a consistent and high quality standard of design.” A significant part of the planning policies and decisions for new developments is to ensure that interventions are visually attractive and promote good quality architecture whilst being sympathetic to the local character and history, including the surrounding built environment and landscape setting. The NPPF outlines in paragraph 134 that ‘Development that is not well designed should be refused, especially where it fails to reflect local design policies and

[illegible]

Encouraging well-designed distinctive places and the conservation of local heritage assets are some of the Council's main goals as set out in policies CS9 and CS10. Welcoming, well preserved historic built environment and areas which embrace sympathetic, informed, good quality development can contribute to sustainable growth, support the local

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1005759/NPPF\\_July\\_2021.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1005759/NPPF_July_2021.pdf)

## NOTES

[illegible]

## NOTES

[illegible]





# **Great Yarmouth High Street Heritage Action Zone – Shopfront Design Guide**

## **SUPPLEMENTARY PLANNING DOCUMENT**

### **Strategic Environmental Assessment (SEA) Screening Report**

**November 2021**



# Contents

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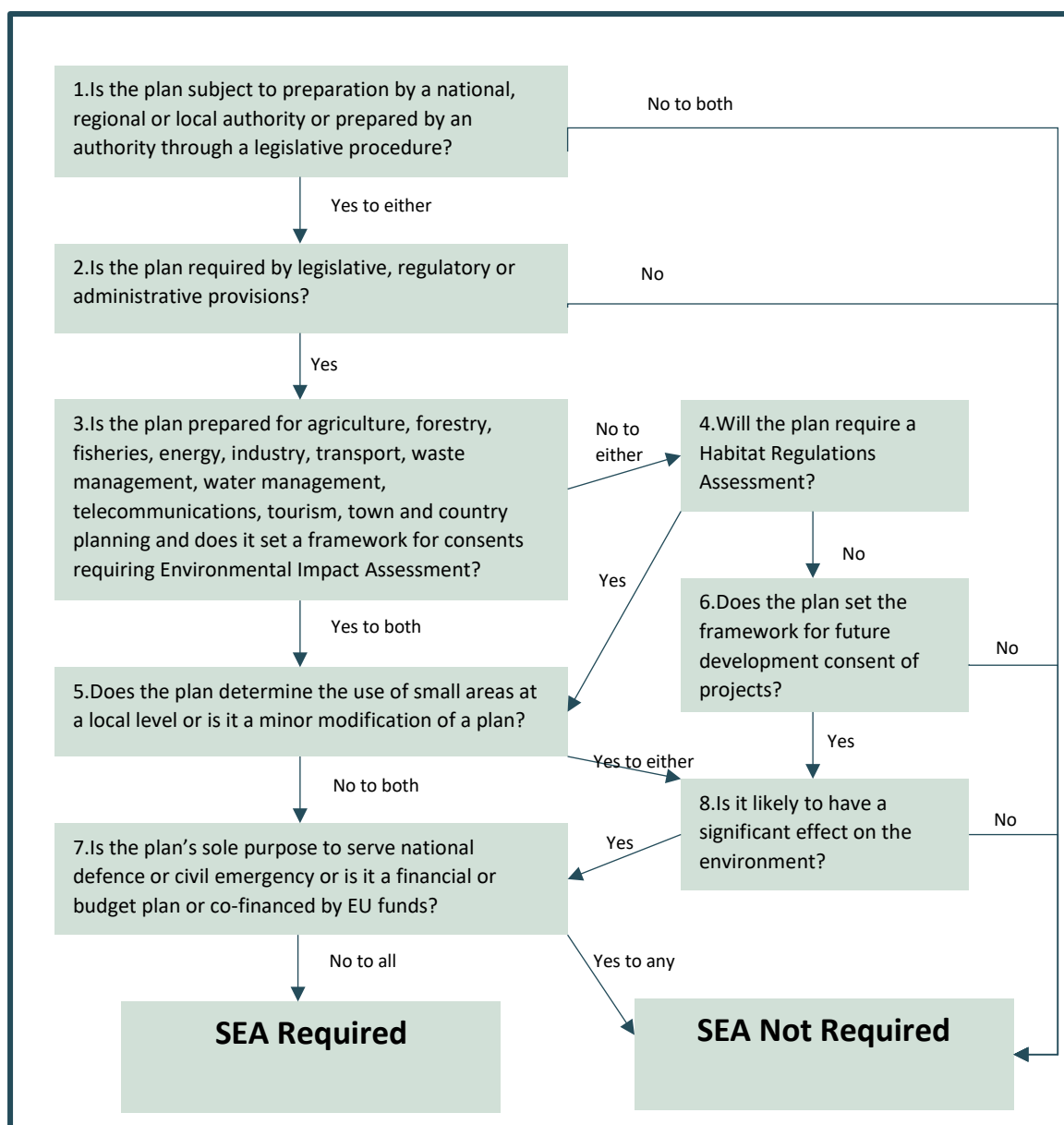
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# 1. Introduction

- 1.1 The Environmental Assessment of Plans and Programmes 2004 requires plans (including SPDs) which are likely to have an effect of the environment to be subject to a strategic environmental assessment.
- 1.2 In some circumstances a Supplementary Planning Document (SPD) could have significant environmental effects and may fall within the scope of the regulations and so require Strategic Environmental Assessment.
- 1.3 This screening report is designed to test whether or not the contents of the Shopfront Design Guide SPD requires a full Strategic Environmental Assessment (SEA). The Screening Report is subject to consultation alongside the draft SPD.
- 1.4 The screening assessment is presented in two parts. The first part assesses whether the SPD constitutes a ‘plan or programme’ that requires SEA under the Regulations (see Figure 1). The second part of the assessment considers whether the SPD is likely to have a significant effect on the environment (Stage 8, Figure 1), using criteria drawn from Schedule 1 of the regulations. Schedule 1 sets out the following criterion for considering likely significant effects:
  1. The characteristics of plans and programmes, having regard, in particular, to:
    - a. the degree to which the plan or programme sets a framework for projects and other activities, either with regard to the location, nature, size and operating conditions or by allocating resources;
    - b. the degree to which the plan or programme influences other plans and programmes including those in a hierarchy;
    - c. the relevance of the plan or programme for the integration of environmental considerations in particular with a view to promoting sustainable development;
    - d. environmental problems relevant to the plan or programme; and
    - e. the relevance of the plan or programme for the implementation of Community legislation on the environment (for example, plans and programmes linked to waste management or water protection).
  2. Characteristics of the effects and of the area likely to be affected, having regard, in particular, to—
    - a. the probability, duration, frequency and reversibility of the effects;
    - b. the cumulative nature of the effects;
    - c. the transboundary nature of the effects;
    - d. the risks to human health or the environment (for example, due to accidents);
    - e. the magnitude and spatial extent of the effects (geographical area and size of the population likely to be affected);
    - f. the value and vulnerability of the area likely to be affected due to—
      - i. special natural characteristics or cultural heritage;
      - ii. exceeded environmental quality standards or limit values; or
      - iii. intensive land-use; and
    - g. the effects on areas or landscapes which have a recognised national, Community or international protection status.

Figure 1 - Application of SEA to plans



## 2. Screening Assessment

2.1 Table 1 below outlines the responses to the questions posed in Figure 1 in relation to the Shopfront Design Guide SPD.

Table 1 - SEA Criterion Screening

SEA Criterion	Yes/No	Explanation
1. Is the SPD subject to preparation and/or adoption by a national, regional or local authority  OR	Y	The preparation and adoption of the SPD is undertaken by Council as the local planning authority in accordance with the Town and Country Planning (Local Planning) Regulations 2012.



SEA Criterion	Yes/No	Explanation
prepared by an authority for adoption through a legislative procedure by Parliament or Government? (Article 2(a))		GO TO STAGE 2
2. Is the SPD required by legislative, regulatory or administrative provisions? (Article 2(a))	Y	The SPD is not a requirement and is optional under the provisions of the Town and Country Planning Act and the regulations. However, if adopted its guidance will supplement and help implement development plan policies.  GO TO STAGE 3
3. Is the SPD prepared for agriculture, forestry, fisheries, energy, industry, transport, waste management, water management, telecommunications, tourism, town and country planning or land use  AND  does it set a framework for future development consent of projects in Annexes I and II of the EIA Directive? (Article 3.2 (a))	Y          N	The SPD has been prepared for the purposes of town and country planning. It supports the emerging Great Yarmouth Local Plan and will be a material consideration in the determination of relevant planning applications.  The SPD only provides detailed design and delivery guidance to help support and implement Policy CS17 of the Core Strategy. Policy CS17 provides the main framework for future development consent of projects which may require Environmental Impact Assessment  GO TO STAGE 4
4. Will the SPD, in view of its likely effect on sites, require an assessment under Article 6 or 7 of the Habitats Directive? (Article 3 (2)(b))	N	This has been screened separately. See the Habitat Regulations Assessment Screening Report of the SPD.  GO TO STAGE 6
5. Does the SPD determine the use of small areas at local level  OR  is it a minor modification of a plan or programme (Article 3 (3))	N/A	
6. Does the SPD set the framework for future development consent of projects (not just projects in Annexes to the EIA Directive)? (Article 3(4))	N/A	The SPD will be a material consideration in the determination of planning applications for development within the Great Yarmouth High Street Heritage Action Zone.  GO TO STAGE 8

SEA Criterion	Yes/No	Explanation
7. Is the SPDs sole purpose to serve national defence or civil emergency  OR  is it co-financed by structural funds or EAGGF programmes 2000 to 2006/7  OR  Is it a financial or budget PP? (Article 3.8-3.9)	N/A	
8. Is the SPD likely to have a significant effect on the environment? (Article(3.5))	N	See following section summarising reasoning / justification.
<b>Conclusion</b> Regulations do not require a SEA for the SPD		

- 2.2 Table 2 below assesses the likelihood of significant effects arising from the SPD as per criterion 8 above.

Criteria for determining Likely Significant Effect (Schedule 1)	Assessment
<b>1. The characteristics of plans and programmes, having regard, in particular, to:</b>	
(a) the degree to which the plan or programme sets a framework for projects and other activities, either with regard to the location, nature, size and operating conditions or by allocating resources;	The SPD, once adopted, would be a material consideration in the determination of planning applications for development within the Great Yarmouth High Street Heritage Action Zone. These developments are very localised and will have limited resource implications.
(b) the degree to which the plan or programme influences other plans and programmes including those in a hierarchy;	The SPD conforms with the NPPF, NPPG, and supports the Great Yarmouth Local Plan Core Strategy and Local Plan Part 2. It won't significantly influence other plans or programmes.
(c) the relevance of the plan or programme for the integration of environmental considerations in particular with a view to promoting sustainable development;	The SPD seeks to help support the regeneration and enhancement of the Town Centre and historic environment and therefore supports sustainable development.
(d) environmental problems relevant to the plan or programme;	The Conservation Area is currently listed as 'at risk' by Historic England.
(e) the relevance of the plan or programme for the implementation of Community legislation on the environment (for example, plans and programmes linked	No. The SPD is not directly relevant to the implementation of European legislation.

to waste management or water protection).	
2. Characteristics of the effects and of the area likely to be affected, having regard, in particular, to:	
(a) the probability, duration, frequency and reversibility of the effects;	The SPD sets out design guidance to improve the quality of shopfronts. This will result in mostly positive effects on the historic and built environment.
(b) the cumulative nature of the effects;	No. The SPD conforms to related strategic policies and it is intended that the effects will have a positive cumulative benefit for the area.
(c) the transboundary nature of the effects;	No. No transboundary effects (i.e. no other EU Member States) are anticipated.
(d) the risks to human health or the environment (for example, due to accidents);	It is not considered that the SPD would present a risk to human health; the SPD is likely to have a positive impact on human health through improvements to the wider urban environment.
(e) the magnitude and spatial extent of the effects (geographical area and size of the population likely to be affected);	The SPD is limited to the spatial area of the High Street Heritage Action Zone in Great Yarmouth so unlikely to affect a large population.
(f) the value and vulnerability of the area likely to be affected due to—  (i) special natural characteristics or cultural heritage;  (ii) exceeded environmental quality standards or limit values; or  (iii) intensive land-use;	The objective of the SPD is to improve the quality of shopfronts within the Heritage Action Zone. This will therefore have a positive effect on heritage assets. The SPD will have no effect on any elements of the natural environment.
(g) the effects on areas or landscapes which have a recognised national, Community or international protection status.	The SPD will have no effect on land

### 3. Conclusions

- 3.1 The Great Yarmouth High Street Heritage Action Zone Shopfront Design Guide Supplementary Planning Document (SPD) is in accordance with the Council's Local Plan Core Strategy and Local Plan Part 2 which have been subject to a full strategic environmental assessment. The SPD sets out flexible and practical guidance for alterations to shopfronts and the creation of new shopfronts. The guidance will help improve the appearance of the conservation area. Given the above the SPD will not have any significant effects on the environment and therefore a full Strategic Environmental Assessment is not required.

# **Great Yarmouth High Street Heritage Action Zone – Shopfront Design Guide**

## **SUPPLEMENTARY PLANNING DOCUMENT**

### **Habitat Regulations Assessment (HRA) Screening Report**

**November 2021**





- 1.1 The Conservation of Habitats and Species Regulations 2017 provide protection for sites that are of exceptional importance in respect of rare, endangered or vulnerable natural habitats and species. The network consists of Special Areas of Conservation (SACs) and Special Protection Areas (SPAs). Both types can also be referred to as National Site Network Habitat Sites. The National Planning Policy Framework (NPPF) also states that Ramsar sites should be afforded the same level of protection as the national Site Network sites.
- 1.2 The requirement to undertake Habitats Regulation Assessment (HRA) of plans and projects is set out in the Conservation of Habitats and Species Regulations (2017) (as amended).
- 1.3 Regulation 105 of the Conservation of Habitats and Species Regulations (2017) states: *‘Where a land use plan: (a) Is likely to have a significant effect on a European site or a European offshore marine site (either alone or in combination with other plans or projects), and (b) Is not directly connected with or necessary to the management of the site, the plan-making authority for that plan must, before the plan is given effect, make an appropriate assessment of the implications for the site in view of that site’s conservation objectives.’*
- 1.4 The HRA is therefore undertaken in stages and should conclude whether or not a plan would adversely affect the integrity of any sites.
- 1.5 The first stage is to assess whether a plan is likely to have a significant effect on a designated site. This needs to take account of the likely impacts in combination with other relevant plans and projects. This assessment should be made using the precautionary principle and cannot take into account mitigatory measures. If a likely significant effect is identified, an appropriate assessment of those likely effects is then necessary.
- 1.6 This report comprises the first stage of the Habitat Regulations Assessment for the Great Yarmouth High Street Heritage Action Zone Shopfront Design Guide Supplementary Planning Document (SPD) and screens whether the document is likely to result in a significant effect on the integrity of designated sites.
- 1.7 The Shopfront Design Guide SPD sets out design guidance for alterations to shopfronts and for the creation of new shopfronts within the Heritage Action Zone area. There are no designated habitat sites within or adjacent to the Heritage Action Zone area. It is not considered that design guidance for the detail of shopfronts will create any effect beyond the immediate setting of the shopfront subject to guidance. Therefore, no impact pathways to habitat sites will be created as a result of the SPD.
- 1.8 **In conclusion it is not considered there will be any likely significant effects arising from the SPD.**
- 1.9 The Screening Report will be subject to consultation alongside the draft SPD.

**URN:**

**Subject:** Covid-19 Additional Relief (CARF) Scheme – Business Rates

**Report to:** Policy & Resources Committee 8 February 2022

**Report by:** Stuart Brabben, Revenue and Benefits Service Manager

## **SUBJECT MATTER**

The purpose of this report is to propose a scheme to the committee for awarding Discretionary Rate Reliefs in 2021/22 to businesses in respect of COVID 19 Additional Relief Fund (CARF)

## **RECOMMENDATION**

This report asks the Committee to endorse the proposed scheme contained in Appendix A, to award discretionary business rates relief to businesses in respect of the Covid-19 Additional Relief Fund (CARF) from the Section 31 Grant Funding from Government.

### **1. Introduction**

- 1.1 The Government is providing Great Yarmouth Borough Council with £1,811,708 of Section 31 Grant funding to implement a scheme of discretionary rate reliefs in accordance with guidance issued in December 2021. This scheme is an important measure in providing support to businesses affected by the pandemic but that are and have been ineligible for existing support linked to business rates.
- 1.2 The Government is not changing the legislation relating to the business rates reliefs available to properties. Instead, the Government will, in line with the eligibility criteria set out in their guidance, reimburse local authorities where relief is granted using discretionary relief powers under Section 47 of the Local Government Finance Act 1988. Each individual billing authority is responsible to adopt a local scheme to grant relief under Section 47. The relief is available to reduce chargeable amounts in respect of 2021/22 and it is for the local authority to determine the level of relief for individual business properties.

### **2. Government Guidance**

- 2.1 Government guidance states that in developing and implementing their schemes local authorities must, if they are funding the relief from the section 31 grant:
  - a) Not award relief to ratepayers who for the same period of the relief either are or would have been eligible for the Extended Retail Discount (covering Retail, Hospitality and Leisure), the Nursery Discount or the Airport and Ground Operations Support Scheme (AGOSS),
  - b) Not award relief to a hereditament for a period when it is unoccupied (other than hereditaments which have become closed temporarily due to the government's advice on COVID-19, which should be treated as occupied for the purposes of this relief), and

- c) Direct their support towards ratepayers who have been adversely affected by the pandemic and have been unable to adequately adapt to that impact.

In line with the legal restrictions in section 47(8A) of the Local Government Finance Act 1988, billing authorities may not grant the discount to themselves and certain precepting authorities (e.g. a parish or county council).

### **3. The Design of the Scheme**

- 3.1 Five Norfolk authorities (Broadland DC, Great Yarmouth BC, Kings Lynn and West Norfolk DC, North Norfolk DC and South Norfolk DC) have worked together collaboratively to design a framework for a scheme to award the relief. There were two considerations in choosing the design of the scheme:

- (i) A direct award based on a flat rate percentage of net rates payable, or
- (ii) An application process

It was agreed amongst the five authorities that a direct award based on a flat percentage of the net rates payable would be the best option for the following reason:

- To ensure businesses receive the financial support they are entitled to, we want to make the CARF scheme as simple as possible and make the awards without the need for businesses to apply.

We know from previous experience that when we have run an application process not all businesses apply for support they might be entitled to even when we contact them directly to make them aware of potential support.

Our scheme is based on the guidance issued by the government and we will identify the businesses entitled to the CARF and then award relief directly to their business rates accounts. This will ensure the financial support will be paid to businesses a lot quicker than via an application process.

### **4. The Scheme**

- 4.1 Our scheme (Appendix A) has been modelled to utilise the maximum amount of this funding. We have a fixed allocation of funding (£1,811,708) to use for the relief and therefore it is important we do not overspend, or the cost will have to be met by the Council.
- 4.2 Prudent current modelling means that we can award a 23% discount capped at a maximum of £20,000 on the net rates payable (i.e after all other business rates have been applied) to all the business properties not excluded from our scheme. It is estimated that this will use £1,695,000 of the funding. This will leave in the region of £116,000 which can be used as a safety net to deal with any backdated liabilities or missed cases because of the Valuation Office property description we hold does not reflect the current business use. It also allows for the option of giving extra relief to some businesses who have been most impacted by the pandemic.
- 4.3 Our scheme compared with the other Norfolk local authorities we have collaborated with at the time of writing this report is shown in the table below. Each local authority has a different allocation of funding and a different business rate base (types of business and rateable values),

and although the basis of the scheme is essentially the same for all of these local authorities, the outcomes below are reflected by this difference

**Table 1**

<b>Council</b>	<b>% Discount</b>	<b>Cap</b>	<b>Discretionary pot value</b>	<b>Discretionary pot %</b>
South Norfolk DC	30%	£25,000	£200,000	7.80%
Broadland DC	24%	£20,000	£90,000	4.20%
Great Yarmouth BC	23%	£20,000	£116,561	6.43%
Kings Lynn and West Norfolk DC	20%	Currently calculated without a cap	£400,000	15%
North Norfolk DC	28%	£20,000	£200,000	12.70%

## **5. Financial implications**

- 5.1 Central government will fully reimburse the Council for discretionary relief awards which comply with this guidance up to the maximum level of the allocations.
- 5.2 New burdens funding will also be provided in relation to administering this scheme.

## **6. Recommendations**

- 6.1 This report asks Members of the Committee to endorse the recommended scheme (Appendix A) to award discretionary business rates relief to businesses in respect of the Covid-19 Additional Relief Fund (CARF).

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

<b>Area for consideration</b>	<b>Comment</b>
Monitoring Officer Consultation:	
Section 151 Officer Consultation:	Yes
Existing Council Policies:	
Financial Implications (including VAT and tax):	Yes as outlined
Legal Implications (including human rights):	Yes as outlined
Risk Implications:	
Equality Issues/EQIA assessment:	
Crime & Disorder:	
Every Child Matters:	



## Great Yarmouth Borough Council

### COVID-19 Additional Relief Fund (CARF) Guidelines 2021/22

This policy covers the award of relief under the Covid-19 Additional Relief Fund (CARF). This relief is awarded under S47 of the Local Government Finance Act 1988. The fund is available to support those businesses affected by the pandemic but that are ineligible for existing support linked to business rates. It takes the form of a reduction in net rates bills in the 2021/22 financial year only.

#### Conditions of relief

1. The relief will be available to reduce chargeable amounts in respect of 2021/22 only and the scheme will not extend beyond that financial year.
2. This scheme will:
  - a. Not award relief to ratepayers who for the same period of the relief either are or would have been eligible for the Extended Retail Discount (covering Retail, Hospitality and Leisure), the Nursery Discount or the Airport and Ground Operations Support Scheme (AGOSS),
  - b. Not award relief to a hereditament for a period when it is unoccupied (other than hereditaments which have become closed temporarily due to the government's advice on COVID-19, which should be treated as occupied for the purposes of this relief),
  - c. Direct support towards ratepayers who have been adversely affected by the pandemic and have been unable to adequately adapt to that impact.
3. CARF relief is not available to ratepayers who already benefit from full rate relief for 2021/22 from another scheme e.g. Small Business Rate Relief.
4. The scheme has been designed to fall within the funding made available by government.
5. In order to be eligible for relief the ratepayer must be in occupation of the relevant property on 31 January 2022.
6. Relief is available for occupied properties only.
7. Relief will be calculated as a fixed percentage (23%) of net liability with a capped maximum award limit of £20,000 relief per eligible property.
8. Relief will terminate and be apportioned on a daily basis to the date of vacation. Relief will not be carried forward to a new property.
9. If there is a change in liability for any reason which leads to the original net rates charge being increased or reduced the CARF relief will be recalculated.
10. If a change in circumstances renders a property ineligible or reduces the value of the award, the relevant bill can be amended in the year to reflect the loss of the relief.
11. If a property ceases to be an eligible property during the period of entitlement, relief may be withdrawn.

## Appendix A

12. Any overpaid relief will be payable and recoverable through the rates bill.
13. New occupiers who become rateable after 31 January 2022 will not be eligible for relief.
14. Ratepayers occupying excepted hereditaments will not qualify for relief. An excepted hereditament is defined as a property occupied by the billing authority or a precepting authority.
15. The awarding relief under this scheme will close on 31 March.

### The Award Process

16. The Council will automatically award the relief to the types of businesses within the descriptions in Annexe A that meet the criteria above. An amended bill will be sent to those who qualify, showing the amount of relief awarded.
17. Guidance notes have been provided by the government to accompany the Covid Additional Relief Funding. From this guidance Great Yarmouth Borough Council matched it to its Rating List as at 31 January 2022, taking into account those businesses the Council was instructed it could not support with this relief.
18. The purpose of these guidelines is to outline the way in which Great Yarmouth Borough Council will administer this discretionary relief, which will take the form of a direct award to those businesses that are identified as meeting the eligible criteria.
19. These guidelines will insist that the business must be trading as of 31 January 2022 to qualify for the relief.
20. Reliefs will be calculated and applied via the Councils Business Rates computer system. Following the award of a relief a revised business rates bill will be issued along with a covering letter explaining the award and instructing businesses to declare if they do not qualify as a result of the COVID subsidy rules or are not financially impacted by COVID-19. Any business contacting the council to instruct that they do not qualify will have their relief removed and a revised bill will be issued accordingly.
21. Where relief applied to an account subsequently puts the account into credit, if possible, we will move this credit to the next financial year 2022- 23. Where a refund is formally requested by a business this will be refunded.
22. To calculate the amount of relief we will award we have divided the £1.81m funding available to the Council by the total liability of all accounts at the 31 January 2022 we are estimating to support, to determine the percentage relief each account would receive.
23. The amount of relief awarded to each eligible business will be equal to 23% of their net Business Rates payable capped at £20,000. By awarding 23% this will allow some of the funding being kept back for any businesses that feel they are eligible but have not been identified by the Council as such.
24. If having made all awards (and after addressing any potential challenges) some of the funding remains unallocated, payments may be allocated to those businesses evidencing the biggest negative financial impact. This will be on a case by case basis for those ratepayers assessed as in greater need as a result of the pandemic. Such awards will be made at the discretion of the Revenues and Benefits Service Manager, Business Rates and Debt Team

## Appendix A

Manager or Business Rates and Sundry Debt Team Leader. Evidence of need may be requested in the form of bank statements, financial accounts or other trading records. The Head of Customer Services and Finance Director will be the final decision maker with respect to these awards.

25. Providing relief under this policy is likely to amount to Subsidy and this policy is covered by the rules set out in the following guidance document:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1041468/CARF\\_LA\\_Guidance.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1041468/CARF_LA_Guidance.pdf)

26. Ratepayers may decline relief if they wish.

### **Appeal procedures - Discretionary Rate Relief applications**

There is no automatic right of appeal against an authority's decision not to award Discretionary Relief or against the amount of relief allowed. However, should an applicant have a grievance they should contact the Head of Customer Service to request a redetermination of the decision.

The request for a redetermination must be made within four weeks of receipt of notification of the decision and must set out the reasons for the request and any supporting information.

The Council will consider each request on its merits and will consider whether the customer has provided any additional information against the required criteria that will justify a change to its decision

The Head of Customer Service decision will be final with respect to any decision not to award, to revoke or to vary the amount of relief allowed.

The Council will notify a customer of its decision within 28 days of receiving a request for a review or re-determination

### **Delegated Powers**

That authority be delegated to the Section 151 Officer and Head of Customer Services, to amend the Scheme and implement further awards of relief if necessary, for example as a result of the application of the Subsidy Control rules, to maximise the support provided to businesses within the Section 31 Grant funding provided by the Government.

## **Annex A**

**The following are types of property on our business rates system that could be eligible for Covid-19 Additional Relief Fund under our guidelines and the government guidelines in which they identify the business types have been negatively effected by the pandemic:**

ADVERTISING RIGHT

ADVERTISING RIGHT AND PREMISES

BETTING SHOP AND PREMISES

BOATHOUSE AND PREMISES - COMMERCIAL

BREWERY AND PREMISES

BUILDERS MERCHANTS AND PREMISES

BUS GARAGE AND PREMISES

COMMUNITY TRAINING

CONCRETE BATCHING PLANT AND PREMISES

FACTORY AND PREMISES

FERTILISER PROCESSING PLANT AND PREMISES

GARAGE AND PREMISES - COMMERCIAL

HALL AND PREMISES

HORSE SANCTUARY AND PREMISES

KIOSK

KIOSK AND PREMISES

LAND USED FOR STORAGE AND PREMISES

LAND USED FOR STORAGE WORKSHOP AND PREMISES

LIQUID BULK STORAGE AND PREMISES

LORRY PARK AND PREMISES

MARINA AND PREMISES - COMMERCIAL

MILL AND PREMISES

MINERAL DEPOT AND PREMISES

MOORING - COMMERCIAL



## Appendix A

MOORING AND PREMISES - COMMERCIAL

OFFICES

OFFICES AND PREMISES

QUARRY AND PREMISES

RECYCLING YARD AND PREMISES

RESPITE CARE BUNGALOW AND PREMISES

RESPITE HOME AND PREMISES

ROAD HAULAGE DEPOT AND PREMISES

SCRAP METAL/BREAKERS YARD

SHOWHOME AND SALES OFFICE AND PREMISES

SHOWHOUSE & PREMISES

STORAGE DEPOT AND PREMISES

STORE

STORE AND PREMISES

STORE OFFICE WEIGHBRIDGE AND PREMISES

TRAINING CENTRE AND PREMISES

TRAINING ROOM AND PREMISES

VEHICLE REPAIR WORKSHOP AND PREMISES

WAREHOUSE

WAREHOUSE AND PREMISES

WAREHOUSE OFFICES AND PREMISES

WAREHOUSE WHARF & PREMISES

WAREHOUSE WORKSHOP AND PREMISES

WAREHOUSE WORKSHOPS OFFICES & PREMISES

WORKS AND PREMISES

WORKSHOP

WORKSHOP AND PREMISES

WORKSHOP OFFICE AND PREMISES

**The following are types of property that would be ineligible for Covid-19 Additional Relief Fund under our guidelines**

- 1) Property which is owned or funded through a public administration body:
  - a) Fire
  - b) Police
  - c) Ambulance
  - d) NHS or NHS Trust
  - e) Maintained schools, Academy Schools, Further and Higher education institutions
  - f) Government departments
  - g) Armed forces
- 2) Property including car parking spaces and, communication masts.
- 3) Business rated properties that are for private use

**Subject:** Recognition Awards

**Report to:** ELT 02 February 2022  
Policy and Resources Committee, 8<sup>th</sup> February 2022  
Full Council, 22<sup>nd</sup> February 2022

**Report by:** Clare Dyble, Head of Marketing and Communications,  
Michelle Burdett, Head of Inward Investment

#### **SUBJECT MATTER / RECOMMENDATIONS**

This report outlines a proposal to run a new Recognition Awards ceremony, with the inaugural one planned for the spring 2022, to recognise the achievements of individuals from the borough of Great Yarmouth during a time of considerable challenge.

It is proposed that the inaugural ceremony be held in 2022, and recommended that the Council hosts the event every 4 years, and as such, this paper provides an overview of both the nomination process as well as the criteria for proposing nominees and selecting final award recipients.

#### **Members are asked to:**

- 1) Agree to the holding of a Recognition Awards ceremony via a 4-yearly cycle**
- 2) Consider and agree to the nomination, criteria and selection process**
- 3) Agree to the hosting of the first Awards ceremony in the Spring of 2022.**

#### **1. BACKGROUND AND CONTEXT**

- 1.1** Due to the COVID-19 pandemic, the years 2020 and 2021 have been extremely challenging for the Boroughs residents and communities. Yet despite these restrictive and challenging times, people who care about their community make a positive and selfless contribution to the lives of others.
- 1.2** In addition, individuals have remained committed to their hopes and dreams and continued to be awarded with national and international accolades despite the ongoing restrictions and economic uncertainty. These commitments and achievements often go unacknowledged at a local level.
- 1.3** Given all this, the Council is proposing to celebrate a small number of individuals (maximum of 3), acknowledging their outstanding contribution to the Borough and beyond. The Council is proposing to run a Recognition Awards ceremony, with the first to take place in spring 2022 to therefore bring positivity to the borough and celebrate those who deserve recognition for their endeavours.

- 1.4** This ceremony will support our ongoing commitment to equality, inclusivity, culture and diversity, encouraging residents to celebrate their talents in a diverse community and recognise the achievements of others. Those awarded are positive role models, who lead by example and demonstrate that anyone can achieve great things, even in times of adversity, through dedication and self belief.

## **2. AWARDS PROCESS**

### **2.1** *Nomination Process:*

- 2.2** Nominations would be proposed by any elected member, with all nominations to meet all the criteria as laid out in section 2.3 below. All final chosen nominees would require support from all group leaders, and as such, require unanimity. An equality impact assessment will be undertaken throughout the selection process.

### **2.3** *Criteria for nomination:*

Nominees must:

- Have been born, and/or raised and educated within the Borough
- Achieved success amounting to national or international recognition
- Be a positive ambassador and or role model for the Borough

- 2.4** All nominations will be presented to the group leaders with justification and evidence as to how each nominee meets all of the qualifying criteria. Should there be more than 3 nominees the group leaders will reserve the right to choose the final recipients of the awards based on the quality of the justification provided.

- 2.5** Following the selection process, the maximum of 3 nominees will receive a Recognition Award at a celebratory event, with the first to be hosted in the Spring of 2022, with subsequent awards to be held every 4 years, where the nomination and selection process will remain the same as laid out in this paper.

## **3. PROPOSED EVENT**

- 3.1** Should members support the proposal for a Recognition Awards ceremony as outlined in this paper, it is recommended that a special event is held in late spring 2022 at the Town Hall. The ceremony would be hosted by the Leader of the council with the final nominated award winners, their supporters and key partners of the council invited to attend. The ceremony would be held in the evening with a sit down meal. Invitations would be extended to members of the Town Deal board, local community figures and representatives from the media.

- 3.2** The ceremony will be designed to comply with any Covid guidelines in place and will ensure the number of guests invited are within the limits of the assembly room. Food service will also comply with Covid guidelines

- 3.3** His Worship, the Mayor will present the awards, highlighting each winners personal achievements before awarding a special certificate to each one.



#### **4. FINANCIAL IMPLICATIONS**

- 4.1** The cost of running a special awards ceremony will be approximately £1500 to allow for the meal, depending on the number of attendees. This budget is sought from existing internal budgets.

#### **5. RISK IMPLICATIONS**

- 5.1** Covid 19 presents an ongoing risk, however, this will be mitigated through risk assessments which will be updated in line with any changes in national guidance. If necessary the ceremony can be postponed or take place virtually.

<b>Area for consideration</b>	<b>Comment</b>
Monitoring Officer Consultation:	Yes and paper has been revised accordingly
Section 151 Officer Consultation:	As part of ELT process
Existing Policies:	Culture, Heritage and Tourism Strategy
Financial Implications:	Yes – impacts woven into the paper
Legal Implications (including human rights):	None
Risk Implications:	None – stated in section 5
Equality Issues/EQIA assessment:	An equality impact assessment will be undertaken throughout the selection process
Crime & Disorder:	N/A
Every Child Matters:	N/A

**Subject** Fees and Charges 2022/23

**Report to** ELT - 26 January 2022  
Policy and Resources Committee – 8 February 2022  
Council - February 2022

**Report by:** Finance Director



## **SUBJECT MATTER/RECOMMENDATIONS**

This Report outlines for approval the schedule of fees and charges for the 2022/23 financial year.

It is recommended that Policy and Resources Committee:

- 1) Agree the schedule of fees and charges for 2022/23 as detailed in appendix A of the report as per the fees and charges policy;
- 2) Recommend to Council the schedule of fees and charges in Appendix B that fall outside of the policy.

## **1. INTRODUCTION / BACKGROUND**

- 1.1 The Council approved a new fees and charges policy in December 2019. This policy is part of the financial planning process within which the Council's fees and charges would be set annually. Income from fees and charges provides a key source of income to the Council for the provision of its services.
- 1.2 Operating within a fees and charges policy provides a clear framework for setting the annual fees and charges for services provided by the Borough Council. There will be occasions when decisions around the setting of fees and charges need to be made that are outside of the policy, for example in response to local factors which influence demand for a service. There needs to be clear reasons for making changes outside of the policy and these would need to consider the longer-term income generation opportunities and overall impact to the financial position of the authority.
- 1.3 The setting of the fees and charges annually provides a key element of the annual budget setting process to inform the service income budgets which also consider local demand and other local factors. In addition, future financial projections will reflect planned increases to fees and charges in line with the current policy to provide estimates on the level of future income.
- 1.4 The policy sets out some criteria and rationale for the annual changes to fees and charges which largely covered an annual increase based on cost recovery, RPI only or RPI plus up to 2%, for the period until 2024. There are exceptions to this including the following:
  - Where fees are statutory and are therefore outside the scope of control for the Council to set;
  - Where fees are set within national rules for cost recovery, for example land charges and building control;
  - Fees and charges subject to separate reviews and form part of the 2022/23 savings and

additional income proposals.

- 1.5 Fees and charges set within the framework are reported to Policy and Resources, those that are outside of the frame will form a recommendation to Council.

## 2. FEES AND CHARGES PROPOSALS FOR 2022/23

- 2.1 The proposed fees and charges for 2022/23 are included at Appendix A to the report. In line with the fees and charges policy the fees included in the schedule have been increased by RPI plus up to 2%, this equates to an increase of 6.9%, based on RPI being 4.9% at September 2021, the policy also allows for the recovery of costs for a service and therefore this has been reflected in the charges as applicable. For administration purposes, the proposals will have been rounded, as applicable, for example where charges are reliant upon change such as car parking charges.
- 2.2 For the 2022/23 budget process all fees and charges have been reviewed to ensure that they are appropriate. All fees and charges have been increased in line with the fees and charges policy, with the exception of the following listed below which have either remained frozen at 2021/22 fee structure, increased by RPI only or increased above the recommended policy.
- 2.3 **Crematorium** – Funeral services, some Visual tributes, Cemetery charges, Dedications have remained frozen or increased by RPI only to retain competitive in the market and attract sales.
- 2.4 **Pay & Display Car Parks** - Seafront Car parks short stay have increased below RPI for the first 2 hours and below RPI plus 2% over 2 hours, to ensure fees are raised incrementally and not to discourage parking. Seafront Long stay fees have remained frozen as these are already at a premium rate. Beach Coach Station fees for cars have remained frozen (with exception of winter day) to align these charges with the seafront long stay car parks. The recommended charges for parking are now all aligned across the borough and bring Caister and Gorleston charges in line with the charges in Great Yarmouth.
- 2.5 **Environmental Health** – Local Authority Permits are prescribed by government and are still to be confirmed for 2022/23. Selective Licensing fees are also a statutory fee which has been set for 5 years. Local Licences have a mixture of changes, either being increased by the policy, or remained frozen due to being cost recovery only. Many Garden Waste fees have increased below RPI to cover operational costs and bin costs but not to overprice the service. Most of the Licensing fees have increased by RPI only to cover processing cost of licences, except gambling Licences, which have remained frozen, as this is the maximum charge allowable in legislation.
- 2.6 **Sports & Leisure** –Football/Rugby Professional Matches fees are increasing by RPI only to lessen a large increase in fees.
- 2.7 **Housing Needs & Welfare Services** – All fees are either increasing by RPI only or remaining frozen due to remaining competitive in the local market.
- 2.8 **Planning and Growth** – Local Land Searches & Pre application fees are increasing by RPI only to remain competitive with external companies and not to dissuade developers from using discretionary services.
- 2.9 **Town Hall** – The Council commenced offering a full marketing and event planning service using

the in-house team in 2020/21. However due to Covid restrictions continuing through 2021/22, a customer base was not able to be established. Therefore, these fees and charges will remain frozen, as set in 2020/21. After a full year of operation, a full review of hire rates will then be carried out for 2023/24.

- 2.10 Appendix B lists all fees which have increased over the policy recommendation of RPI plus 2%, these have been informed by the latest market information and reviewed by officers. As these are outside of the policy, these are recommended to Council.

### **New Fees and Charges 2022/23**

- 2.11 **Crematorium** – New fees have been included within the visual tributes and Memorial Benches. New visual Tributes include a downloadable recording video files and recordings on DVD's and USB's, Visual Tribute still images, visual Tribute slide shows, family videos and an urgent service request line has also been added for any other visual tributes. New lines for a dedication posy vase have been added under Memorial Benches and open spaces under dedications.
- 2.12 **Car parks** – Leisure centre charges for the new Marina centre have been added as new fee, providing car parking 6am to 10pm, 7 days a week.
- 2.13 **Local Licenses** – A new pricing structure has been added for Animal Licenses. Pet Shop, Riding establishments, Dog Breeding, Animal boarding and keeping animals for exhibition now all have a separate application fee and then the option of a 1–3-year licence to purchase.
- 2.14 **Housing need and welfare services** – New charges for Housing options bed and breakfast and an allocation service have been added for 2022/23.
- 2.15 **Events and Town Hall fees** - Two new lines have been added for 2022/23, Bespoke Hire & wedding packages and a fee for the hire of the kitchen & equipment when using the Assembly rooms. Both these new charges are priced on when applications are made.

## **3. FINANCIAL IMPLICATIONS**

- 3.1 The financial implications from the proposed changes have been factored into the detailed service budgets for 2022/23 and used to inform the future financial projections.

## **4. RISK IMPLICATIONS**

- 4.1 There is a risk of non-delivery of budgeted income from the fees and charges for example as a result of a reduction in demand for a service, an element of this risk is mitigated by the informed calculation of the income budgets taking into account known local and national factors and also current and past trends.
- 4.2 Where the level of income is related to service demand there are factors that are outside of the control of the Council, for example the impact that weather can have on the level of car parking income, or confidence in the economy on planning application income. A prudent approach is taken to the setting of these income budgets and the more significant demand income budgets, for example car parking fee income and planning income are closely monitored during the year.



- 4.3 The level of income from fees and charges is reviewed during the year in terms of delivery of income targets as part of the budget monitoring process and therefore future charges could be subject to change to mitigate any financial risks.
- 4.4 The general reserve includes an allowance for fluctuations in income from demand led services which can be used to mitigate significant impacts during the year of reductions in income, although this should not be a long-term source of mitigation.

## 5. CONCLUSIONS

- 5.1 The proposed fees and charges for 2022/23 have been calculated based on the current fees and charges policy and where there are opportunities to deliver additional income to help reduce the future financial gap that the Council is facing. The proposals have been factored into the detailed budget for 2022/23 which is included as a separate item on the agenda

Area for consideration Comment	Comment
Monitoring Officer Consultation	
Section 151 Officer Consultation	
Existing Council Policies See background papers	
Financial Implications Within existing budgets	
Legal Implications (including human rights)	
Risk Implications	
Equality Issues/EQIA assessment	
Details contained in strategy	
Crime & Disorder	
Every Child Matters	

**Fees and Charges**  
**2022/23**  
**Great Yarmouth Borough Council**



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## Fees and charges note:

Generally any increase in fees and charges will take effect from 1st April 2022.

RPI for September 2021 is 4.90%

The prices quoted in this book are inclusive of Value added Tax (VAT) when VAT is applicable, therefore individuals and companies do not need to add VAT to the prices quoted. Please refer to the VAT code key below for further details.

### VAT Code Key

Current standard rate of VAT is 20%

This schedule for fees and charges show the rate of VAT applicable which is denoted by one of the following abbreviations:

S - Standard Rated

EX - Exempt

OS - Outside scope/Non business

ZE - Zero rated

P - VAT to be added standard rated elements in packages.

Fees & Charges	2021/22	2022/23	VAT Status	Change in year
<b>Cremation and Cemeteries</b>				
<b>Funeral Services</b>				
<b>Essential Rose package</b> – Cremation only no service or attendance.	£1,295.00	£1,295.00	OS	£0.00
<b>Essential Plus Rose package</b> – Cremation and 15- minute service in the chapel with attendance (includes music choices). Service times 08:15, 16:00, 16:30 (price excludes VAT)	£1,995.00	£1,995.00	P	£0.00
<b>Premium Rose package</b> – Flexible cremation & 25- minute service in the chapel with attendance. Includes music choices. Service times: 09:15, 10:00, 11:30, 12:15, 13:00, 13:45, 14:30, 15:15. (price excludes VAT).	£2,495.00	£2,495.00	P	£0.00
<b>Cremation Charges</b>				
<i>The Fee Includes an Environmental Charge of £65</i>				
Non-viable foetus or still born child	No Charge	No Charge		
The body of a child of four years, but not exceeding twelve years at the time of death.	No Charge	No Charge		
For Service times: 08:15, 08:45, 16:00 and 16:30 (30 minutes)	£799.00	£799.00	S	£0.00
For Service times 09:15, 10:00, 10:45, 11:30, 12:15, 13:00, 13:45, 14:30, 15:15 (45 minutes)	£860.00	£895.00	S	£35.00
Funeral Director No Attendance (arrangements required, no service) - delivery by agreement.	£500.00	£500.00	OS	£0.00
<i>Saturday Services details on request 50% cancellation fee will apply to cremations cancelled within 48hrs of the service</i>				
<b>Additional Charges</b>				
Scattering of cremated remains from this Crematorium in the lawn area, with relatives and an officer in attendance	£95.00	£95.00	OS	£0.00
Scattering of cremated remains from this Crematorium in the lawn area, no attendance	£65.00	£65.00	OS	£0.00
<b>Hire of Crematorium Chapel:</b>				
For Burial / Memorial Service	£190.00	£190.00	OS	£0.00

<b>Fees &amp; Charges</b>	<b>2021/22</b>	<b>2022/23</b>	<b>VAT Status</b>	<b>Change in year</b>
Extension of half an hour for Cremation Service	£210.00	£210.00	OS	£0.00
Hire of Crematorium Chapel only	£295.00	£295.00	OS	£0.00
Temporary retention of ashes, after first four weeks, per month	£27.00	£27.00	OS	£0.00
Bio-degradable box urn	No Charge	No Charge	OS	
Additional Certificate of Cremation	£22.00	£26.00	OS	£4.00
Pall bearers (each)	£33.00	£33.00	OS	£0.00

## Visual tributes

Webcast	£65.00	£80.00	S	£15.00
Downloadable recording MP4 Video File	£20.00	£30.00	S	£10.00
Downloadable recording MP4 Video File (Including video tribute)	n/a	£45.00	S	New
Recording DVD/USB	£59.00	£63.50	S	£4.50
Recording DVD/USB (including video tribute)	n/a	£68.50	S	New
Visual Tribute Single Still Image	n/a	£15.00	S	New
Visual Tribute slide show up to 25 images (no music)	n/a	£38.00	S	New
Visual Tribute slide for every 25 additional images (no music)	n/a	£25.00	S	New
Visual Tribute slide show up to 25 images (with music)	n/a	£80.00	S	New
Visual Tribute slide for every 25 additional images (with music)	n/a	£25.00	S	New
Visual Tribute Family Video File	n/a	£25.00	S	New
Visual Tribute downloadable MP4 Video File	n/a	£20.00	S	New
Visual Tribute DVD/USB	n/a	£30.00	S	New
Urgent Service Request	n/a	£95.00	S	New

## Dedications

Two-line entry	£91.00	£91.00	S	£0.00
Five-line entry	£128.00	£128.00	S	£0.00
Eight-line entry	£171.00	£171.00	S	£0.00
Five-line entry with flower illustration or similar	£190.00	£190.00	S	£0.00
Five-line entry with heraldic device	£206.00	£206.00	S	£0.00
Eight-line entry with flower illustration or similar	£206.00	£206.00	S	£0.00
Eight-line entry with full heraldic device or crest	£368.00	£368.00	S	£0.00

## Memorial Cards

Two Line entry	£21.00	£50.00	S	£29.00
Five-line entry	£26.00	£60.00	S	£34.00
Eight-line entry	£45.00	£80.00	S	£35.00
Five-line entry with flower illustration or similar	£71.00	£120.00	S	£49.00
Eight-line entry with flower illustration or similar	£88.00	£150.00	S	£62.00
Five-line entry with heraldic device	£95.00	£170.00	S	£75.00
Eight-line entry with full heraldic device or crest	£112.00	£180.00	S	£68.00

## Memory Books

Two Line entry	£71.00	£74.50	S	£3.50
Five-line entry	£78.00	£82.00	S	£4.00
Eight-line entry	£88.00	£92.50	S	£4.50
Five-line entry with flower illustration or similar	£112.00	£145.00	S	£33.00
Eight-line entry with flower illustration or similar	£121.00	£160.00	S	£39.00



<b>Fees &amp; Charges</b>	<b>2021/22</b>	<b>2022/23</b>	<b>VAT Status</b>	<b>Change in year</b>
Five-line entry with heraldic device	£139.00	£150.00	S	£11.00
Eight-line entry with full heraldic device	£156.00	£165.00	S	£9.00
<i>NB: For each additional entry in Velum book - as in Memorial Cards above inclusive of postage and packing</i>				
<b>Memorial Garden (including provision of Bronze Plaque) Ten Year dedication period.</b>				
Shrub	£292.00	£292.00	S	£0.00
Standard Rose	£341.00	£341.00	S	£0.00
Double Plaque (to replace single)	£75.00	£75.00	S	£0.00
Embossed motif (from selection) on bronze plaque	£20.00	£20.00	S	£0.00
Postage & packaging of expired memorial plaque	£8.50	£9.50	S	£1.00
<b>Memorial Garden (including provision of Bronze Plaque) Five Year dedication period.</b>				
Shrub	£176.00	£176.00	S	£0.00
Standard Rose	£200.50	£200.50	S	£0.00
Double Plaque (to replace single)	£75.00	£75.00	S	£0.00
Embossed motif (from selection) on bronze plaque	£20.00	£20.00	S	£0.00
Postage & packaging of expired memorial plaque	£8.00	£9.50	S	£1.50
<b>Memorial Tree (including provision of Bronze Plaque) Ten Year dedication period.</b>				
Ten-year dedication period	£455.00	£477.50	S	£22.50
Renewal – Ten-year dedication period	£270.50	£284.00	S	£13.50
<b>Individual Memorial Seat (including provision of Bronze Plaque) Ten Year dedication period.</b>				
Six-foot seat	£1,182.00	£1,300.00	S	£118.00
Additional bronze plaque	£216.00	£227.00	S	£11.00
Renewal for ten-year dedication period	£276.00	£600.00	S	£324.00
<b>Individual Wall Plaques. Ten Year dedication period.</b>				
Bronze plaque - black with gold lettering	£181.00	£181.00	S	£0.00
Renewal of existing plaque - ten-year dedication period	£121.50	£121.50	S	£0.00
To add additional name or request new plaque to replace existing (new 4-line plaque)	£90.50	£90.50	S	£0.00
<b>Polished Sterling Grey Granite Memorial Vase Kerbs. Ten Year dedication period.</b>				
Granite Memorial Vase Kerbs with 6-line inscription	£444.50	£466.50	S	£22.00
To add additional name (new 6-line granite plate)	£135.00	£142.00	S	£7.00
Renewal – ten-year dedication period	£340.50	£357.50	S	£17.00
<b>Hexagonal Sandstone Tower with Granite Plaque. Ten Year dedication period.</b>				
Granite memorial plaque with 6-line inscription	£185.50	£185.50	S	£0.00
New plaque for additional name to be added	£125.50	£122.50	S	-£3.00
Renewal of existing plaque for ten-year period	£125.50	£125.50	S	£0.00
<b>Sanctum 2000 above ground vaults.</b>				
Twenty - year lease of granite vault and black granite plaque and lettering (up to 80 letters) first interment and first posy vase	£996.00	£1,100.00	S	£104.00
<i>Decorative motifs/floral tribute on plaque (samples &amp; price on request)</i>				
Cameo photograph arranged and fixed to plaque (4cm x 3cm)	£120.00	£126.00	S	£6.00
Cameo photograph arranged and fixed to plaque (7cm x 5cm)	£144.00	£151.50	S	£7.50

Fees & Charges	2021/22	2022/23	VAT Status	Change in year
Heart shaped cameo photo, arranged and fixed to plaque	£192.00	£201.50	S	£9.50
Replacement of black granite plaque (excluding photograph) up to 80 letters	£383.00	£402.00	S	£19.00
Additional letters (per letter)	£4.00	£4.50	S	£0.50

*Repainting of current plaque **price on request** (dependent on characters and motifs)*

#### Sanctum Panorama above ground vaults.

Twenty- year lease of granite vault and black granite plaque and lettering (up to 80 letters) first interment and first posy vase

Top level	£931.00	£999.00	S	£68.00
Mid level	£897.00	£941.00	S	£44.00
Lower level	£841.00	£882.50	S	£41.50
Cameo photograph arranged and fixed to plaque (4cm x 3cm)	£121.00	£127.00	S	£6.00
Cameo photograph arranged and fixed to plaque (7cm x 5cm)	£144.00	£151.50	S	£7.50
Heart shaped cameo photo, arranged and fixed to plaque	£192.00	£201.50	S	£9.50
Replacement of black granite plaque (excluding photograph) up to 80 letters	£383.00	£402.00	S	£19.00
Additional letters (per letter)	£4.00	£4.50	S	£0.50

*Repainting of current plaque **price on request** (dependent on characters and motifs)*

#### Buxton Bench. Twenty-year lease period

Twenty- year lease Granite bench with two recesses for plaque, including one 7' x 5' engraved memorial plaque

Second plaque	£117.00	£123.00	S	£6.00
Renewal of ten- year lease	£490.00	£514.50	S	£24.50

#### Ornamental Memorial Tree in Garden of Remembrance

Ornamental tree with plaque including inscription and motif, on a twenty- year lease	£671.00	£704.00	S	£33.00
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### Cemetery Charges

#### Interment Charges

The following charges relate to burial of persons resident within the Borough area at the time of death:

The body of a child whose age at the time of death did not exceed twelve years	No Charge	No Charge		
The body of a person whose age at the time of death exceeded twelve years	£876.50	£919.50	OS	£43.00

#### The following charges relate to the burial of persons who are not resident within the Borough are:

The body of a stillborn child or child whose age at the time of death did not exceed one month	£135.00	£144.50	OS	£9.50
The body of a child whose age at the time of death exceeded one month, but did not exceed twelve years	£171.00	£183.00	OS	£12.00
The body of a person whose age at the time of death exceeded twelve years	£1,200.00	£1,300.00	OS	£100.00

#### Additional Charges

Burial at 9' depth	£146.00	£150.00	OS	£4.00
Excavation for 9' x 4' walled graves (not including construction of walls)	£220.00	£231.00	OS	£11.00
<i>Larger excavations - <b>prices upon request</b></i>				£0.00
For burial at 3pm or after	£70.00	£75.00	OS	£5.00

#### Interment of cremated remains

Fees & Charges	2021/22	2022/23	VAT Status	Change in year
<b>In a grave for which Exclusive Right of Burial has been granted</b>				
The body of a child not exceeding four years of age at the time of death	£54.50	£58.50	OS	£4.00
The body of a child of four years but not exceeding twelve years at the time of death	£65.00	£69.50	OS	£4.50
The body of a person whose age at the time of death exceeded twelve years (resident)	£260.00	£273.00	OS	£13.00
The body of a person whose age at the time of death exceeded twelve years (non-resident interred into new grave)	£439.00	£461.00	OS	£22.00
The body of a person whose age at the time of death exceeded twelve years (non-resident interred into occupied grave)	£260.00	£273.00	OS	£13.00
Double interment of cremated remains (resident)	£280.00	£294.00	OS	£14.00
Double interment of cremated remains (non- resident interred into occupied grave)	£280.00	£294.00	OS	£14.00
<b>Purchase &amp; Interment of cremated remains -Woodland area</b>				
<b>In a grave for which Exclusive Right of Burial has been granted</b>				
Internment of single set of cremated remains (including plaque)	£300.00	£300.00	OS	£0.00
Internment of double set of cremated remains ( additional £75 for addition/change plaque)	£500.00	£500.00	OS	£0.00
<b>Exhumation Charges</b>				
Exhumation of body of any age	£2,124.00	£2,228.50	EX/S	£104.50
Exhumation of cremated remains	£294.00	£308.50	EX/S	£14.50
<b>Reinternment Charges</b>				
Charges for each reinternment in accordance with normal fees				
<b>Purchase of Exclusive Right of Burial - 50 years</b>				
<b>Purchase by resident of the Borough:</b>				
<i>(Temporary memorial free upon request for the first internment)</i>				
Earthen grave 9'x4'	£806.00	£845.50	EX	£39.50
Earthen grave 2'x2' (ashes)	£545.00	£572.00	EX	£27.00
Earthen grave 4'x2' (Child up to age of four)	£165.00	£173.50	EX	£8.50
<b>Purchase by non-resident of the Borough:</b>				
<i>(Temporary memorial free upon request for the first internment)</i>				
Earthen grave 9'x4'	£1,357.00	£1,423.50	EX	£66.50
Earthen grave 2'x2' (ashes)	£905.00	£949.50	EX	£44.50
Earthen grave 4'x2' (Child up to age of four)	£172.00	£180.50	EX	£8.50
Temporary memorial (including carriage)	£71.00	£74.50	S	£3.50
<b>Monuments and Gravestones</b>				
From 1st April 2020 there will be an administration charge for the permission to erect a memorial on all plots in all cemeteries.	£100.00	£100.00	S	£0.00
<i>Where the Exclusive Right of Burial was purchased before 1st April 1989, a monument fee of £90.00 shall be paid.</i>				
<i>On safety grounds, no memorial constructed of wood, glass, china or plastic material, except for the approved design for temporary memorials issued by the Council, shall be placed on any grave and all</i>				
<b>Supplementary charges</b>				
Search Fee for Burial Registers (excluding genealogy enquiries) (per entry)	£44.00	£46.50	OS	£2.50
Indemnity Form (where owner is unable to produce original purchase Deed)	£24.00	£26.00	OS	£2.00
Fee for transfer of Deed of Exclusive Right	£45.00	£47.50	OS	£2.50
Fee for transfer of Deed of Exclusive Right (Deed not available)	£72.00	£76.00	OS	£4.00

<b>Fees &amp; Charges</b>	<b>2021/22</b>	<b>2022/23</b>	<b>VAT Status</b>	<b>Change in year</b>
Genealogy enquires per hour or part thereof	£46.50	£49.00	S	£2.50
Administrative Fee (for preparation/production/amended/duplication of paperwork) (NB - fee non-refundable, if after search grave is not located)	£27.00	£26.00	S	-£1.00

## Dedications

### Memorial Benches (including provision of plaque)

Ten Year dedication period	£1,182.00	£1,300.00	S	£118.00
Additional Plaque	£216.00	£227.00	S	£11.00
Dedication Posy Vase	£0.00	£70.00	S	New
Return of memorial Plaque	£8.50	£9.00	S	£0.50

### Garden Memorials (including provision of plaque)

Memorial Rose with ten-year dedication period	£341.00	£365.00	S	£24.00
Memorial shrub with ten-year dedication period	£292.00	£312.50	S	£20.50
Memorial tree with ten-year dedication period	£455.00	£486.50	S	£31.50
Return of memorial plaque	£8.50	£9.50	S	£1.00

### Open Space Dedications

Ten Year Dedication Plaque (no bench)	£216.00	£231.00	S	£15.00
Dedication Posy Vase	£0.00	£70.00	S	New
Return of Dedication Plaque	£8.50	£9.50	S	£1.00

## Pay & Display Car Parks

### Town Centre Car Parks

#### Howard Street, King Street, Market Place, Stonecutters, George Street, Brewery Plain, Greyfriars, Fullers Hill, Blackfriars & Middlegate.

Hourly rate (8am - 4pm)	£1.00	£1.20	S	£0.20
Evenings from 4pm	Free	Free		
Sunday's hourly rate £1.20. (Maximum £4.20 per day)	£1.00	£1.20	S	£0.20
Overnight (6pm to 8am)	Free	Free		
Wednesday 12pm to 8am (King Street, George Street & Brewery Plain.	Free	Free		

### Seafront Car Parks - Long Stay

#### St Nicholas & North Drive.

Closed in Winter

Up to 4 hours (1 April to 31 October inclusive)	£6.00	£6.00	S	£0.00
Over 4 hours (1 April to 31 October inclusive)	£9.30	£9.30	S	£0.00

### Seafront Car Parks - Short Stay

#### Euston Road, Anchor Gardens, Jetty North, Jetty South.

Summer - Cost per hour, first 2 hours	£2.50	£2.60	S	£0.10
Summer - Cost per hour, after 2 hours	£3.30	£3.50	S	£0.20



<b>Fees &amp; Charges</b>	<b>2021/22</b>	<b>2022/23</b>	<b>VAT Status</b>	<b>Change in year</b>
Winter - Cost per hour	£1.50	£1.50	S	£0.00
Overnight (9pm to 8am) Free when EV charge point in use.	£1.50	£1.50	S	£0.00
<b><u>Leisure Centre</u></b>				
6am to 10pm 7 days per week all year				
<i>Leisure centre members free to park max stay 3 hours</i>				
<i>Leisure centre casual users free to park max stay 3 hrs (certain conditions apply requiring minimum spend for facilities)</i>				
Up to 3 hours	n/a	£10.00	S	New
Cost per hour over 3 hrs	n/a	£3.50	S	New
Overnight (10pm to 6am) Free from 9pm to 6am when EV charge point in use.	n/a	£0.00	S	New
<b><u>Other Car Parks</u></b>				
<b>Gorleston High Street</b>				
Hourly rate (8am - 4pm)	£0.70	£1.20	S	£0.50
Sunday's hourly rate £1.20. (Maximum £4.20 per day)	£1.00	£1.20	S	£0.20
Resident passes per quarter	£20.70	£22.00	S	£1.30
<b>Caister</b>				
Summer - cost per hour or part thereof	£1.00	£1.20	S	£0.20
Winter - cost per hour or part thereof	Free	Free	S	
Resident passes per quarter	£20.70	£22.00	S	£1.30
<b><u>Beach Coach Station</u></b>				
<b>Cars</b>				
Summer - peak tariff up to 4 hours (1 April to 31 October)	£6.00	£6.00	S	£0.00
Summer - peak tariff over 4 hours (1 April to 31 October)	£9.30	£9.30	S	£0.00
Winter - per day	£1.50	£2.50	S	£1.00
Overnight (9pm to 8am) (Free when EV charge point in use).	£1.50	£1.50	S	£0.00
<b>Coaches</b>				
All year - bay fee up to 3 hours	£6.00	£6.50	S	£0.50
All year - daily ticket	£10.40	£11.50	S	£1.10
All year - weekly ticket	£57.40	£61.50	S	£4.10
<b>Lorry's</b>				
All year - per twelve-hour period	£15.50	£17.00	S	£1.50
<b>Solo Motorcycles and Scooter</b>				
In designated area only	No Charge	No Charge		
<b><u>Other Charges:</u></b>				
<b>Season Tickets</b>				
Season Ticket Fullers Hill (Monday to Friday only) and Beach Coach Station per month	£36.50	£38.50	S	£2.00
Season Ticket excluding Palmers, Marina, Euston Road, Empire, Jetty North & South (per month)	£65.00	£65.00	S	£0.00
Reserved bays (Seafront) per Annum	£610.00	£625.00	S	£15.00
Reserved Bays (Seafront) Summer only (1st April to 31st Oct)	£350.00	£375.00	S	£25.00

Fees & Charges	2021/22	2022/23	VAT Status	Change in year
Weekly	£32.00	£35.00	S	£3.00
Three day (72 hours) (Any three days)	£13.50	£15.00	S	£1.50
<b>Market Traders</b>				
Fullers Hill Car Park (per annum)	£56.80	£60.00	S	£3.20
<b>Private Car Park Bays GYBC Land</b>				
High Mill Road (per annum)	£95.00	£95.00	S	£0.00
All others (per annum)	£180.00	£180.00	S	£0.00
<b>Penalty Charge Notices (1)</b>				
Payment received within 14 days	£35.00	£35.00	S	£0.00
Payment received after 14 days	£70.00	£70.00	S	£0.00
<b>Penalty Charge Notices (2)</b>				
Payment received within 14 days	£25.00	£25.00	S	£0.00
Payment received after 14 days	£50.00	£50.00	S	£0.00
<b>Resident Advantage Card</b>				
Advantage Card available to residents only	£3.00	£3.50	S	£0.50

#### Local Authority Permits for Part B installations

**PLEASE NOTE: The following fees have been prescribed by the Government.**

***At the time of publishing these Fees and Charges 2022/23 have not been published and are stated at the 2021/22 charge.***

#### Mobile plant and Solvent Emission Activities

Application fees

Standard Process	£1,650.00	£1,650.00	OS	£0.00
Additional fee for operating without a permit	£1,188.00	£1,188.00	OS	£0.00
Reduced fee activities (except VRs)	£155.00	£155.00	OS	£0.00
PVR I & II combined	£257.00	£257.00	OS	£0.00
Vehicle refinishers (VRs)	£362.00	£362.00	OS	£0.00
Reduced fee activities: Additional fee for operating without a permit	£71.00	£71.00	OS	£0.00
Mobile screening and crushing plant	£1,650.00	£1,650.00	OS	£0.00
for the third to seventh application	£985.00	£985.00	OS	£0.00
for the eighth and subsequent applications	£498.00	£498.00	OS	£0.00
Where an application for any of the above is for a combined Part B and waste application, add an extra £279 to the above amounts	£279.00	£279.00	OS	£0.00

#### Annual Subsistence Charge

##### Standard Process

Low	£772 (+£104)*	£772 (+£104)*	OS	£0.00
Medium	£1,161(+£156)*	£1,161(+£156)*	OS	£0.00
High	£1,747(+£207)*	£1,747(+£207)*	OS	£0.00

##### Reduced fee activities:

Low	£79.00	£79.00	OS	£0.00
Medium	£158.00	£158.00	OS	£0.00
High	£237.00	£237.00	OS	£0.00

Fees & Charges	2021/22	2022/23	VAT Status	Change in year
<u>PVR I &amp; II combined:</u>				
Low	£113.00	£113.00	OS	£0.00
Medium	£226.00	£226.00	OS	£0.00
High	£341.00	£341.00	OS	£0.00
<u>Vehicle refinishers</u>				
Low	£228.00	£228.00	OS	£0.00
Medium	£365.00	£365.00	OS	£0.00
High	£548.00	£548.00	OS	£0.00
<u>Mobile screening and crushing plant:</u>				
<u>for first and second permits</u>				
Low	£626.00	£626.00	OS	£0.00
Medium	£1,034.00	£1,034.00	OS	£0.00
High	£1,551.00	£1,551.00	OS	£0.00
<u>for the third to seventh permits</u>				
Low	£385.00	£385.00	OS	£0.00
Medium	£617.00	£617.00	OS	£0.00
High	£924.00	£924.00	OS	£0.00
<u>eighth and subsequent permits</u>				
Low	£198.00	£198.00	OS	£0.00
Medium	£314.00	£314.00	OS	£0.00
High	£473.00	£473.00	OS	£0.00
Late payment Fee	£52.00	£52.00	OS	£0.00
* the additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation. Where a Part B installation is subject to reporting under the E-PRTR Regulation, add an extra £104 to the above amounts				
<b>Transfer and Surrender</b>				
Standard process transfer	£169.00	£169.00	OS	£0.00
Standard process partial transfer	£497.00	£497.00	OS	£0.00
New operator at low risk reduced fee activity	£53.00	£53.00	OS	£0.00
Surrender: all Part B activities	£0.00	£0.00	OS	£0.00
Reduced fee activities: transfer	£0.00	£0.00	OS	£0.00
Reduced fee activities: partial transfer	£47.00	£47.00	OS	£0.00
<b>Temporary transfer for mobiles</b>				
First transfer	£51.00	£51.00	OS	£0.00
Repeat following enforcement or warning	£51.00	£51.00	OS	£0.00
<b>Substantial change</b>				
Standard process	£1,050.00	£1,050.00	OS	£0.00
Standard process where the substantial change results in a new PPC activity	£1,650.00	£1,650.00	OS	£0.00
Reduced fee activities	£102.00	£102.00	OS	£0.00
<b>LAPPC mobile plant charges</b>				
<b>Number of Permits</b>	<b>Application Fee</b>	<b>Low Substance /Medium Susbsistance</b>		
1	£626.00	£1034.00/ £1551.00	OS	

Fees & Charges	2021/22	2022/23	VAT Status	Change in year
2	£626.00	£1034.00/ £1551.00	OS	
3	£385.00	£617.00/ £924.00	OS	
4	£385.00	£617.00/ £924.00	OS	
5	£385.00	£617.00/ £924.00	OS	
6	£382.00	£617.00/ £924.00	OS	
7	£385.00	£617.00/ £924.00	OS	
8 and over	£198.00	£314.00/ £473.00	OS	

#### LA-IPPC charges

NB - every subsistence charge in the table below includes the additional £104 charge to cover LA extra costs in dealing with reporting under the E-PRTR Regulation

Type of Charge	Local Authority element	Local Authority element		
Application	£3,363.00	£3,363.00	OS	£0.00
Additional fee for operating without a permit	£1,188.00	£1,188.00	OS	£0.00
Annual Subsistence Low	£1,446.00	£1,446.00	OS	£0.00
Annual Subsistence Medium	£1,610.00	£1,610.00	OS	£0.00
Annual Subsistence High	£2,333.00	£2,333.00	OS	£0.00
Subsistence Variation	£1,368.00	£1,368.00	OS	£0.00
Transfer	£235.00	£235.00	OS	£0.00
Partial Transfer	£698.00	£698.00	OS	£0.00
Surrender	£698.00	£698.00	OS	£0.00

#### Key

Subsistence charges can be paid in four equal quarterly instalments paid on 1st April, 1st July, 1st October and 1st January. Where paid quarterly the total amount payable to the local authority will be increased by £38.

Reduced fee activities are; Service Stations, Vehicle Refinishers, Dry Cleaners and Small Waste Oil Burners under 0.4MW.

#### Newspaper advertisements

Newspaper adverts may be required under EPR at the discretion of the LA as part of the consultation process when considering an application (see Chapter 9 of the General Guidance Manual). This will be undertaken and paid for by the LA and the charging scheme contains a provision for the LA to recoup its costs.

#### Selective Licensing

##### Statutory Fee set for 5 years

##### Single Occupancy Household

For each dwelling which is occupied by a single household (e.g., house, self-contained flat or no self-contained flat.

£515.00	£515.00	OS	£0.00
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##### Buildings contained flats where the landlord owns the freehold.

A single Licence will be issued covering all the flats within the control of the landlord. £515 and then £505 for each additional flat within the same building.

£515.00	£515.00	OS	£0.00
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##### Buildings containing flats where the landlord owns more than one flat in a building without owning the freehold

As the landlord does not own the freehold, then each flat will require an individual license. £515 for the first flat and then £505 for each additional Flat in the same building.

£515.00	£515.00	OS	£0.00
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##### Late application fee

£1,000.00	£1,000.00	OS	£0.00
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There is no option to pay monthly for license's directly with the Council.



Fees & Charges	2021/22	2022/23	VAT Status	Change in year
<b>Reduced rates</b>				
<b>Accredited membership of selected organisation</b>				
<b>Five Year Licence fee</b>				
<i>Reduced fees will apply to accredited members of one of the following organisation:</i>				
National Landlord Association	£495.00	£495.00	OS	£0.00
Residential Landlords Association	£495.00	£495.00	OS	£0.00
National Approved Lettings Scheme	£495.00	£495.00	OS	£0.00
<b>Local Licenses</b>				
Skin Piercing and Tattooists (business registration)	£326.00	£260.00	OS	-£66.00
Skin piercing (registration personal licence)	£73.00	£73.00	OS	£0.00
Variation to Personal Licence	£36.50	£37.00	OS	£0.50
Amendment to premises schedule	£10.50	£37.00	OS	£26.50
<b>Animals</b>				
(Vet charges are recoverable)				
<u>Pet Shop/Sale of pets</u>	£280.50	n/a	OS	see below
Application Fee	n/a	£180.00	OS	NEW
One year licence	n/a	£110.00	OS	NEW
Two year licence	n/a	£170.00	OS	NEW
Three year licence	n/a	£230.00	OS	NEW
<u>Riding Establishment</u>	£349.00	n/a	OS	see below
Application Fee	n/a	£240.00	OS	NEW
One year licence	n/a	£110.00	OS	NEW
Two year licence	n/a	£170.00	OS	NEW
Three year licence	n/a	£230.00	OS	NEW
<u>Dog Breeding</u>	£349.00	n/a	OS	see below
Application Fee	n/a	£240.00	OS	NEW
One year licence	n/a	£110.00	OS	NEW
Two year licence	n/a	£170.00	OS	NEW
Three year licence	n/a	£230.00	OS	NEW
<u>Animal boarding Including, dogs, cats, home boarding and doggy day care</u>	£280.50	n/a	OS	see below
Application Fee	n/a	£180.00	OS	NEW
One year licence	n/a	£110.00	OS	NEW
Two year licence	n/a	£170.00	OS	NEW
Three year licence	n/a	£230.00	OS	NEW
Dangerous Wild Animals (Biennial)	£218.50	£234.00	OS	£15.50
<u>Keeping animals for exhibition</u>	£266.00	n/a	OS	see below
Application Fee	n/a	£150.00	OS	NEW

Fees & Charges	2021/22	2022/23	VAT Status	Change in year
3 year licence	n/a	£150.00	OS	NEW
Combination of activities - in addition to highest activity fee (vets fees where required)	£45.50	£49.00	OS	£3.50
Variation to Licence/re-evaluation of rating for animal boarding, pet shops and keeping animals for exhibition	£89.00	£96.00	OS	£7.00
Variation to Licence/re-evaluation of rating including breeding and riding activities (plus vet fees)	£89.00	£96.00	OS	£7.00
Variations to reduce the licensable activities or numbers of animals	£48.00	£52.00	OS	£4.00
Transfer of Licence (on death of Licence holder)	£48.00	£52.00	OS	£4.00
Change of name or business name (not transfer)	£27.50	£30.00	OS	£2.50
Copy of Licence	£10.50	£12.00	OS	£1.50
<b>Zoo</b>				
<i>(Vet charges are recoverable in addition to these fees)</i>				
Notice of intention to apply for a Zoo Licence	£109.50	£118.00	OS	£8.50
Application	£247.00	£265.00	OS	£18.00
Grant	£109.50	£118.00	OS	£8.50
Renewal	£354.00	£379.00	OS	£25.00
Special Inspection	£109.50	£118.00	OS	£8.50
Periodic inspections (3 yr. and renewal)	£191.50	£205.00	OS	£13.50
Informal Inspections (annual)	£164.00	£176.00	OS	£12.00
Advice (hourly rate)	£28.50	£60.00	OS	£31.50
<b>Food/Water Samples</b>				
PWS risk assessment (large/commercial supply)	£202.50	£217.00	OS	£14.50
PWS risk assessment (small supply)	£101.50	£109.00	OS	£7.50
PWS risk assessment (single domestic dwelling)	£51.00	£55.00	OS	£4.00
PWS sampling (plus analysis costs)	£51.00	£55.00	OS	£4.00
PWS investigation (plus analysis costs)	£51.00	£55.00	OS	£4.00
<b>Commercial Health Certificates</b>				
Authorisation	£15.50	£17.00	OS	£1.50
Preparation and authentication	£28.00	£30.00	OS	£2.00
Port Health	£28.00	£30.00	OS	£2.00
<b>Food Premises Register</b>				
Copy of an entry	£13.50	£15.00	OS	£1.50
Copy of register	£910.50	£974.00	OS	£63.50
Request for information (plus VAT)	£91.00	£98.00	OS	£7.00
<i>NOTE: The Food Premises Register is available free to view at the offices, however, if a copy of the full register or a single entry is required please see charges above.</i>				
<b>House in Multiple Occupation Licence</b>				
House in Multiple Occupation Licence Application Fee	£602.50	£645.00	OS	£42.50
Mid Term Administration and inspection	£273.50	£293.00	OS	£19.50
Units of accommodation:				
Each Additional Unit at	£27.00	£29.00	OS	£2.00
House in Multiple Occupation Renewal of Licence - Standard 5	£602.50	£644.50	OS	£42.00
Mid Term Administration and inspection	£273.50	£293.00	OS	£19.50

Fees & Charges	2021/22	2022/23	VAT Status	Change in year
Units of accommodation:				
Each Additional Unit at	£27.00	£29.00	OS	£2.00
Variation of a Licence	£27.00	£29.00	OS	£2.00
<b>Housing Act 2004</b>				
Recovery of costs re Enforcement Notices	£388.00	£415.00	OS	£27.00
Failure to provide smoke alarms	£5,000.00	£5,000.00	OS	£0.00
Failure to provide carbon monoxide alarms	£5,000.00	£5,000.00	OS	£0.00
Immigration Inspections Std (10days)	£98.00	£105.00	OS	£7.00
Immigration Inspections fast Track (5days)	£149.50	£160.00	OS	£10.50
<b>Scrap Metal Dealer Licence Fees</b>				
Site Licence				
New	£323.00	£346.00	OS	£23.00
Renewal	£299.50	£321.00	OS	£21.50
Variation	£131.50	£141.00	OS	£9.50
<b>Scrap Metal Dealer Licence Fees</b>				
Collectors Licence	£196.50	£211.00	OS	£14.50
New Renewal Variation	£171.00	£183.00	OS	£12.00
Copy of Licence	£131.50	£141.00	OS	£9.50
<b>Public Health Act Funerals</b>				
Administration and Officer rate - flat fee	£540.50	£578.00	OS	£37.50
Out of Borough Excess Cost Recovery	£62.00	£67.00	OS	£5.00
<b>Dog Warden - Fees</b>				
Contractors Fee for Collection and Kenneling per dog (Recharges include VAT)	Cost Recovery	Cost Recovery	OS	£0.00
Statutory Fee	£25.00	£25.00	OS	£0.00
<b>Pest Control</b>				
Mouse and Rat Control and Extermination Fee (Excluding VAT)	£43.50	£47.00	S	£3.50
<b>Ship Sanitation Charges</b>				
These fees are set by the Association of Port Health Authorities - prices are subject to change and the prescribed charges will be adopted once published. The 2022/23 fees are published as the 2021/22 until the new fees are confirmed.				
<b><u>Gross Tonnage Charge (£)</u></b>				
Below 1,001	£100.00	£100.00	S	£0.00
From 1,001 to 3,000	£135.00	£135.00	S	£0.00
3,001 - 10,000	£205.00	£205.00	S	£0.00
10,001 - 20,000	£265.00	£265.00	S	£0.00
20,001 - 30,000	£340.00	£340.00	S	£0.00
Over 30,000	£400.00	£400.00	S	£0.00
With the exception of:				
Vessels with the capacity to carry between 50 and 1,000 persons	£400.00	£400.00	S	£0.00
Vessels with the capacity to carry more than 1,000 persons	£680.00	£680.00	S	£0.00
Over 1,000 persons Extensions	£70.00	£70.00	S	£0.00

Fees & Charges			VAT	Change
	2021/22	2022/23	Status	in year
Extra charges may be added for exceptional costs such as launch hire, lengthy journeys to the port or laboratories, out of hour visits and samples taken.				
<b>Mobile Homes Act 2013</b>				
<b>Costs of New Application</b>				
1-5 pitches	£255.00	£273.00	OS	£18.00
6-24 pitches	£272.50	£292.00	OS	£19.50
25-99 pitches	£290.00	£311.00	OS	£21.00
100+ pitches	£327.00	£350.00	OS	£23.00
<b>Annual Inspection Fees</b>				
1-3 pitches	Nil	Nil	OS	
4-5 pitches	£145.50	£156.00	OS	£10.50
6-24 pitches	£218.00	£234.00	OS	£16.00
25-99 pitches	£290.00	£311.00	OS	£21.00
100+ pitches	£326.00	£349.00	OS	£23.00
<b>Food Hygiene Inspections</b>				
Food hygiene re-rating inspection	£155.00	£166.00	OS	£11.00
Voluntary surrender of food stuffs (disposal costs charged at cost in addition to this fee)	£167.50	£180.00	OS	£12.50
<b>Food Hygiene Courses</b>				
CIEH Foundation in Food Safety (per person)	£62.00	£67.00	OS	£5.00
Reduced to £55 if paid more than 21 days prior to course				
Refresher Evening Course (per person)	£26.00	£28.00	OS	£2.00
Reduced to £20 if paid more than 21 days prior to course				
<b>Garden Waste &amp; Bulky Items</b>				
Garden Waste Bins & Bags				
New bins (including charge for collections)				
One Bin	£73.50	£76.00	OS	£2.50
Two Bins	£121.00	£126.00	OS	£5.00
Three Bins	£169.00	£176.00	OS	£7.00
Four Bins	£217.00	£226.00	OS	£9.00
Renewal of Annual Bin (including charge for collections)				
One Bin	£51.50	£52.00	OS	£0.50
Two Bins	£77.50	£78.00	OS	£0.50
Three Bins	£102.50	£104.00	OS	£1.50
Four Bins	£128.00	£130.00	OS	£2.00
Other Charges				
Charge for garden waste bin	£22.00	£24.00	OS	£2.00
One off/Additional Bin empty	£15.00	£20.00	OS	£5.00
12 bags	£24.00	£26.00	OS	£2.00
24 bags	£46.50	£50.00	OS	£3.50
				£0.00
Administration charge - Provision of bins at new properties	£60.00	£65.00	OS	£5.00
Administration charge - Replacement/extra recycling or residual bin	£36.50	£40.00	OS	£3.50

Fees & Charges		2021/22	2022/23	VAT Status	Change in year
<b>Bulky Items</b>					
Collection of Bulky Items by Order:					
1-3 Items		£21.00	£23.00	OS	£2.00
4-6 Items		£41.50	£45.00	OS	£3.50
More than 6 Items		on request	on request	OS	n/a
<b>Licensing</b>					
<b>HACKNEY CARRIAGES</b>					
First class hackney carriage and private hire vehicle		£230.00	£240.00	OS	£10.00
Second class hackney carriage		£250.00	£260.00	OS	£10.00
Transfer of Landau Vehicle Licence		£60.00	£63.00	OS	£3.00
Private hire operator (5 years) - covers any number of vehicles		£300.00	£350.00	OS	£50.00
Private hire vehicle		£230.00	£240.00	OS	£10.00
Drivers licence (3 years)		£157.00	£165.00	OS	£8.00
Drivers Licence (1 year issue for exceptional circumstances)		£100.00	£105.00	OS	£5.00
Transfer of vehicle Licence		£60.00	£63.00	OS	£3.00
Knowledge test		£16.00	£17.00	OS	£1.00
Badges/Crests ( <i>included within costs</i> )					
<b>SEX ESTABLISHMENTS</b>					
Grant of annual Licence		£2,000.00	£2,100.00	OS	£100.00
Renewal of annual Licence (unless objections received/referred to Committee)		£500.00	£525.00	OS	£25.00
Transfer of annual Licence		£800.00	£840.00	OS	£40.00
<b>GAMBLING ACT 2005 LICENCES</b>					
Large Casino		£10,000.00	£10,000.00	OS	£0.00
New Annual fee		£10,000.00	£10,000.00	OS	£0.00
Variation		£5,000.00	£5,000.00	OS	£0.00
Transfer		£2,150.00	£2,150.00	OS	£0.00
Reinstatement		£2,150.00	£2,150.00	OS	£0.00
Provisional Statement		£10,000.00	£10,000.00	OS	£0.00
Licence Application (Prov. Holders)		£5,000.00	£5,000.00	OS	£0.00
<b>Existing Casinos</b>					
New		n/a	n/a		
Annual fee		£1,540.00	£1,616.00	OS	£76.00
Variation		£1,440.00	£1,511.00	OS	£71.00
Transfer		£980.00	£1,029.00	OS	£49.00
Reinstatement		£980.00	£1,029.00	OS	£49.00
Provisional Statement		n/a	n/a		
Licence Application (Prov. Holders)		n/a	n/a		
<b>Betting premises</b>					
New		£2,100.00	£2,203.00	OS	£103.00
Annual fee		£470.00	£494.00	OS	£24.00



<b>Fees &amp; Charges</b>	<b>2021/22</b>	<b>2022/23</b>	<b>VAT Status</b>	<b>Change in year</b>
Variation	£1,050.00	£1,102.00	OS	£52.00
Transfer	£830.00	£871.00	OS	£41.00
Reinstatement	£830.00	£871.00	OS	£41.00
Provisional Statement	£2,100.00	£2,203.00	OS	£103.00
Licence Application (Prov. Holders)	£830.00	£871.00	OS	£41.00
<b>Betting (Tracks)</b>				
New	£1,830.00	£1,920.00	OS	£90.00
Annual fee	£520.00	£546.00	OS	£26.00
Variation	£890.00	£934.00	OS	£44.00
Transfer	£680.00	£714.00	OS	£34.00
Reinstatement	£680.00	£714.00	OS	£34.00
Provisional Statement	£1,830.00	£1,920.00	OS	£90.00
Licence Application (Prov. Holders)	£680.00	£714.00	OS	£34.00
<b>Bingo premises</b>				
New	£2,560.00	£2,686.00	OS	£126.00
Annual fee	£630.00	£661.00	OS	£31.00
Variation	£1,250.00	£1,312.00	OS	£62.00
Transfer	£830.00	£871.00	OS	£41.00
Reinstatement	£830.00	£871.00	OS	£41.00
Provisional Statement	£2,560.00	£2,686.00	OS	£126.00
Licence Application (Prov. Holders)	£830.00	£871.00	OS	£41.00
<b>Adult Gaming Centre</b>				
New	£1,460.00	£1,532.00	OS	£72.00
Annual fee	£639.00	£671.00	OS	£32.00
Variation	£730.00	£766.00	OS	£36.00
Transfer	£830.00	£871.00	OS	£41.00
Reinstatement	£830.00	£871.00	OS	£41.00
Provisional Statement	£1,460.00	£1,532.00	OS	£72.00
Licence Application (Prov. Holders)	£830.00	£871.00	OS	£41.00
<b>Family Ent. Centres</b>				
New	£1,460.00	£1,532.00	OS	£72.00
Annual fee	£520.00	£546.00	OS	£26.00
Variation	£730.00	£766.00	OS	£36.00
Transfer	£680.00	£714.00	OS	£34.00
Reinstatement	£680.00	£714.00	OS	£34.00
Provisional Statement	£1,460.00	£1,532.00	OS	£72.00
Licence Application (Prov. Holders)	£680.00	£714.00	OS	£34.00
Copy Licence	£15.00	£25.00	OS	£10.00
Notification of Change	£30.00	£50.00	OS	£20.00

Fees & Charges	2021/22	2022/23	VAT Status	Change in year
<b>Sports and Leisure</b>				
<b>PITCH AND PUTT</b>				
<b>Bure Park (18 hole)</b>				
Adult - per round	£7.10	£8.00	S	£0.90
Concession - per round	£4.90	£5.50	S	£0.60
<b>Book of 10 Rounds</b>				
Adults - per book	£50.80	£54.50	S	£3.70
Concessions - per book	£34.20	£37.00	S	£2.80
Lost ball charge	£1.70	£2.00	S	£0.30
Deposit on Equipment (returnable)	£3.50	£10.00	OS	£6.50
<b>ALL TENNIS COURTS</b>				
<b>Courts</b>				
Adults - per person per hour	£3.30	£4.00	S	£0.70
Concessions - per person per hour	£2.50	£3.00	S	£0.50
Organised clubs - per person per hour	£2.50	£3.00	S	£0.50
<b>Equipment</b>				
Deposit per person (returnable)	£5.80	£20.00	OS	£14.20
Lost ball charge	£1.50	£2.00	S	£0.50
<b>PUTTING GREENS</b>				
<b>Gorleston Cliffs (9 hole)</b>				
Adult - per round	£3.10	£3.50	S	£0.40
Concession - per round	£2.00	£2.50	S	£0.50
<b>Equipment</b>				
Deposit per putter	£1.70	£5.00	OS	£3.30
<b>ALL BOWLING GREENS</b>				
<b>Green Fees</b>				
Adult - per hour (incl woods)	£4.70	£5.50	S	£0.80
Concession - per hour (incl woods)	£3.20	£3.50	S	£0.30
<b>Book of 10 x 1-hour tickets</b>				
Adult	£31.10	£40.00	S	£8.90
Concession	£21.40	£25.00	S	£3.60
<b>Book of 20 x 1-hour tickets</b>				
Adult	£52.20	£60.00	S	£7.80
Concession	£35.60	£40.00	S	£4.40
<b>Equipment</b>				
Hire of woods and/or footwear per hour	No charge	No charge		
Deposit per person	£7.50	£10.00	OS	£2.50
<b>Club Bookings Monday to Saturday only</b>				
Per rink per 2 hours (minimum of 2 rinks)	£16.30	£20.00	OS	£3.70

Fees & Charges	2021/22	2022/23	VAT Status	Change in year
Club bookings to cover ONLY league or cup fixtures and clubs' internal tournaments. For all other matches including touring sides, rink charges will be £11.50 for all greens.	£17.70	£20.00	S	£2.30
<b>Great Yarmouth Festival of Bowls Tournament</b>				
Entrance fee per person per competition	£6.70	£7.50	S	£0.80
<b>FOOTBALL &amp; RUGBY</b>				
All teams based at Council pitches will have season tickets.				
Season Tickets ( <i>for a maximum of 14 home matches or 17 if paid through the relevant league</i> )				
Adult	£544.00	£582.00	OS	£38.00
18 years old and under	£286.20	£306.00	OS	£19.80
<b>Casual Matches</b>				
Adult	£68.50	£73.50	OS	£5.00
18 years old and under	£44.30	£47.50	OS	£3.20
<b>Training</b>				
Per team per two-hour session	£33.60	£36.00	S	£2.40
Beaconsfield flood lit area per two-hour session	£36.40	£39.00	S	£2.60
Football at Wellesley Recreation Ground	£45.40	£49.00	OS	£3.60
School team per match	£80.30	£86.00	OS	£5.70
All use of floodlights in addition	£61.80	£66.50	OS	£4.70
<b>Professional matches by negotiation</b>				
<b>Athletics at Wellesley Recreation Ground</b>				
Great Yarmouth & District AC (incl floodlights)	£5,801.50	£6,086.00	OS	£284.50
<b>ATHLETIC MEETINGS</b>				
<b>Other groups and clubs</b>				
Half Day	£105.70	£113.00	S	£7.30
Full Day	£211.10	£226.00	S	£14.90
<b>Casual Use</b>				
Monday to Friday (10.00am to 4.00pm)	No Charge	No Charge		
<b>All other times</b>				
Adult	No Charge	No Charge		
Concession	No Charge	No Charge		
<b>Multi-Sports Area (Wellesley) per hour</b>				
Monday to Friday (9.00am to 4.00pm)	£17.50	£19.00	S	£1.50
All other times	£33.30	£36.00	S	£2.70
(Charge includes floodlights)				
<b>CRICKET</b>				
<b>Casual Matches</b>				
Monday to Friday	£73.20	£78.50	S	£5.30
Saturday	£84.40	£90.50	S	£6.10

Fees & Charges	2021/22	2022/23	VAT Status	Change in year
Sunday	£96.40	£103.50	S	£7.10
<b>Club League and Cup Fixtures</b>				
Monday to Friday	£48.70	£52.50	OS	£3.80
Saturday	£60.70	£65.00	OS	£4.30
Sunday	£70.00	£75.00	OS	£5.00
<b>Miscellaneous</b>				
Barbecues (normal opening times)	£28.20	£30.50	S	£2.30
<b>Camping - Cobholm playing field including use of pavilion</b>				
Per person per night	£5.80	£6.50	S	£0.70
Minimum charge per night	£54.60	£58.50	S	£3.90
<b>Fetes and similar events</b>				
Hire of recreation ground (in addition to any commercial concessions)	£144.70	£155.00	S	£10.30

Concession tickets - are available for children of 16 years and under and persons of 65 years and over.

Block Bookings - the Leisure Management Contractor and the Client Officer may jointly negotiate a fee for a large number of bookings for bowling rinks, petanque rinks, tennis courts and cricket pitches.

Bank Holidays - usage of facilities will be charged at the Sunday rate (where applicable).

#### Housing Needs & welfare Services:

##### Community Alarm Service - 'Yarecare'

###### Private users

Alarm monitoring service - per week	£1.77	£1.86	S	£0.09
Alarm monitoring service - per month	£7.66	£8.05	S	£0.39
Alarm monitoring service - per annum	£91.95	£96.55	S	£4.60
Alarm unit rental - per week (inc. monitoring)	£4.06	£4.06	S	£0.00
Alarm unit rental - per month (inc. monitoring)	£17.58	£17.58	S	£0.00
Alarm unit rental - per quarter (inc. monitoring)	£52.75	£52.75	S	£0.00
Alarm unit rental - per annum (inc. monitoring)	£210.98	£210.98	S	£0.00

Community Alarm Set-up & Installation Fee - within Borough	£57.56	£57.56	S	£0.00
Community Alarm Set-up & Installation Fee - Outside Borough	£65.47	£65.47	S	£0.00
Community Alarm Set-up & Postage Fee	£54.00	£54.00	S	£0.00

###### Council Tenants

Alarm monitoring service - per week	£1.84	£1.93	OS/S	£0.09
Alarm unit rental - per week (inc. monitoring)	£4.22	£4.22	OS/S	£0.00

###### Handy Person Service

Hourly Rate	£30.00	£30.00	S	£0.00
Subsidised Hourly Rate at 50% of full rate	£15.00	£15.00	S	£0.00

###### Housing Options Bed & Breakfast

Weekly rate per adult (min)	n/a	£10.00	OS	New
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Fees & Charges		2021/22	2022/23	VAT Status	Change in year
Weekly rate per child (min)		n/a	£5.00	OS	New
<b>Allocation service</b>					
Charge per let under allocation partnership		n/a	£100.00	OS	New
<b>Land Searches</b>					
<b>Local Land Charge Fees</b>					
Local Search (LLC1)		£12.40	£13.50	OS	£1.10
Local Standard Enquiry (CON29)		£177.70	£186.50	S	£8.80
Full Search (LLC1 and CON29)		£190.10	£199.50	S	£9.40
<b>County</b>					
Q2; Q22 and Rights of way		£17.70	£19.00	S	£1.30
Local Search (LLC1) additional parcel of land	No Charge	No Charge			
Standard Enquiries (CON29) additional parcel of land (non-commercial)		£18.40	£19.50	S	£1.10
Standard Enquiries (CON29) additional parcel of land (commercial)		£18.40	£19.50	S	£1.10
<b>Additional Enquiries</b>					
Optional enquiry (Part 2)		£12.70	£13.50	S	£0.80
Optional enquiry (Part 3)		£12.70	£13.50	S	£0.80
<b>Personal Searches</b>					
Statutory Personal Search Fee	No Charge	No Charge			
Additional parcel of land	No Charge	No Charge			
Fee for an assisted Personal Search		£48.90	£51.50	OS	£2.60
Copy of Planning Permission Notice		£7.80	£8.50	S	£0.70
<b>Street Naming and Numbering</b>					
<b>Property Name change/Addition</b>					
Dwelling (with existing SNN) - changing name and/or number		£48.50	£52.00	OS	£3.50
Business or institutional unit (with existing SNN) - changing or adding name and/or number		£49.00	£52.50	OS	£3.50
<b>New Developments</b>					
<i>Development not involving a new street name (per plot or the below charge for scale of development, if lower)</i>		£52.00	£56.00	OS	£4.00
1-5 Plots (including new street name(s))		£249.00	£266.50	OS	£17.50
6-10 Plots (including new street name(s))		£324.50	£347.00	OS	£22.50
11-20 Plots (including new street name(s))		£432.50	£462.50	OS	£30.00
21-50 Plots (including new street name(s))		£864.50	£924.50	OS	£60.00
51-100 Plots (including new street name(s))		£1,189.00	£1,271.50	OS	£82.50
101+ plots (including new street name(s))		£1,513.00	£1,617.50	OS	£104.50
<b>Miscellaneous street naming/numbering</b>					
Renaming street		£108.50	£116.00	OS	£7.50
Street Nameplates (new, replacement or relocation - per plate)		£189.50	£203.00	OS	£13.50
Formal confirmation of address to solicitors / conveyancers / owner or occupiers / etc.		£22.00	£24.00	OS	£2.00



Fees & Charges	2021/22	2022/23	VAT Status	Change in year
<b>High Hedges</b>				
Site visit to confirm whether meets definition of a high hedge (fee refundable against consequent formal complaint - see below)	£49.00	£52.50	OS	£3.50
Formal Complaint (fee can be reduced by refund of site visit fee -see above)	£319.00	£341.50	OS	£22.50
<b>Mapping Services</b>				
OS Mastermap A4 (6 copies) 32 x 32m @ 1:200	£15.50	£17.00	ZE	£1.50
OS Mastermap A4 (6 copies) 80 x 80m @ 1:500	£15.50	£17.00	ZE	£1.50
OS Mastermap A4 (6 copies) 200 x 200m @ 1:1250	£26.00	£28.00	ZE	£2.00
OS Mastermap A4 (6 copies) 400 x 400m rural @ 1:2500	£26.00	£28.00	ZE	£2.00
OS Mastermap A4 (6 copies) 400 x 400m urban @ 1:2500	£53.00	£57.00	ZE	£4.00
OS VectorMap Local A4 (6 copies) 1600 x 1600m @1:10000	£26.00	£28.00	ZE	£2.00
<b>Pre-Application Fees</b>				
Works to existing dwellings (extensions or outbuildings), alterations to buildings (excluding use) and advertisements				
Written reply and visit	£116.00	£122.00	S	£6.00
<b>Minor Development</b>				
Residential development of between 1 & 9 dwellings or less than 0.5 hectares				
Non-residential development of less than 1000 sq. m floorspace or 1 hectare				
All changes of use				
Written reply	£530.00	£556.00	S	£26.00
Meeting in office and written reply	£658.00	£690.50	S	£32.50
meeting on site and written reply	£732.00	£768.00	S	£36.00
<b>Medium Development</b>				
Residential development of between 10 & 199 dwellings or between 0.5 and 4 hectares				
Non-residential development of between 1000 & 9,999 sq. m floorspace or 1-2 hectares				
Written reply	£1,444.00	£1,515.00	S	£71.00
Meeting in office and written reply	£1,751.00	£1,837.00	S	£86.00
Meeting on site and written reply	£2,045.00	£2,145.50	S	£100.50
<b>Major Development</b>				
Residential development of 200 dwellings or more				
Non-residential development greater than 10,000 sq. m floorspace				
Proposals requiring Environmental Impact Assessment				
Written reply	£2,973.00	£3,119.00	S	£146.00
Meeting in office and written reply	£3,326.50	£3,489.50	S	£163.00
Meeting on site and written reply	£3,680.00	£3,860.50	S	£180.50
<b>Planning Performance Agreements</b>				
Contact Great Yarmouth Borough Council to discuss (bespoke)				

Fees & Charges	2021/22	2022/23	VAT Status	Change in year
<b>Charges for Filming and Photography</b>				
Notice of no objection for Commercial photography	£32.50	£35.00	S	£2.50
Consent Certificate for Commercial Photography	£32.50	£35.00	S	£2.50
Standard filming fee per each consent or notice of no objection required	£65.00	£69.50	S	£4.50
Small feature film fee per each consent certificate or notice of no objection required	£109.00	£117.00	S	£8.00
Large feature film fee (charges from)	£520.00	£556.00	S	£36.00
<b>Charges for Beach Huts</b>				
<b>Gorleston Beach Huts</b>				
<b>Beach Hut Purchase rates</b>				
Beach Hut Purchase with 25-year ground lease	Price on application	Price on application	S	
Beach Hut Purchase with 25-year ground lease	Price on application	Price on application	S	
<b>Ground Rent Fee (per year)</b>	£966.00	£1,033.00	S	£67.00
<b>Hire Charge Annual rental</b>	£1,945.00	£2,079.50	S	£134.50
<b>Weekly rental</b>				
Low season – April/November/January/February/ March	£50.00	£53.50	S	£3.50
Mid Season – May/June/September/October	£124.00	£133.00	S	£9.00
High Season – July & August	£186.00	£199.00	S	£13.00
<b>Monthly rental</b>				
Low season – April/November/January/February/ March	£150.00	£160.50	S	£10.50
Mid Season – May/June/September/October	£372.00	£398.00	S	£26.00
High Season – July & August	£557.00	£595.50	S	£38.50
<b>Charges for Market Fairs</b>				
Category/Attraction Description				
A – Roundabouts over 25ft (7.62m) in diameter or any other machinery or apparatus, whether operated by electricity, steam, hand or other means	£3.40	£3.70	OS	£0.30
B - Roundabouts less than 25ft (7.62m) in diameter, power operated Hoopla's, Spinners and games of similar nature	£5.90	£6.40	OS	£0.50
C - Non-mechanical operated Hoopla's, swinging boats, Booths, Shows and Exhibitions and Refreshments kiosks	£4.00	£4.30	OS	£0.30
D - Dart stalls, Coconut-shy, Shooting Galleries and other Shooting Games	£2.00	£2.20	OS	£0.20
<i>All costs based on square metres.</i>				
<i>Minimum Charge</i>	£38.30	£41.00	OS	£2.70

Fees & Charges								
Market Place	2021/22 Charge		2022/23 Charge		VAT Status	Change in year		Change in year
	Per Metre	Per Foot	Per Metre	Per Foot				
Two-day market - charges (Wednesday, Friday and Saturday)	£1.65	£0.50	£1.80	£0.55	EX	£0.15	£	0.05
Casual two-day market - charges (Wednesday, Friday and Saturday)	£2.45	£0.75	£2.70	£0.82	EX	£0.25	£	0.07
Specialist Event Market charges								
Up to 10 foot/3 Metres	Price on application	Price on application	Price on application	Price on application	EX	n/a		n.a
Up to 20 foot/6 Metres	Price on application	Price on application	Price on application	Price on application	EX	n/a		n.a
Up to 30 foot/9 Metres	Price on application	Price on application	Price on application	Price on application	EX	n/a		n.a
Chalet – 3 Metres	Price on application	Price on application	Price on application	Price on application	EX	n/a		n.a
Charity Barrow Fee	Free	Free	Free	Free	Free	n/a		n.a
Craft Barrow Fee	£10.00	Daily Charge	£10.70	Daily Charge	EX	£0.70	£	-
Charges for Town Hall 2021/22								
	Monday-Friday		Weekends & bank holidays					VAT Status
	Per Hour	Per Half day	Per Day	Per Hour	Per Half day	Per Day		
Civil Ceremonies/Wedding Ceremonies Room Hire.								
Council Chamber room hire per day (Maximum 2 hours)	n/a	n/a	£300.00	n/a	n/a	£500.00		S
Supper Room/ Rambouillet/Council Chamber								
Renewal of Vows or Ceremonies where a private celebrant is used in any of the above rooms (maximum two hours room hire)	n/a	n/a	£250.00	n/a	n/a	£500.00		S
Supper Room or Rambouillet Room								
Wedding/ Party celebration up to midnight (minimum three hours).	£60.00	n/a	n/a	£100.00	n/a	n/a		S
Assembly Room								
Saturday - Includes use of kitchen	n/a	n/a	£750.00	n/a	n/a	£1,000.00		S
Sundays & Bank Holidays - Includes use of kitchen	n/a	n/a	£750.00	n/a	n/a	£2,000.00		S
A 20% Non-returnable deposit is required for above bookings								
Council Chamber								
Private, Public and Commercial (Weekdays 08:00- 18:00)	n/a	£150.00	£150.00	n/a	n/a	n/a		S
Private, Public and Commercial (Weekday Evenings 18:00-00.00)	£60.00	n/a	n/a	n/a	n/a	n/a		S
Private, Public and Commercial (Weekends and Bank Holidays) (£60 per hour after 8 hours) Please note half day is 4 hrs and full day is 8 hrs.	n/a	n/a	n/a	£	60.00	£200.00	£400.00	S
Rambouillett Room & Supper Room								
Private, Public and Commercial (Weekdays 08:00- 18:00)	n/a	£100.00	£200.00	n/a	n/a	n/a		S
Private, Public and Commercial (Evenings 18:00- 00.00)	£60.00	n/a	n/a	£	60.00	n/a	n/a	S
Private, Public and Commercial (Weekends and Bank Holidays) (£60 per hour after 8 hours) Please note half day is 4 hrs and full day is 8 hrs.	n/a	n/a	n/a	£	60.00	£200.00	£400.00	S
Other Charges								
Atrium Drinks Reception/additional space with any room	n/a	n/a	£100.00	n/a	n/a	£100.00		
Set Up Room Hire	n/a	n/a	£100.00	n/a	n/a	£100.00		

Fees & Charges						
Extra Hire charge PA Equipment	n/a	n/a	£100.00	n/a	n/a	£100.00
Red Carpet	n/a	n/a	£100.00	n/a	n/a	£100.00
Linen	n/a	n/a	Price on request	n/a	n/a	Price on request
Extended opening/Late Licence	£100.00	n/a	n/a	£ 100.00	n/a	n/a
Presentation TV Screen	n/a	n/a	£50.00	n/a	n/a	£50.00
	<b>Per Person</b>			<b>Per person</b>		
Teas, coffee and Biscuits charges	£2.00	n/a	n/a	£2.00	n/a	n/a

**NOTE:**

Subsidised and Charities Rate 25% discount on all above: Rooms will only be available Mon-Thu at these rates.

A 20% deposit will be required at the time of booking.

All outstanding balances to be paid within 14 days after the event

Charges for Town Hall 2022/23		Monday-Friday			Weekends & bank holidays			VAT Status
		Per Hour	Per Half day	Per Day	Per Hour	Per Half day	Per Day	

**Civil Ceremonies/Wedding Ceremonies Room Hire.**

<b>Council Chamber room hire per day (Maximum 2 hours)</b>	n/a	n/a	£300.00	n/a	n/a	£500.00	S
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**Supper Room/ Rambouillet/Council Chamber**

Renewal of Vows or Ceremonies where a private celebrant is used in any of the above rooms (maximum two hours room hire)

n/a	n/a	£250.00	n/a	n/a	£500.00	S
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**Supper Room or Rambouillet Room**

Wedding/ Party celebration up to midnight (minimum three hours).

£60.00	n/a	n/a	£100.00	n/a	n/a	S
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**Assembly Room**

Saturday	n/a	n/a	£750.00	n/a	n/a	£1,000.00	S
Sundays & Bank Holidays	n/a	n/a	£750.00	n/a	n/a	£2,000.00	S
Hire of Kitchen & Equipment ( Minimum of £1 per person)	Price on application	£ -	£ -	Price on application	£ -	£ -	

A 20% Non-returnable deposit is required for above bookings

**Council Chamber**

Private, Public and Commercial (Weekdays 08:00- 18:00)	n/a	£150.00	£150.00	n/a	n/a	n/a	S
Private, Public and Commercial (Weekday & Evenings 18:00-00.00)	£60.00	n/a	n/a	n/a	n/a	n/a	S
Private, Public and Commercial (Weekends and Bank Holidays) (£60 per hour after 8 hours) <i>Please note half day is 4 hrs and full day is 8 hrs.</i>	n/a	n/a	n/a	£ 60.00	£200.00	£400.00	S

**Rambouillet Room & Supper Room**

Private, Public and Commercial (Weekdays 08:00- 18:00)	n/a	£100.00	£200.00	n/a	n/a	n/a	S
Private, Public and Commercial (Evenings 18:00- 00.00)	£60.00	n/a	n/a	£60.00	n/a	n/a	S
Private, Public and Commercial (Weekends and Bank Holidays) (£60 per hour after 8 hours) <i>Please note half day is 4 hrs and full day is 8 hrs.</i>	n/a	n/a	n/a	£ 60.00	£200.00	£400.00	S

## Fees & Charges

<b>Bespoke Room Hire &amp; Wedding Packages</b>	n/a	n/a	Price on application	n/a	n/a	Price on application
<b>Other Charges</b>						
Atrium Drinks Reception/additional space with any room	n/a	n/a	£100.00	n/a	n/a	£100.00
Set Up Room Hire	n/a	n/a	£100.00	n/a	n/a	£100.00
Extra Hire charge PA Equipment	n/a	n/a	£100.00	n/a	n/a	£100.00
Red Carpet	n/a	n/a	£100.00	n/a	n/a	£100.00
Linen	n/a	n/a	Price on request	n/a	n/a	Price on request
Extended opening/Late Licence	£100.00	n/a	n/a	£ 100.00	n/a	n/a
Presentation TV Screen	n/a	n/a	£50.00	n/a	n/a	£50.00
	<b>Per Person</b>			<b>Per person</b>		
Teas, coffee and Biscuits charges	£2.00	n/a	n/a	£2.00	n/a	n/a

### NOTE:

Subsidised and Charities Rate 25% discount on all above: Rooms will only be available Mon-Thu at these rates.

A 20% deposit will be required at the time of booking.

All outstanding balances to be paid within 14 days after the event



	Service Area	Detail	Charge	2021/22	2022/23	Reason
Crematorium and Memorial	Customer Services	Crem & cemeteries	Additional Certificate of cremation	£ 22.00	£ 26.00	Increase to administrative fee
	Customer Services	Visual Tributes	Webcast	£ 65.00	£ 80.00	RRP new prices from supplier
	Customer Services	Visual Tributes	Downloadable recording	£ 20.00	£ 30.00	RRP new prices from supplier
	Customer Services	memorial cards	Two Line entry	£ 21.00	£ 50.00	To reflect market retail price
	Customer Services	memorial cards	Five-line entry	£ 26.00	£ 60.00	To reflect market retail price
	Customer Services	memorial cards	Eight-line entry	£ 45.00	£ 80.00	To reflect market retail price
	Customer Services	memorial cards	Five-line entry with flower illustration or similar	£ 71.00	£ 120.00	To reflect market retail price
	Customer Services	memorial cards	Eight-line entry with flower illustration or similar	£ 88.00	£ 150.00	To reflect market retail price
	Customer Services	memorial cards	Five-line entry with heraldic device	£ 95.00	£ 170.00	To reflect market retail price
	Customer Services	memorial cards	Eight-line entry with full heraldic device or crest	£ 112.00	£ 180.00	To reflect market retail price
	Customer Services	Memory Books	Five-line entry with flower illustration or similar	£ 112.00	£ 145.00	To reflect market retail price
	Customer Services	Memory Books	Eight-line entry with flower illustration or similar	£ 121.00	£ 160.00	To reflect market retail price
	Customer Services	Memorial Garden 5 yr	Post & Packaging	£ 8.00	£ 9.50	In line with postage for Memorial garden 10yr
	Customer Services	Individual Memorial seat	Renewal for ten-year dedication period	£ 276.00	£ 600.00	To reflect maintenance costs
Car Parking	Customer Services	Town Centre Car Parks	Hourly rate (8am - 4pm)	£ 1.00	£ 1.20	
	Customer Services	Town Centre Car Parks	Sunday's hourly rate £1.20. (Maximum £4.20 per day)	£ 1.00	£ 1.20	
	Customer Services	Gorleston car parks	Hourly rate (8am - 4pm)	£ 0.70	£ 1.20	
	Customer Services	Gorleston car parks	Sunday's hourly rate £1.20. (Maximum £4.20 per day)	£ 1.00	£ 1.20	To be brought into line with town centre car parks and consistent charging structure
	Customer Services	Caister	Summer - cost per hour or part thereof	£ 1.00	£ 1.20	
	Customer Services	Beach Coach Station	Winter - per day	£ 1.50	£ 2.50	Same as seafront short stay.
	Customer Services	Rover tickets	Weekly	£ 32.00	£ 35.00	Increase above RPI plus 2%
	Customer Services	Rover Tickets	Three day (72 hours) (Any three days)	£ 13.50	£ 15.00	Increase above RPI plus 2%

**Subject** INVESTMENT STRATEGY 2022/23

**Report to** POLICY AND RESOURCES COMMITTEE – 8 February 2022  
COUNCIL – 22 February 2022

**Report by:** FINANCIAL SERVICES MANAGER



## **SUBJECT MATTER/RECOMMENDATIONS**

This report and document present for approval the Council's Investment Strategy for 2022/23. The document provides a framework that informs decisions in relation to the council's investments and supports other strategies including the treasury management strategy.

### **Recommendations:**

That Policy and Resources Committee recommend to Council the 2022/23 Investment Strategy.

## **1. INTRODUCTION AND BACKGROUND**

- 1.1. In accordance with statutory guidance, the Council is required to have an Investment Strategy. The investment strategy is informed by and also informs a number of the Council's other strategy documents, including the following:
- Treasury Management Strategy
  - Capital Strategy
  - Asset Management Strategy
  - Medium Term Financial Strategy.
- 1.2. There may be some cross over between the investment strategy and some of the above, but essentially the investment strategy covers the Council's approach to the service and commercial investments as opposed to treasury management investments which are covered with the annual treasury management strategy as approved by Council in February 2022.

## **2. INVESTMENT STRATEGY 2022/23**

- 2.1. The Investment Strategy for 2022/23 is attached at appendix A, and covers capital expenditure and financing, treasury management and commercial activities. It reflects how previous capital investment decisions and those taken as part of the 2022/23 budget setting have ongoing implications for the Council and its financial position in the future.

## **3. FINANCIAL IMPLICATIONS**

- 3.1. The strategy sets out the framework for investments made in respect of service and commercial investments, decisions in relation to specific investments will be presented for approval through the decision making process as per the constitution and the financial implications would be determined for the investments as part of the business case for approval.

- 3.2. The strategy as presented is line with the approved 2022/23 budget as agreed in February 2022. As decisions are made in the year, this may impact on the investment strategy and the respective decision making and recommendations will take into account the investment strategy and recommend changes to the strategy as applicable.

#### **4. RISK IMPLICATIONS**

- 4.1. These are detailed within the Strategy document.

#### **5. BACKGROUND PAPERS**

- 5.1. Capital Strategy 2022/23  
5.2. Treasury Management Strategy 2022/23  
5.3. Asset Management Strategy

<b>Area for consideration</b>	<b>Comment</b>
Monitoring Officer Consultation	
Section 151 Officer Consultation	
Existing Council Policies See background papers	
Financial Implications Within existing budgets	
Legal Implications (including human rights)	
Risk Implications	
Equality Issues/EQIA assessment	
Details contained in strategy	
Crime & Disorder	
Every Child Matters	

# Investment Strategy Statement 2022/23

<b>Author</b>	<b>Finance</b>
<b>Version No.</b>	<b>2022/23</b>
<b>Updated by</b>	<b>Financial Services Manager</b>
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# INVESTMENT STRATEGY 2022/23

## 1. INTRODUCTION

- 1.1 The Authority invests its money for three broad purposes:
- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as treasury management investments),
  - to support local public services by lending to or buying shares in other organisations (service investments), and
  - to earn investment income (known as commercial investments where this is the main purpose).
- 1.2 This investment strategy meets the requirements of statutory guidance issued by the government and focuses on the second and third of the above categories.

## 2. TREASURY MANAGEMENT INVESTMENTS

- 2.1 The Authority typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate during 2022/23, with an average investment of £12m anticipated for the financial year.
- 2.2 **Contribution:** The contribution that these investments make to the objectives of the Authority is to support effective treasury management activities.
- 2.3 **Further details:** Full details of the Authority's policies and its plan for 2022/23 for treasury management investments are covered in a separate document, the treasury management strategy, available here: <https://www.great-yarmouth.gov.uk/policies>

## 3. SERVICE INVESTMENT LOANS

- 3.1 **Contribution:** The Council lends money to its subsidiaries (Equinox Enterprises Limited and also once it is operational Equinox Property Holdings), local charities, local businesses, and local residents (in the form of home improvement loans), to support local public services and stimulate local economic growth.
- 3.2 The loans made to Equinox Enterprises Limited and when established Equinox Property Holdings, as the subsidiaries of the Council, form part of investment in the company to provide an initial cash injection to enable the company to become established. The purpose of Equinox Enterprises Limited is to develop housing for sale (including affordable homes) and the purpose of Equinox Property Holdings is to provide quality rental housing in the borough. This supports the Council's objective within the Corporate Plan 2020-2025 to provide a mix of attractive good quality housing for all sectors of the workforce and community that is fit for purpose for all and meet both the borough's existing and future needs.
- 3.3 Discretionary loans are granted to local charities and businesses, this will be following a decision by the Policy and Resources Committee and /or Council as applicable. In line with the Corporate Plan 2020-2025 these loans are granted to support the local charities and businesses that assist in improving the communities and facilities in the borough. The rates for service loans will be set at appropriate rates that reflect counterparty risks and duration.
- 3.4 The Council has a responsibility to address private sector housing that is in poor condition or needs adaptations to meet the needs of those with disabilities. The Council also has an

objective within the Corporate Plan 2020-2025 to provide help early, when people need public health and care, to prevent avoidable problems and to help more people to help themselves as well as tackling challenges within communities. Home improvement loans help residents to redress housing issues that impact on their health. The home improvement loans are made from a recycling pot following repayment of loans made as part of prior year capital programme allocations.

- 3.5 **Security:** The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Authority, upper limits on the outstanding loans to each category of borrower have been set as follows:

Table 1: Loans for service purposes in £ millions

Category of borrower	31/3/21 Actuals			2022/23
	Balance owing	Loss allowance	Net figure in accounts	Approved Limit
Subsidiaries: Equinox Enterprises Limited and Equinox Property Holdings	2.23	0.00	2.23	5.50
Local Charities	0.69	0.0	0.69	1.00
Local Businesses	0.00	0.00	0.00	1.00
Local Residents (Home Improvement Loans)	2.29	0.02	2.27	3.00
<b>TOTAL</b>	<b>5.22</b>	<b>0.02</b>	<b>5.20</b>	<b>10.50</b>

\*loans, except for those to local residents, granted in 2022/23 will be subject to Council/Committee approval during the year.

- 3.6 Accounting standards require the Authority to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Authority's statement of accounts are shown net of this loss allowance. However, the Authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments. It should be noted that both the loans to local charities and local residents are equity loan agreements, so the Council obtains a share of the equity of the borrower's property as collateral. This reduces the risk of the Council not recovering the loan amount from the borrower and occasionally generates a small surplus depending on the agreement type used. On occasions where a loan to a local business would clearly meet the service objectives of the council, loans would be given on market terms. These loans will be made with due attention to the risk to the council, and the rate of interest charged on the loan will be commensurate with the security provided, the duration of the loan and the risk of default (i.e., non-repayment).
- 3.7 **Risk assessment:** The Authority assesses the risk of loss before entering, and whilst holding service loans by undertaking due diligence proportionate to the level of the loan being granted to mitigate as far as possible any risks of non-recovery. This will also include taking external advice as applicable, such as discussion with NP Law as part of the loan agreement process.

#### 4. SERVICE INVESTMENTS: SHARES

- 4.1 **Contribution:** The Council has shares in Equinox Enterprises Limited and will have shares in Equinox Property Holdings when it is established as its subsidiaries. The Council invests in its subsidiaries to enable them to develop affordable and quality housing within the borough and with the aim of them providing a return on the investment.
- 4.2 **Security:** One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. In order to limit this risk, upper limits on the sum invested in each category of shares have been set as follows:

Table 2: Shares held for service purposes in £ millions

	31/3/20		Actuals	2021/22
Category of company	Amounts invested	Gains or losses	Value in accounts	Approved Limit
Equinox Enterprises Limited (Subsidiary)	2.23	0.00	2.23	3.50
Equinox Property Holdings (Subsidiary)	0.00	0.00	0.00	0.50

- 4.3 **Risk assessment:** The Authority assesses the risk of loss before entering into and whilst holding shares by undertaking the appropriate due diligence. As further contracts and opportunities are considered, the company's performance will inform the risk assessment.
- 4.4 **Liquidity:** Any new investment proposal will be considered for approval via the appropriate decision-making route in line with the council's Constitution.
- 4.5 **Non-specified Investments:** Shares are the only investment type that the Authority has identified that meets the definition of a non-specified investment in the government guidance. The limits above on share investments are therefore also the Authority's upper limits on non-specified investments. The Authority has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

#### 5. COMMERCIAL INVESTMENTS: PROPERTY

- 5.1 **Contribution:** The council owns a varied portfolio of commercial properties including seafront concessions, warehouses, workshops, offices and industrial units across the borough. These form a significant element of the council's asset management plan which is available here: <https://www.great-yarmouth.gov.uk/article/3222/Plans-and-performance>

Table 3: Property held for investment purposes in £ millions

Property	31/3/21 Actual		31/3/22 Expected	
	Gains or (losses)	Value in accounts	Gains or (losses)	Value in accounts
Offices	0.00	5.70	0.20	5.90
Corporate Estates	(0.69)	39.01	0.20	39.21
Seafront Concessions	0.06	4.68	0.00	4.68
Market	(0.15)	0.42	0.00	4.68
<b>TOTAL</b>	<b>(0.78)</b>	<b>49.81</b>	<b>0.40</b>	<b>50.21</b>

- 5.2 **Security:** In accordance with government guidance, the Authority considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.
- 5.3 A fair value assessment of the Authority's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Should the 2021/22 year end accounts preparation and audit process value these properties below their purchase cost, then an updated investment strategy will be presented to full council detailing the impact of the loss on the security of investments and any revenue consequences arising therefrom.
- 5.4 **Risk assessment:** The Council's internal Property and Asset Management team includes members of the Royal Institution of Chartered Surveyors (MRICS) and they assess the risk of continuing to hold the current property investments. They do this in a number of ways including engaging external advisors, agents and reference to quality financial/property press when required. In doing this they assess the market that the investment is competing in, the nature and level of competition, along with expectations on how the market/customer needs will evolve over time, barriers to exit, and any ongoing investment requirements. The strategic objectives are designed to mitigate risk by:
- The Council's fundamental aim of revenue income or a capital return;
  - Having a portfolio approach to avoid concentration of risk in any one property, tenant or risk type.

The Council has not invested in commercial properties outside of the borough and does not intend to make any further investment in additional commercial property with the primary purpose of generating a yield. Changes within the prudential code have imposed restrictions on the Council's ability to borrow for capital expenditure on developing or purchasing investment properties (i.e. primarily for yield) which have influenced this decision.

- 5.5 **Liquidity:** Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the Authority do not rely on capital receipts to finance the capital programme. Any capital receipts received will be used to reduce the borrowing requirement within the financial year they are received.

## 6. LOAN COMMITMENTS AND FINANCIAL GUARANTEES

- 6.1 Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Authority and are included here for completeness.
- 6.2 The Authority has committed to make up to £1.5m of loans to its subsidiary, Equinox Property Holdings but further loans could be committed with in the year to the other subsidiary, Equinox Enterprises Limited if approval is granted by the Council. The Council does not have any financial guarantees, nor does it intend to make any.

## 7. PROPORTIONALITY

- 7.1 The Authority achieves a balanced revenue budget incorporating surpluses generated from investment activity. Table 4 below shows the extent to which the expenditure planned to meet the service delivery objectives and/or the level that the Authority is dependent on achieving

the expected net profit from investments over the lifecycle of the Medium-Term Financial Plan. Should it fail to achieve the expected net profit, the Authority's contingency plans for continuing to provide these services would be to undertake further review of the delivery and potential savings or to use reserves in the short-term.

Table 4: Proportionality of Investments

	2020/21 Actual	2021/22 Forecast	2022/23 Budget	2023/24 Budget	2024/25 Budget
Gross service expenditure	65.81	70.40	71.02	71.50	71.50
Investment income	2.69	2.48	2.77	2.08	2.08
Proportion	4.1%	3.5%	3.9%	2.9%	2.9%

## 8. BORROWING IN ADVANCE OF NEED

- 8.1 Government guidance is that local authorities must not borrow more than or in advance of their needs purely in order to profit from the investment of the extra sums borrowed. The Authority would not follow this guidance if it was financial advantageous and only after undertaking due diligence to consider risks involved. Currently the Council has not borrowed in advance of need.

## 9. CAPACITY, SKILLS AND CULTURE

- 9.1 **Elected members:** Elected members are provided with annual training by our external advisors, Arlingclose. The Treasury Management Strategy and the Mid-year Treasury Management Strategy are presented to members during the financial year and should any queries arise these would be responded to by officers or advisors as applicable.
- 9.2 **Statutory officers:** Regular meetings are held throughout the year with our external advisors, Arlingclose. Officers working on a daily basis with investment decisions attend courses offered by both Arlingclose and CIPFA throughout the year. Arlingclose provide daily updates of changes in the market as well as providing staff with a contact for queries that arise.
- 9.3 **Commercial decisions:** Future decisions on historic commercial investments, including potential disposals, will be made following consideration of robust business cases for approval in line with the current decision-making governance arrangements. Future spend on historic commercial investments will be capital expenditure and will therefore also be approved as part of the capital programme. Where applicable the Council would seek to engage external professional advisors, for example financial, property and legal advice.
- 9.4 **Corporate governance:** The Asset Working Group is made up of both finance and, property and asset management officers, who initially consider the future of current investment commercial properties, such as disposals or additional spend required. Regular progress reports on decisions taken are also reviewed by the group.
- 9.5 After initial consideration business cases are completed for the disposal or improvements to property investments, including undertaking due diligence and considering risks, and these form the basis for reports presented to the Policy and Resources Committee for approval.
- 9.6 Other investment decisions are based on the Treasury Management Strategy, with any changes reported for approval as required to Policy and Resources Committee.

## 10. INVESTMENT INDICATORS



- 10.1 The Authority has set the following quantitative indicators to allow elected members and the public to assess the Authority's total risk exposure as a result of its investment decisions.
- 10.2 Total risk exposure: The first indicator shows the Authority's total exposure to potential investment losses. This includes amounts the Authority is contractually committed to lend but have yet to be drawn down and guarantees the Authority has issued over third-party loans.

Table 5: Total investment exposure in £millions

Total investment exposure	31.03.2021 Actual	31.03.2022 Forecast	31.03.2023 Forecast
Treasury management investments	33.65	13.00	13.00
Service investments: Loans	2.96	2.90	6.00
Service investments: Shares	2.23	2.46	3.00
Commercial investments: Property*	49.81	50.21	51.00
<b>TOTAL INVESTMENTS</b>	<b>88.65</b>	<b>68.57</b>	<b>73.00</b>
Commitments to lend	0.00	0.00	0.00
<b>TOTAL EXPOSURE</b>	<b>88.65</b>	<b>68.57</b>	<b>73.00</b>

\* Through its significant asset base, the Council has invested historically in commercial property for financial gain and to support regeneration.

- 10.3 **How investments are funded:** Government guidance is that these indicators should include how investments are funded. Since the Authority does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with. However, the following investments could be described as being funded by borrowing. The remainder of the Authority's investments are funded by usable reserves and income received in advance of expenditure.

Table 6: Investments funded by borrowing in £millions

Investments funded by borrowing	31.03.2021 Actual	31.03.2022 Forecast	31.03.2023 Forecast
Treasury management investments	0.00	0.00	0.00
Service investments: Loans	0.00	0.06	1.50
Service investments: Shares	2.23	2.46	3.00
Commercial investments: Property *	18.87	18.72	18.53
<b>TOTAL FUNDED BY BORROWING</b>	<b>21.10</b>	<b>21.24</b>	<b>23.04</b>

\* Commercial Investments – The portfolio of commercial investment properties are historic assets which the Council owns or has an interest in for which it is not possible to quantify the level of funding by borrowing. The figures quoted relate to the investments made since 2008/09.

- 10.4 **Rate of return received:** This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Table 7: Investment rate of return (net of all costs)

Investments net rate of return	2020/21 Actual	2021/22 Forecast	2022/23 Forecast
Treasury management investments	0.27%	0.35%	0.44%
Service investments: Loans	6.03%	0.6%	2.58%
Service investments: Shares	N/A	10.45%	N/A
Commercial investments: Property	4.08%	3.41%	4.39%
<b>ALL INVESTMENTS</b>	<b>10.38%</b>	<b>14.80%</b>	<b>7.40%</b>

- 10.5 The treasury management investments returns above reflect the current low interest rates that are expected to continue in the short to medium term. The fall seen in the loan return in the table reflects the repayment of the £6.2m loan to Equinox Enterprises Limited during 2020/21. Equinox Enterprises Limited are expected to pay the first dividend on the Authority's shares by the end of 2021/22.

Table 8: Other investment indicators

Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Forecast
Debt to net service expenditure ratio	4.96%	8.36%	10.04%
Commercial income to net service expenditure ratio	35.53%	33.00%	31.81%

**Subject** CAPITAL STRATEGY 2022/23

**Report to** POLICY AND RESOURCES COMMITTEE – 8 February 2022  
COUNCIL – 22 February 2022

**Report by:** FINANCIAL SERVICES MANAGER



## **SUBJECT MATTER/RECOMMENDATIONS**

This report and document present for approval the Council's Capital Strategy for 2022/23.

The document provides a framework that gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.

It highlights how the Council's decisions on capital spend has financial implications for the future and the financial planning of the Council.

### **Recommendations:**

That Policy and Resources Committee recommend to Council the 2022/23 Capital Strategy.

## **1. INTRODUCTION AND BACKGROUND**

- 1.1. In accordance with statutory guidance, the Council is required to have a Capital Strategy. The capital strategy is informed by and also informs a number of the Council's other strategy documents, including the following:
- Treasury Management Strategy
  - Investment Strategy
  - Asset Management Strategy
  - Medium Term Financial Strategy.
- 1.2. There may be some cross over between the capital strategy and some of the above, but essentially the capital strategy provides a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local services. It highlights that decisions made this year on capital spending, as decided within the 2022/23 budget setting in February, have financial consequences for the Council for many years in the future.

## **2. CAPITAL STRATEGY 2022/23**

- 2.1. The Capital Strategy for 2022/23 is attached at appendix A, and covers capital expenditure and financing, treasury management and commercial activities. It reflects how previous capital

investment decisions and those taken as part of the 2022/23 budget setting have ongoing implications for the Council and its financial position in the future.

### **3. FINANCIAL IMPLICATIONS**

- 3.1. The strategy sets out the framework for capital investments made in respect of service and commercial investment, decisions in relation to specific capital investments will be presented for approval through the decision-making process as per the constitution and the financial implications would be determined for the capital investments as part of the business case for approval.
- 3.2. The strategy as presented is line with the approved 2022/23 budget as agreed in February 2022. As decisions are made in the year, this may impact on the capital strategy and the respective decision making and recommendations will take into account the capital strategy and recommend changes to the strategy as applicable.

### **4. RISK IMPLICATIONS**

- 4.1. These are detailed within the Strategy document.

### **5. BACKGROUND PAPERS**

- 5.1. Investment Strategy
- 5.2. Treasury Management Strategy
- 5.3. Asset Management Strategy

<b>Area for consideration</b>	<b>Comment</b>
Monitoring Officer Consultation	
Section 151 Officer Consultation	
Existing Council Policies See background papers	
Financial Implications Within existing budgets	
Legal Implications (including human rights)	
Risk Implications	
Equality Issues/EQIA assessment	
Details contained in strategy	
Crime & Disorder	
Every Child Matters	

# Capital Strategy 2022/23

<b>Author</b>	<b>Finance</b>
<b>Version No.</b>	<b>2022/23</b>
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# CAPITAL STRATEGY 2022/23

## 1. INTRODUCTION

- 1.1. This capital strategy report gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It has been written in an accessible style to enhance members' understanding of these sometimes technical areas.
- 1.2. Decisions made this year on capital and treasury management will have financial consequences for the Authority for many years into the future. They are therefore subject to both a national regulatory framework and to local policy framework, summarised in this report.

## 2. CAPITAL EXPENDITURE AND FINANCING

- 2.1. Capital expenditure is where the Authority spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Authority has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are not capitalised and are charged to revenue in year. Further details of the capital accounting policies of the Council are provided as part of the Statement of Accounts which are available at <https://www.great-yarmouth.gov.uk/article/2466/Budgets-and-spending>
- 2.2. In 2022/23, the Authority is planning capital expenditure of £61.36m as summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions

	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
General Fund services	7.79	30.25	52.19	20.57	7.90
Council housing (HRA)	11.91	10.89	8.90	8.42	8.17
Capital investments	-	0.23	0.28	-	-
<b>TOTAL</b>	<b>19.69</b>	<b>41.37</b>	<b>61.36</b>	<b>28.99</b>	<b>16.07</b>

- 2.3. The main General Fund capital projects include:
  - The new Health & Leisure Centre £26m over 4 years (2019/20 to 2022/23)
  - Share purchase in Council's company, Equinox Property Holdings
  - North Quay Redevelopment £2.4m
  - Market Redevelopment £4.8m.
- 2.4. The Council has developed Town Deal and Future High Street Funding proposals looking to regenerate the Great Yarmouth town centre, which incorporates the North Quay and market redevelopment projects that are already in progress. Funding of £34m from Future High Streets and Town Deal has been confirmed and initial budgets have been included in the programme,

but the final details on costs, plans and timing of the projects within the funding envelope available have not yet been fully finalised. The capital programme will be updated during the year as these projects develop further. The Authority also plans to incur £0.5m of capital expenditure on investments, which are detailed elsewhere in this report.

- 2.5. The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised, by other local services. HRA capital expenditure is therefore recorded separately and includes the building and acquisition of new homes over the forecast period to replace sales under Right to Buy in line with government guidance. Programmed capital expenditure is also driven to maintaining and improve the overall stock currently held by the HRA, this is prepared over the medium term and reviewed and updated annually.
- 2.6. Capital investments include loans and shares made for service purposes and property to be held primarily for financial return in line with the definition in the *CIPFA Treasury Management Code*.
- 2.7. **Governance:** Heads of Service bid annually in October to include projects in the Council's capital programme. Bids are collated by finance who calculate the financing cost (which can be nil if the project is fully externally financed). The Council's Executive Leadership Team appraises all bids based on a comparison of service priorities against financing costs and identifies projects to be put forwards as part of the annual budget setting and those that will be considered separately via a subsequent business case. The final capital programme is then presented to the Policy and Resources Committee and Council in February each year as part of the approval of the budget for the coming financial year.
- 2.8. For full details of the Authority's capital programme, including the project appraisals undertaken, see: <https://www.great-yarmouth.gov.uk/article/2466/Budgets-and-spending>.
- 2.9. It should be noted that other capital projects may be brought forward during the financial year as business cases which are initially appraised by Executive Leadership Team before being passed for approval to the Policy and Resource Committee. Those capital projects costing over £100,000 would then go onto to Council for final approval. The business cases put forward to Executive Leadership Team have been considered for affordability by Finance and, if relating to an IT project, the IT Investment Group.
- 2.10. All capital expenditure must be financed, either from external sources (government grants and other contributions), the Authority's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

*Table 2: Capital financing in £ millions*

General Fund	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
External sources	3.25	11.97	25.87	16.76	7.80
Own resources	1.14	1.54	2.61	-	-
Debt	3.40	16.97	23.99	3.81	0.10
<b>Total</b>	<b>7.79</b>	<b>30.48</b>	<b>52.47</b>	<b>20.57</b>	<b>7.90</b>

Housing Revenue Account	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
External sources	0.02	0.87	0.02	0.02	0.02
Own resources	8.59	8.09	7.78	6.90	6.90
Debt	3.29	1.93	1.10	1.50	1.25
<b>Total</b>	<b>11.90</b>	<b>10.89</b>	<b>8.90</b>	<b>8.42</b>	<b>8.17</b>
<b>TOTAL</b>	<b>19.69</b>	<b>41.37</b>	<b>61.36</b>	<b>28.99</b>	<b>16.07</b>

- 2.11. Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP and use of capital receipts are as follows:

*Table 3: Replacement of debt finance in £ millions*

	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
Own resources	1.41	1.48	1.73	2.63	2.98

- 2.12. The Authority's full minimum revenue provision statement is available here as part of the budget for the year: <https://www.great-yarmouth.gov.uk/article/2466/Budgets-and-spending>
- 2.13. The Authority's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase by £23m during 2022/23. Based on the above figures for expenditure and financing, the Authority's estimated CFR is as follows:

*Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions*

	31.3.2021 actual	31.3.2022 forecast	31.3.2023 budget	31.3.2024 budget	31.3.2025 budget
General Fund services	58.90	74.17	96.33	97.00	94.00
Council housing (HRA)	88.30	90.20	91.30	92.80	94.00
Capital investments	0.00	0.23	0.27	0.00	0.00
<b>TOTAL CFR</b>	<b>147.20</b>	<b>164.60</b>	<b>187.90</b>	<b>189.80</b>	<b>188.00</b>

- 2.14. **Asset management:** To ensure that capital assets continue to be of long-term use, the Authority has an asset management strategy in place. The primary aim of the asset management strategy is to support the corporate priorities, achieve service requirements and comply with statutory

duties by setting out the vision to improve the management and utilisation of the Council's land and buildings. The strategy provides the basis for developing a more robust and integrated approach to asset management across the Council.

- 2.15. The asset management strategy promotes collaboration and visibility of resources as well as embedding a culture of scrutiny that will challenge the use, effectiveness and retention of the land and building assets of the council. The strategy outlines the vision and long-term approach to improve the recognition, management and utilisation of land and buildings.
- 2.16. The Council's asset management strategy can be found here: [Corporate Asset Management Strategy 2018-2022](#)
- 2.17. **Asset Management Working group:** The purpose of the group is to monitor and manage asset projects for the Council. The group meets on a monthly basis. The group undertakes to review assets in relation to opportunities, developments and disposal ensuring the assets of the Council are used to the best effect. Any recommendations from the group are then formulated into report or business cases for the Consideration by the Executive Leadership team and then by the appropriate Committee.
- 2.18. **Asset disposals:** When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. Repayments of capital grants, loans and investments also generate capital receipts. The Authority plans to receive £5m of capital receipts in the coming financial year as follows:

Table 5: Capital receipts receivable in £ millions

	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
General Fund Asset sales	0.7	2.9	4.0	2.0	1.0
General Fund Loans etc repaid	0.3	0.3	0.1	0.1	0.1
Housing revenue Account Asset sales	0.7	1.3	0.9	0.9	1.0
<b>TOTAL</b>	<b>1.7</b>	<b>4.5</b>	<b>5.0</b>	<b>3.0</b>	<b>2.1</b>

### 3. TREASURY MANAGEMENT

- 3.1. Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Authority's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Authority is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.



- 3.2. Due to decisions taken in the past in relation to capital and financing decisions with the General Fund and the Housing Revenue Account, the Council currently has £143.6m borrowing at an average interest rates between 0.09% to 4.95% of and £58m treasury investments at an average rate of 0.19%.
- 3.3. **Borrowing strategy:** The Authority's main objectives when borrowing is to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Authority therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.09% to 0.28%) and long-term fixed rate loans where the future cost is known but higher (currently 3.15 to 4.44%).
- 3.4. Projected levels of the Authority's total outstanding debt (which comprises borrowing, leases and transferred from local government reorganisation) are shown below, compared with the capital financing requirement (see above).

*Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions*

	<b>31.3.2021 actual</b>	<b>31.3.2022 forecast</b>	<b>31.3.2023 budget</b>	<b>31.3.2024 budget</b>	<b>31.3.2025 budget</b>
Debt (incl. leases)	135.0	83.3	83.0	82.8	82.6
Capital Financing Requirement	147.2	164.6	187.9	189.8	188.0

- 3.5. Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Authority expects to comply with this in the medium term.
- 3.6. **Liability benchmark:** To compare the Authority's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes that cash and investment balances are kept to a minimum level of £12m at each year-end plus any plans the Council has for any longer-term investments. This benchmark is currently £105.63m and is forecast to increase by £23.93m over the next three years.

*Table 7: Borrowing and the Liability Benchmark in £ millions*

	<b>31.3.2021 actual</b>	<b>31.3.2022 forecast</b>	<b>31.3.2023 budget</b>	<b>31.3.2024 budget</b>	<b>31.3.2025 budget</b>
Outstanding borrowing	£134.5	£82.6	£82.5	£82.3	£82.3
Liability benchmark	£114.5	£137.2	£163.5	£166.6	£165.2

- 3.7. The table shows that the Authority expects to remain borrowed above its liability benchmark. This is because cash outflows to date have been below the assumptions made when the loans were borrowed. The liability benchmark was exceeded in 2020/21 as the Council held investments above its preferred limit (£34.3m held rather than £12m) at the end of the year. This was because the Council held increased cash balances in 2020/21 as the Government had provided funds in advance of spend to support Councils cashflows during the COVID response. This position is not anticipated to continue.

- 3.8. **Affordable borrowing limit:** The Authority is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.
- 3.9. These affordable borrowing limits and operational boundaries and further details on borrowing are included within the treasury management strategy at: <https://www.great-yarmouth.gov.uk/policies>
- 3.10. **Treasury investment strategy:** Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.
- 3.11. The Authority’s policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which investments to buy and the Authority may request its money back at short notice.

*Table 8: Treasury management investments in £millions*

		<b>31.3.2021 actual</b>	<b>31.3.2022 forecast</b>	<b>31.3.2023 budget</b>	<b>31.3.2024 budget</b>	<b>31.3.2025 budget</b>
Near-term investments		32.76	12.00	12.00	12.00	12.00
Longer-term investments		3.11	3.45	5.22	5.22	5.22
<b>TOTAL</b>		<b>35.87</b>	<b>15.45</b>	<b>17.22</b>	<b>17.22</b>	<b>17.22</b>

- 3.12. Further details on treasury investments are in the treasury management strategy <https://www.great-yarmouth.gov.uk/policies>.
- 3.13. The near-term investment balance incorporates the £10m investment balance that needs to be held to ensure the Council maintains its professional client status under the Markets in Financial Instruments Directive (MiFID II) requirements.
- 3.14. **Risk management:** The effective management and control of risk are prime objectives of the Authority’s treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.
- 3.15. **Governance:** Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Section 151 Officer and staff, who must act in line with the treasury management strategy approved by Council. The Section 151 Officer assesses our investment levels to ensure we retain our status as a professional client under MiFID II in order to provide security of capital, access to better investment returns and borrowing rates.

- 3.16. Bi-annual reports on treasury management activity are presented to Policy and Resource Committee. The Policy and Resource Committee is responsible for scrutinising treasury management decisions.

#### **4. INVESTMENTS FOR SERVICE PURPOSES**

- 4.1. The Council makes investments by providing discretionary loans to local charities and home improvement loans.
- 4.2. Details of the Council's discretionary Home Improvement loans are given with the Private Sector Housing Adaptation and Improvement (2019) policy which is available at [Private Sector Housing Adaptation and Improvement \(2019\) policy](#)
- 4.3. Home Improvement loans made are equity loan agreements, so the Council obtains a share of the equity of the borrower's home as collateral. This reduces the risk of the Council not recovering the loan amount from the borrower.
- 4.4. Discretionary loans to charities are decided by the Policy and Resources Committee if the spend is below £100,000 or Council if over this amount. These loans incur interest charges which are set at a market rate to reflect the costs and the level of risks. These loans are equity loans to again to reduce the risk of a borrower defaulting on payment in line with the loan agreement.
- 4.5. Total investments for service purposes are currently valued at £2.9m with the largest being the loans to Great Yarmouth Preservation Trust totalling £0.7m providing a net return after all costs of in the region of 3.6%.

#### **5. COMMERCIAL ACTIVITIES**

- 5.1. The Council has invested historically in commercial property and holds a significant asset base for financial gain and to support regeneration. Total commercial property investments are currently valued at £51.7m which provide a net return after all direct costs of £2.4m (as reported in the draft 2020/21 statement of accounts Note 15).
- 5.2. The Council can accept a higher risk on its historic commercial investment than with treasury investments. The principal risk exposures include:
- vacancies;
  - fall in capital value;
  - lessee not complying with repairs and maintenance terms of lease agreement;
  - changes in demand for property types (e.g. offices, industrial)
- 5.3. These risks are managed by the Councils Property and Asset Management service and finance.
- 5.4. **Governance:** Future decisions on historic commercial investments, including potential disposals, will be made following consideration of robust business cases for approval in line with the current decision-making governance arrangements. Future spend on historic commercial investments will be capital expenditure and will therefore also be approved as part of the capital programme.
- 5.5. The Authority also has commercial activities in its subsidiary companies Equinox Enterprises Limited (EEL) and Equinox Property Holdings Limited (EPH). The companies aim is to increase, regenerate and improve the standard of housing across the borough, whilst at the same time aiming to generate a return to at least break even. The Council receives a margin of earned debt interest from the loan facilities with EPH and EEL. All loans for EPH are secured against the

properties purchased by the company. The Council will also receive a return on equity invested which reflects profits back from the company's operation of property sales and market rental income from housing acquired. This return is through dividends paid to the Council once profits and reserves of the companies allows.

- 5.6. Both Equinox companies regularly review risk using Corporate and Project Risk Registers. The company boards hold bi-monthly meetings throughout the financial year.
- 5.7. Equinox Enterprises Limited and Equinox Property Holdings Limited are required to agree their respective Business Plans annually. They also provide the Council as shareholder's quarterly update reports as presented to the Policy & Resources Committee.
- 5.8. The authority does not intend to make any future investment in commercial property assets for the primary purpose of generating a yield.

## 6. LIABILITIES

- 6.1. In addition to debt of £83m detailed above, the Authority is committed to making future payments to cover its pension fund deficit (valued at £73.8m as at 31st March 2021). It has also set aside £1.4m to cover risks of Non-domestic Rate appeals (as at 31st March 2021). The Council currently has no contingent liabilities.
- 6.2. **Governance:** Decisions on incurring new discretionary liabilities are taken by Head of Service in consultation with the S151 Officer. The risk of liabilities crystallising and requiring payment is monitored by Finance and where significant would be reported as part of budget monitoring reports present quarterly to Policy and Resource Committee, if relating to General Fund, and Housing and Neighbourhoods Committee if in relation to the Housing Revenue Account. New liabilities exceeding £1m are reported to full council for approval/notification as appropriate.
- 6.3. Further details on liabilities and guarantees are included within the draft 2020/21 statement of accounts at <https://www.great-yarmouth.gov.uk/article/2466/Budgets-and-spending>

## 7. REVENUE BUDGET IMPLICATIONS

- 7.1. Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

*Table 9: Prudential Indicator: Proportion of financing costs to net revenue stream*

	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
Financing costs (£m)	£2.0	£2.7	£2.6	£3.5	£3.9
Net Revenue Stream (£m)	£23.3	£12.3	£13.7	£13.3	£13.9
Proportion of net revenue stream	8.71%	22.18%	19.23%	26.74%	28.13%

- 7.2. Further details on the revenue implications of capital expenditure are included in the 2022/23 revenue budget at <https://www.great-yarmouth.gov.uk/article/2466/Budgets-and-spending>

- 7.3. **Sustainability:** Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Section 151 Officer is satisfied that the proposed capital programme is prudent, affordable and sustainable because current and new capital funding decisions have been made in the context of the associated revenue implications.

## 8. KNOWLEDGE AND SKILLS

- 8.1. The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Section 151 Officer is a qualified accountant with over 15 years' experience and the Finance Manager is a qualified accountant with over 10 years' experience. The Councils' Property and Asset Management team includes 3 Charter Surveyors (MRICS) who are also registered valuers each with over 10 years' experience. The Council pays for relevant staff to study towards relevant professional qualifications including MRICS, ACCA and AAT.
- 8.2. Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers and PS Tax as VAT and tax advisors. This approach is more cost effective than employing such staff directly and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.



**URN:**

**Subject:** Treasury Management Strategy Statement 2022/23

**Report to:**

Policy and resources Committee – 8 February 2022  
Council – 22 February 2022

**Report by:** Finance Director

#### **SUBJECT MATTER/RECOMMENDATIONS**

To consider and recommend to Council the 2022/23 Treasury Management Strategy and Annual Investment Strategy.

#### **RECOMMENDATIONS**

- 1) It is recommended that the Policy and Resources Committee agree and recommend to Council:
  - a. The Treasury Management Strategy for 2022/23
  - b. The Annual Investment Strategy (section 4)
  - c. Operational Boundary and Authorised Limits (Appendix C)

#### **1. Introduction/background**

- 1.1 The Council is required to determine annually its Treasury Management Strategy (TMS). The TMS for 2022/23 financial year is attached and includes the following:
  - Annual Investment Strategy
  - Operational Boundary and Authorised Limits
- 1.2 The Council continues to maintain an under-borrowed position, which means the capital borrowing need (the Capital Financing Requirement) has not been fully funded with external loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. The strategy is prudent as investment returns are low and counterparty risk is relatively high. An under-borrowing position is forecast to continue.
- 1.3 The Council is required to operate a balanced budget, whereby cash raised during the year will meet the cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low-risk appetite, providing adequate liquidity initially before considering investment return.
- 1.4 The second main function of the treasury management service is the funding of the Council's planned capital plans. These capital plans provide a guide to the borrowing need of the Council,

informing the longer- term cash flow planning, to ensure the Council can meet its capital spending obligations.

- 1.5 The management of longer-term cash may involve arranging long or short-term loans or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet the Council risk or cost objectives.
- 1.6 The treasury strategy has been informed by the current capital programme and updates to the programme as included within the budget report which is being recommended elsewhere on the agenda.
- 1.7 The revenue implications of the strategy have been included in the General Fund and HRA budgets for 2022/23.

## **2. Financial and Risk Implications**

- 2.1 Detailed within the Strategy Document.

## **3. Conclusions**

- 3.1 The Council is required to determine the TMS, as covered within the attached reports Treasury Management Strategy, Annual Investment Strategy and Operational Boundary and Authorised Limits.

## **4. Background papers**

- Arlingclose updates and reports
- Current and future cashflows and loan registers
- Capital Financing Reports for GF/HRA

## Treasury Management Strategy Statement 2022/23

### 1. INTRODUCTION

- 1.1 Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
- 1.2 Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.
- 1.3 Investments held for service purposes or for commercial profit are considered in a different report, the Investment Strategy: <https://great-yarmouth.gov.uk/policies>

### 2. CURRENT POSITION AND PROJECTION

- 2.1 On 31st December 2021, the Council held £143.606m of borrowing and £57.995m of treasury investments. Table 1 below provides a summary of the Council's treasury portfolio as at the end of December 2021.

<b>Table 1 - Existing Investment &amp; Debt Portfolio Position</b>	<b>31/12/2021 Actual portfolio £m</b>	<b>31/12/2021 Average rate %</b>
<b>External borrowing:</b>		
Public Works Loan Board	£71.387	3.15-3.40%
Local authorities (long-term)	£1.219	4.44%
Local authorities (short-term)	£61.000	0.09-0.28%
LOBO loans from banks	£3.000	4.95%
Other loans	£7.000	3.35-3.98%
<b>Total external borrowing</b>	<b>£143.606</b>	
<b>Treasury investments:</b>		
The UK Government	£26.595	0.00-0.06%
Local authorities	£9.000	0.01-0.15%
Banks (unsecured)	£1.400	0.00%
Money market funds	£20.000	0.00-0.13%
Strategic pooled	£1.000	3.46%
<b>Total treasury investments</b>	<b>£57.995</b>	
<b>Net debt</b>	<b>£85.611</b>	

- 2.2 Future borrowing is shown below in the balance sheet analysis in table 2. The forecast changes in these sums have been informed by future housing revenue account and the general fund capital programmes and are detailed in the Capital Strategy.

<b>Table 2: Balance sheet summary and forecast</b>	<b>31.3.21 Actual £m</b>	<b>31.3.22 Estimate £m</b>	<b>31.3.23 Forecast £m</b>	<b>31.3.24 Forecast £m</b>	<b>31.3.25 Forecast £m</b>
General Fund CFR	£58.881	£74.365	£96.621	£96.989	£94.012
HRA CFR	£88.261	£90.186	£91.286	£92.786	£94.036
<b>Total CFR</b>	<b>£147.141</b>	<b>£164.550</b>	<b>£187.907</b>	<b>£189.775</b>	<b>£188.048</b>
Less: Other debt liabilities *	(£0.549)	(0.697)	(£0.558)	(£0.417)	(£0.301)
<b>Loans CFR</b>	<b>£146.592</b>	<b>£163.853</b>	<b>£187.349</b>	<b>£189.358</b>	<b>£187.747</b>
Less: External borrowing **	(£134.174)	(£82.583)	(£82.487)	(£82.387)	(£82.283)
<b>Internal (over) borrowing</b>	<b>£12.418</b>	<b>£81.270</b>	<b>£104.862</b>	<b>£106.971</b>	<b>£105.464</b>
<b>Less Long Term Investments</b>	<b>(£3.115)</b>	<b>(£3.453)</b>	<b>(£5.223)</b>	<b>(£5.223)</b>	<b>(£5.223)</b>
Less: Balance sheet resources	(£38.426)	(£33.066)	(£30.138)	(£28.940)	(£28.488)
Less: Working capital	(6.300)	(6.300)	(6.300)	(6.300)	(6.300)
<b>Treasury investments (or New borrowing)</b>	<b>(£35.423)</b>	<b>£38.451</b>	<b>£63.201</b>	<b>£66.508</b>	<b>£65.453</b>

\* leases and PFI liabilities that form part of the Council's total debt

\*\* shows only loans to which the Council is committed and excludes optional refinancing

- 2.3 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.
- 2.4 The Council has an increasing CFR due to the timings of the approved capital programme, but minimal investments and will therefore be required to borrow up to £65m over the forecast period.
- 2.5 CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. Table 2 shows that the Council expects to comply with this recommendation during 2022/23, and Appendix C illustrates the Operational Boundary and Authorised Limits.
- 2.6 Liability benchmark: To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 2 above, but that cash and investment balances are kept to a minimum level of £12m at each year-end to maintain sufficient liquidity but minimise credit risk.

<b>Table 3: Liability benchmark</b>	<b>31.3.21 Actual £m</b>	<b>31.3.22 Estimate £m</b>	<b>31.3.23 Forecast £m</b>	<b>31.3.24 Forecast £m</b>	<b>31.3.25 Forecast £m</b>
Loans/CFR	£147.14	£164.55	£187.91	£189.78	£188.05
Less: Balance sheet resources (including working capital)	(£44.73)	(£39.37)	(£36.44)	(£35.24)	(£34.79)
<b>Net loans requirement</b>	<b>£102.42</b>	<b>£125.18</b>	<b>£151.47</b>	<b>£154.54</b>	<b>£153.26</b>
Plus: Liquidity allowance	£12.00	£12.00	£12.00	£12.00	£12.00
<b>Liability benchmark</b>	<b>£114.42</b>	<b>£137.18</b>	<b>£163.47</b>	<b>£166.54</b>	<b>£165.26</b>

- 2.7 The liability benchmark was exceeded in 2020/21 as the Council held investments above its preferred limit (£34.3m held rather than £12m) at the end of the year. This was because the Council held increased cash balances in 2020/21 as the Government had provided funds in advance of spend to support Council's cashflows during the Covid response.

### **3 Borrowing Strategy**

- 3.1 The Council currently holds £143.606 million of loans (table 1), an increase of £6.4 million on the previous year, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 2 shows that the Council expects to borrow up to £63m in 2022/23 if it used all of its internal resources (i.e. usable reserves and working capital shown in table 2). However, as the Council will need to maintain investments of at least £10m to remain a professional client under MiFID II (see paragraph 6.7), this net year borrowing requirement will rise to £65m by 2024/25. The Council may borrow to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £199 million as per the Council's Operational Boundary and Authorised Limits (detailed in Appendix C).
- 3.2 The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.
- 3.3 Strategy: Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.
- 3.4 By doing so, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2022/23 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.



- 3.5 The Council has previously raised the majority of its long-term borrowing from the PWLB but will consider long-term loans from other sources including banks, pensions and local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Council intends to avoid this activity in order to retain its access to PWLB loans.
- 3.6 Alternatively, the Council may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.
- 3.7 In addition, the Council may borrow further short-term loans to cover unplanned cash flow shortages.
- 3.8 Sources of borrowing: The approved sources of long-term and short-term borrowing are:
- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
  - any institution approved for investments (see below)
  - any other bank or building society authorised to operate in the UK
  - any other UK public sector body
  - UK public and private sector pension funds (except Norfolk Pension Fund)
  - capital market bond investors
  - UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues
- 3.9 Other sources of debt finance: In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:
- leasing
  - hire purchase
  - Private Finance Initiative
  - sale and leaseback
- 3.10 Municipal Bonds Agency:** UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to Council.
- 3.11 LOBOs:** The Council holds £3m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. The next date for this option is 2 November 2024.

- 3.12 Short-term and variable rate loans:** These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below.

#### **4 INVESTMENT STRATEGY**

- 4.1** The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's treasury investment balance average has been £39.5m. This was because the Council held increased cash balances in 2020/21 and 2021/22 as the Government had provided funds in advance of spend to support Councils cashflows during the COVID response including business grants. Similar levels are not expected to be maintained in the forthcoming year.
- 4.2 Objectives:** The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.
- 4.3** The COVID-19 pandemic has increased the risk that the Bank of England will set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. Since investments cannot pay negative income, negative rates will be applied by reducing the value of investments. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.
- 4.4 Strategy:** Given the increasing risk and very low returns from short-term unsecured bank investments, the Council in 2021/22 has further diversified into more secure and/or higher yielding asset classes securing £9m into mid-term investments and £1 million invested in a longer-term pooled fund. Therefore, the majority of the Council's surplus cash (average £39.5m as at 31 December 2021) is currently invested in short-term unsecured bank deposits and money market funds. The strategy for 2022/23 is to maintain this strategy of diversification.
- 4.5 Business models:** Under the new IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.
- 4.6** The Council may invest its surplus funds with any of the counterparty types in table 4 below, subject to the limits shown.

Table 4: Treasury investment counterparties and limits			
Sector	Time Limit	Counterparty limit	Sector limit
The UK Government	50 years	Unlimited	n/a
Local authorities & other government entities	2 years	£3m (per Council)	Unlimited
Secured investments *	5 years	£3m	Unlimited
Banks (unsecured) *	1 year	£1.6m	Unlimited
Building societies (unsecured) *	1 year	£1.5m	£1.5m
Registered providers (unsecured) *	5 years	£1.5m	£3m
Money market funds *	n/a	£5m	Unlimited
Strategic pooled funds	n/a	£3m	£6m
Other investments *	2 years	£1m	£2m

This table must be read in conjunction with the notes below

**\* Minimum credit rating:** Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

For entities without published credit ratings, investments may be made either (a) where external advice indicates the entity to be of similar credit quality; or (b) to a maximum of £1.5m per counterparty as part of a diversified pool e.g. via a peer-to-peer platform.

**4.7 Government:** Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

**4.8 Secured investments:** Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.

**4.9 Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine

that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

- 4.10 Registered providers (unsecured):** Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.
- 4.11 Money market funds:** Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Council will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.
- 4.12 Strategic pooled funds:** Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.
- 4.13 Other investments:** This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Council's investment at risk.
- 4.14 Operational bank accounts:** The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept as low as possible without affecting operations. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.
- 4.15 Risk assessment and credit ratings:** Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. The credit rating agencies in current use are listed in the Treasury Management Practices document. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,
  - any existing investments that can be recalled or sold at no cost will be, and
  - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
- 4.16** Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "negative watch") so that it may fall below the approved rating criteria, then only investments that can be withdrawn [on the next working day] will be made with that organisation

until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

- 4.17 The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.
- 4.19 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.
- 4.20 Investment limits
- 4.21 The Council's revenue reserves available to cover investment losses are forecast to be £25 million on 31<sup>st</sup> March 2022. In order to reduce the risk of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £3 million, other than Money Market Funds which the limit set is £5 million, strategic pooled funds which the limit per fund is £3 million and for UK central government where there is no limit. A group of entities under the same ownership will be treated as a single organisation for limit purposes. Credit risk exposures arising from non-treasury investments, financial derivatives and balances greater than £1.5 million in operational bank accounts count against the relevant investment limits, allowing £100,000 retained for operational purposes. Limits are also placed on fund managers, investments in brokers' nominee accounts and foreign countries as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

<b>Table 5: Additional investment limits</b>	<b>Cash limit</b>
Any group of pooled funds under the same management	£8m per manager
Negotiable instruments held in a broker's nominee account	£5m per broker
Foreign countries	£1.5m per country

#### **4.22 Cash Flow/Liquidity management**

- 4.23 The Council's officers maintain a detailed cash flow forecast for each coming year revising it as more information becomes available. This informs the short-term investments such as those to pay precept payments. The forecast is compiled on a prudent basis with receipts being under-estimated and payments over-estimated to minimise the risk of the Council being forced to



borrow on unfavourable terms to meet its financial commitments. The long-term investment strategy is based on the Councils medium term strategy.

- 4.24 The Council will spread its liquid cash over at least four providers (e.g. bank accounts and money market funds) to ensure that access to cash is maintained in the event of operational difficulties at any one provider.

## 5 Treasury Management Indicators

- 5.1 The Council measures and manages its exposures to treasury management risks using the following indicators.

- 5.2 **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average [credit rating / credit score] of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Target
Portfolio average credit rating	A

- 5.3 **Liquidity:** The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments it can borrow each quarter without giving prior notice.

Liquidity risk indicator	Target £m
Total cash available within 3 months	£12.000

- 5.4 **Interest rate exposures:** This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest rate risk indicator	Limit £000
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£148,000
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	(£264,000)

- 5.5 The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at new market rates.

- 5.6 **Maturity structure of borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	50%	0%
12 months and within 24 months	50%	0%
24 months and within 5 years	60%	0%
5 years and within 10 years	80%	0%
10 years and above	100%	0%

- 5.7 Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.
- 5.8 **Principal sums invested for periods longer than a year:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2022/23	2023/24	2024/25
Limit on principal invested beyond year end	£10m	£10m	£10m

## 6. OTHER TREASURY MANAGEMENT ISSUES

- 6.1 The CIPFA Code requires the Council to include the following in its treasury management strategy.
- 6.2 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).
- 6.3 The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
- 6.4 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. An allowance for credit risk calculated using the methodology in the Treasury Management Practices document will count against the counterparty credit limit and the relevant foreign country limit.
- 6.5 In line with the CIPFA Code, the Council will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.
- 6.6 Policy on apportioning interest for HRA: On 1st April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. Annually a calculation is performed to allocate interest between the General Fund and HRA.
- 6.7 Markets in Financial Instruments Directive (MiFID II): The Council has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but with the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities, the Chief Financial Officer believes this to be the most appropriate status.

## 7. Financial Implications

7.1 The budget for investment income in 2022/23 is £83k, £58k relating to treasury investments based on an average investment portfolio of £12m. The majority of which is invested in low risk short term investments with an average interest rate of 0.29% a reflection of the ultra-low interest rate environment which is expected to prevail. A further £1m is invested in a long-term pooled investment fund where the value changes with market prices and have a notice period. The budget for debt interest paid for the General Fund is £1.2m and HRA is £2.8m in 2022/23. Actual levels of investments and borrowing, and actual interest rates are monitored during the year as part of the budget monitoring process.

### 7.2 Other Options Considered

7.3 The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Section 151 Officer believes that the strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

## **Appendix A**

### **Economic background and interest rate forecast**

The ongoing impact on the UK from coronavirus, together with higher inflation, higher interest rates, and the country's trade position post-Brexit, will be major influences on the Council's treasury management strategy for 2022/23.

The Bank of England (BoE) increased Bank Rate to 0.25% in December 2021 while maintaining its Quantitative Easing programme at £895 billion. The Monetary Policy Committee (MPC) voted 8-1 in favour of raising rates, and unanimously to maintain the asset purchase programme. Within the announcement the MPC noted that the pace of the global recovery was broadly in line with its November Monetary Policy Report. Prior to the emergence of the Omicron coronavirus variant, the Bank also considered the UK economy to be evolving in line with expectations, however the increased uncertainty and risk to activity the new variant presents, the Bank revised down its estimates for Q4 GDP growth to 0.6% from 1.0%. Inflation was projected to be higher than previously forecast, with CPI likely to remain above 5% throughout the winter and peak at 6% in April 2022. The labour market was generally performing better than previously forecast and the BoE now expects the unemployment rate to fall to 4% compared to 4.5% forecast previously, but notes that Omicron could weaken the demand for labour.

UK CPI for November 2021 registered 5.1% year on year, up from 4.2% in the previous month. Core inflation, which excludes the more volatile components, rose to 4.0% year on year from 3.4%. The most recent labour market data for the three months to October 2021 showed the unemployment rate fell to 4.2% while the employment rate rose to 75.5%. In October 2021, the headline 3-month average annual growth rate for wages were 4.9% for total pay and 4.3% for regular pay. In real terms, after adjusting for inflation, total pay growth was up 1.7% while regular pay was up 1.0%. The change in pay growth has been affected by a change in composition of employee jobs, where there has been a fall in the number and proportion of lower paid jobs.

Gross domestic product (GDP) grew by 1.3% in the third calendar quarter of 2021 according to the initial estimate, compared to a gain of 5.5% q/q in the previous quarter, with the annual rate slowing to 6.6% from 23.6%. The Q3 gain was modestly below the consensus forecast of a 1.5% q/q rise. During the quarter activity measures were boosted by sectors that reopened following pandemic restrictions, suggesting that wider spending was flat. Looking ahead, while monthly GDP readings suggest there had been some increase in momentum in the latter part of Q3, Q4 growth is expected to be soft.

GDP growth in the euro zone increased by 2.2% in calendar Q3 2021 following a gain of 2.1% in the second quarter and a decline of -0.3% in the first. Headline inflation has been strong, with CPI registering 4.9% year-on-year in November, the fifth successive month of inflation. Core CPI inflation was 2.6% year to year in November, the fourth month of successive increases from July's 0.7% year to year. At these levels, inflation is above the European Central Bank's target of 'below, but close to 2%', putting some pressure on its long-term stance of holding its main interest rate of 0%.

### **Credit outlook**

Since the start of 2021, relatively benign credit conditions have led to credit default swap (CDS) prices for the larger UK banks to remain low and had steadily edged down throughout the year up until mid-November when the emergence of Omicron has caused them to rise modestly. However, the generally

improved economic outlook during 2021 helped bank profitability and reduced the level of impairments many had made as provisions for bad loans. However, the relatively recent removal of coronavirus-related business support measures by the government means the full impact on bank balance sheets may not be known for some time.

The improved economic picture during 2021 led the credit rating agencies to reflect this in their assessment of the outlook for the UK sovereign as well as several financial institutions, revising them from negative to stable and even making a handful of rating upgrades.

Looking ahead, while there is still the chance of bank losses from bad loans as government and central bank support is removed, the institutions on the Council's counterparty list are well-capitalised and general credit conditions across the sector are expected to remain benign. Duration limits for counterparties on the Council's lending list are under regular review and will continue to reflect economic conditions and the credit outlook.

### **Interest rate forecast**

The Council's treasury management adviser Arlingclose is forecasting that Bank Rate will continue to rise in calendar Q1 2022 to subdue inflationary pressures and the perceived desire by the BoE to move away from emergency levels of interest rates. Investors continue to price in multiple rises in Bank Rate over the next forecast horizon, and Arlingclose believes that although interest rates will rise again, the increases will not be to the extent predicted by financial markets. In the near-term, the risks around Arlingclose's central case are to the upside while over the medium-term the risks become more balanced.

Yields are expected to remain broadly at current levels over the medium-term, with the 5, 10 and 20 year gilt yields expected to average around 0.65%, 0.90%, and 1.15% respectively. The risks around for short and medium-term yields are initially to the upside but shifts lower later, while for long-term yields the risk is to the upside. However, as ever there will almost certainly be short-term volatility due to economic and political uncertainty and events.

A more detailed economic and interest rate forecast provided by Arlingclose is attached at Appendix B.



## **Appendix B**

### **Economic & Interest Rate Forecast**

- The global economy continues to recover from the pandemic but has entered a more challenging phase. The resurgence of demand has led to the expected rise in inflationary pressure, but disrupted factors of supply are amplifying the effects, increasing the likelihood of lower growth rates ahead.
- While Q2 UK GDP expanded more quickly than initially thought, the 'pingdemic' and more latterly supply disruption will leave Q3 GDP broadly stagnant. The outlook also appears weaker. Household spending, the driver of the recovery to date, is under pressure from a combination of retail energy price rises, the end of government support programmes and soon, tax rises. Government spending, the other driver of recovery, will slow considerably as the economy is taken off life support
- Inflation rose to 3.2% in August. A combination of factors will drive this to over 4% in the near term. While the transitory factors affecting inflation, including the low base effect of 2020, are expected to unwind over time, the MPC has recently communicated fears that these transitory factors will feed longer-term inflation expectations that require tighter monetary policy to control. This has driven interest rate expectations substantially higher
- The supply imbalances are apparent in the labour market. While wage growth is currently elevated due to compositional and base factors, stories abound of higher wages for certain sectors, driving inflation expectations. It is uncertain whether a broad-based increase in wages is possible given the pressures on businesses.
- Government bond yields increased sharply following the September MPC minutes, in which both central banks communicated a lower tolerance for higher inflation than previously thought. The MPC in particular has doubled-down on these signals in spite of softer economic data. Bond investors expect higher near-term interest rates but are also clearly uncertain about central bank policy.
- The MPC appears to be playing both sides, but has made clear its intentions to tighten policy, possibly driven by a desire to move away from emergency levels. While the economic outlook will be challenging, the signals from policymakers suggest Bank Rate will rise unless data indicates a more severe slowdown.

#### **Forecast:**

- Arlingclose expects Bank Rate to rise in Q2 2022. We believe this is driven as much by the Bank's desire to move from emergency levels as by fears of inflationary pressure.
- Investors have priced in multiple rises in Bank Rate to 1% by 2024. While we believe Bank Rate will rise, it is by a lesser extent than expected by markets
- Gilt yields have risen sharply as investors factor in higher interest rate and inflation expectations. From here, we believe that gilt yields will be broadly steady, before falling as inflation decreases and market expectations fall into line with our forecast
- The risk around our forecasts for Bank Rate is to the upside over the next few months, shifting to the downside in the medium term. The risks around the gilt yield forecasts are initially broadly balanced, shifting to the downside later

	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24
Official Bank Rate													
Upside risk	0.15	0.15	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Arlingclose Central Case	0.10	0.10	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk	0.00	0.00	-0.15	-0.15	-0.15	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40
3-month money market rate													
Upside risk	0.10	0.15	0.20	0.20	0.30	0.30	0.30	0.30	0.35	0.35	0.35	0.35	0.35
Arlingclose Central Case	0.10	0.15	0.35	0.40	0.45	0.60	0.65	0.65	0.60	0.60	0.60	0.60	0.60
Downside risk	0.00	-0.05	-0.25	-0.25	-0.30	-0.45	-0.50	-0.50	-0.45	-0.45	-0.45	-0.45	-0.45
5yr gilt yield													
Upside risk	0.25	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.65	0.65	0.65	0.65	0.65	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60
Downside risk	-0.25	-0.25	-0.35	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40
10yr gilt yield													
Upside risk	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35
Arlingclose Central Case	1.05	1.05	1.05	1.05	1.05	1.05	1.00	0.95	0.95	0.95	0.90	0.90	0.90
Downside risk	-0.25	-0.35	-0.40	-0.40	-0.40	-0.40	-0.45	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50
20yr gilt yield													
Upside risk	0.30	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Arlingclose Central Case	1.40	1.40	1.40	1.40	1.35	1.35	1.30	1.30	1.30	1.30	1.30	1.30	1.30
Downside risk	-0.35	-0.40	-0.45	-0.45	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50
50yr gilt yield													
Upside risk	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Arlingclose Central Case	1.30	1.30	1.30	1.30	1.25	1.25	1.20	1.20	1.20	1.20	1.20	1.20	1.20
Downside risk	-0.35	-0.35	-0.35	-0.40	-0.40	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50

PWLB certainty rate = relevant gilt yield + 0.80%

## Appendix C

### Operational Boundary and Authorised limits

Operational boundary	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Debt	£169.000	£192.000	£194.000	£192.000
Other long-term liabilities	£2.000	£2.000	£2.000	£2.000
<b>Total</b>	<b>£171.000</b>	<b>£194.000</b>	<b>£196.000</b>	<b>£194.000</b>

Authorised limit	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Debt	£174.000	£197.000	£199.000	£197.000
Other long-term liabilities	£2.000	£2.000	£2.000	£2.000
<b>Total</b>	<b>£176.000</b>	<b>£199.000</b>	<b>£201.000</b>	<b>£199.000</b>

**URN:** 21-106

**Subject:** Housing Revenue Account Budget 2022/23

**Report to:** ELT 26 January 2022  
Policy and resources Committee – 8 February 2022  
Council – 22 February 2022

**Report by:** HRA Service Accountant

#### **SUBJECT MATTER/RECOMMENDATIONS**

This report sets out the Housing Revenue Account (HRA) budget 2022/23 to 2026/27, HRA Capital Programme 2022/23 to 2026/27, HRA Rent and Service Charge proposal 2022/23 and the revised HRA revenue and capital forecasts for 2021/22.

#### **RECOMMENDATIONS**

It is recommended that Housing and Neighbourhoods Committee agree and recommend to Full Council:

- The increase in rents of CPI + 1%, as set out in the new Rents for Social Housing policy for 2022/23. For 2022/23 this equates to 4.1%
- The Revenue budget for 2022/23, along with the forecast projections for the period up until 2026/27, including the extended borrowing to support the provision of additional HRA homes
- The Capital budget for the period 2022/23 to 2026/27
- The HRA Service charges for 2022/23
- The revised HRA Capital and Revenue forecasts for 2021/22.

## **1. Introduction**

- 1.1. The Housing Revenue Account (HRA) is the ring-fenced rent account that funds the Council's activity as a landlord. The HRA records all the income and expenditure associated with the provision and management of Council owned homes in the borough. This account funds a significant range of services to 5778 homes for Great Yarmouth Borough tenants and their families and to 368 homes for leaseholders. This includes housing management, repairs and improvements, sheltered housing services, caretaking and capital investment on housing.

- 1.2. The Council is required by law to avoid budgeting for a deficit on the HRA (Local Government & Housing Act 1989, section 76). This means that the budget must not be based on total HRA revenue reserves falling below zero. In practice the Council is expected to maintain a reasonable balance of reserves and this provides a contingency against unforeseen events and known risks. Great Yarmouth Borough Council's HRA currently maintains a minimum balance of £2 million.
- 1.3. Originally, in April 2012, the HRA moved to a Self-financing model which accompanied a limit on the amount of housing debt that an authority could hold within an HRA. The limit was based on a calculation of the level of debt that a landlord/council could support, based primarily on the valuation of each authority's current housing stock, along with income and expenditure assumptions. A total borrowing limit was set for each landlord, which for Great Yarmouth Borough Council was £89 million. As of October 2018, the Government removed the debt cap limitations on how much councils can borrow against their HRA Assets. Such borrowing, must however, be affordable within the HRA.
- 1.4. Following the above changes, the self-financing arrangements have led to the development of a 30-year business plan supporting the delivery of the HRA . The 30-year business plan makes assumptions regarding the level of income available based on the expected levels of rent, along with the key risks facing housing service delivery within this timeframe. The main areas of this are the management and timing of debt use, affordability and the impact of changes as Government policies are enacted. This results in a rolling 30 year HRA Business Plan covering both capital and revenue expenditure projections.
- 1.5. The budget process for 2022/23 onwards has taken due consideration of the HRA's 2017/18 stock condition survey results. Implications highlighted by the stock condition survey have been reflected within the capital programme going forward.
- 1.6. The budget and forecasts presented do assume additional borrowing in the medium term to support the affordable homes delivery. The later includes borrowing to support match funding of Retained Right to Buy receipts as well as the additional borrowing approved in July 2020. Due to reductions in day to day revenue repairs, the HRA business plan has budgeted for further additional borrowing to support the wider Council Home Programme. As a consequence £1.5 million of funding will be used to support further borrowing to deliver additional homes within the HRA, through acquisitions or new build programmes from 2021/22.

## **2. Rent setting policy changes – Increase of CPI + 1%**

- 2.1. Each year local housing landlords must set rents and budgets for the forthcoming financial year and provide each individual tenant with statutory notice of any proposed rent change. This report sets out proposals regarding the budget, rents, service charges and other charges to tenants for the 2022/23 rental year.



- 2.2. The self-financing HRA remains governed by guidelines on rent setting for tenants. The council no longer has flexibility on the approach to rent setting due to the policy announced as part of the Welfare Reform and Work Act 2016.
- 2.3. Rent setting following the end of the 1% reduction to all social rents in 2019/20, is on the basis of increases of CPI + 1%. For 2022/23, this equates to 4.1%, on both social and affordable rent, in line with the Rents for Social Housing policy for 2022/23.
- 2.4. As a result of current events, and in order to maintain a sustainable HRA, a detailed review of rent balances has been undertaken as part of the budget setting process for 2022/23. Proposals such as increases of CPI only for 2022/23 and limited increases of CPI only for the following two years have been reviewed.
- 2.5. The below table displays the income reduction between rent increases of CPI + 1% per annum and increases of CPI only.

Financial Year	(CPI Only) Income reduction
2022/23	£211,000
2023/24	£419,000
2024/25	£633,000

- 2.6. The overall impact of reduced rental increases to CPI only between 2022/23 and 2024/25, totals a reduction of £15.6m in revenue, over a 30 year business plan.
- 2.7. As a result of the review, factoring the increased capital investment programmes required to deliver works based on the stock condition survey data, along with factoring future works to deliver the decarbonization agenda, increased borrowing will be required to offset increased costs going forward. Overall, it would not be feasible to limit rent increases, with the 30 year impact meaning that the HRA would be unable to sustain its capital improvement programme over a 30 year period.
- 2.8. The average rent for 2022/23 will be £92.42 per week over a 50 week period. Future rent increases have been factored into budgets within Appendix B.
- 2.9. Estimated rent charges for 2022/23 on average:

Property Type	Average weekly Rent 2021/22 £ (50 wk.)	Average weekly Rent 2022/23 £ (50 wk.)
<b>Bedsit</b>	61.31	63.82
<b>1 Bedroom</b>	70.60	73.49
<b>2 Bedroom</b>	77.84	81.04
<b>3 Bedroom</b>	84.26	87.72
<b>4 Bedroom</b>	93.22	97.04
<b>5 Bedroom</b>	100.81	104.94
<b>&gt;5 Bedroom</b>	134.73	138.91
<b>Average for all properties</b>	88.97	92.42

### **3. Proposed Rent Service Charges 2022/23**

- 3.1. The proposals in relation to service and agreement charges are set out in Appendix A. The increases proposed and applied are in line with the Rents for Social Housing policy for 2022/23, being set at least at CPI + 1%. For 2021/22 this equates to 4.1%, to close the gap in terms of recovery of costs.
- 3.2. Service charges for 2022/23 (excluding caretaking charges) have been reviewed to ensure that each individual service charge element is recharged on a cost basis.

### **4. Housing Revenue Account Budget 2022/23 – 2026/27 and Revised Forecast 2021/22**

- 4.1 The approach to HRA budget setting focuses on three separate areas for 2022/23:
  - Expected income and proposals on rent and service charge levels;
  - Expenditure plans that reflect local priorities and the impact of the self-financing business model on service delivery; and,
  - The reserves and provisions needed to ensure that the HRA is delivering strong financial performance over a longer period of time
- 4.2. The HRA receives income from tenant rents and service charges levied on tenants and leaseholders. The self-financing HRA remains governed by guidelines on rent setting for tenants. Income from rents is a key driver of the total income available to the HRA, making up approximately 90% of the total income. The approach and policy for rent therefore affects the resources available to re-invest in expenditure plans across the HRA to deliver the outcomes outlined in the HRA business plan for all tenants.
- 4.3. Expectations for income, and therefore the rent budget, are driven by three key elements:
  - Expected stock levels for 2022/23;
  - The CPI + 1% increase on the 2021/22 actual rents charged. For 2022/23 this equates to 4.1%; and,
  - The resourcing needs outlined in the HRA Business Plan.
- 4.4. For 2022/23, the average stock level across Great Yarmouth Borough Council is expected to be approx 5,780 properties. This is based on known changes to the current stock profile of 5,787 (as at 1 April 2020) including adjustments for projected Right to Buy sales, disposals and acquisitions.
- 4.5. The repairs and maintenance programme includes the planned cyclical upkeep to the specific areas of heating, lighting, lifts, smoke alarms, garden maintenance and minor neighbourhood planned works. It also relates to day to day repairs for tenants and refurbishment of empty properties in between tenant occupancy.

- 4.6. The Council also undertakes adaptation works to tenants homes to meet specific identified needs. Revenue budgets in both 2020/21 and 2021/22 contained increased provisions of £150,000 per annum, to address an existing backlog in adaptations work. Following the effects of the pandemic, this has been subject to programme slippage, meaning that the additional provision is now forecast to be delivered within 2021/22 and 2022/23.
- 4.7. Leasehold service charges are required to be transparent and reflect the actual cost of the services incurred. It is recommended to set leaseholder service charges in line with actual expenditure plans as per the approach in previous years. Service charges will be based on 2020/21 expenditure levels and final charges for 2021/22.
- 4.8. The HRA currently holds a forecast 2021/22 opening reserve balance of £8.6 million. The HRA reserve is higher than previously forecast, this is due to prior year savings and underspends of estimated budgets, specific planned budgets being carried forward to future years and programmes not being completed at the original time anticipated.
- 4.9. The HRA 30 year business plan demonstrates how reserves are reduced and managed over the next five years within the housing major works capital programme. Capital works were significantly increased from 2018/19 to ensure that both homes identified as part of the 2017/18 Stock Condition Survey as non decent and future homes, which become non decent, are addressed over a five year period. It is recommended that a further survey is undertaken following the initial five year period, therefore, a further stock condition survey is budgeted to begin within 2022/23.

#### 4.10. Revised 2021/22 position

- 4.11. The original 2021/22 budget reported a forecast deficit of £2.784 million. Monitoring year to date has identified that this needs to be revised, resulting in a reduction to the original 2021/22 forecast deficit by £580k, to an estimated £2.204m deficit at year end.

2021/22	Revised budget	Variance	Reason	Financed from
	£000	£000		
<b>Capital Expenditure funded by Revenue</b>	3,410	(151)	Reduced revenue required to fund the capital programme for 2021/22.	<b>N/A</b>
<b>Rents, Rates, Taxes and Other Charges</b>	397	113	Increased insurance premiums as a result of the COVID-19 and increased perils.	<b>HRA Revenue</b>
<b>Dwelling Rents</b>	(21,665)	(170)	Rent received from HRA Dwellings. Increase in forecast rental income, following increased acquisitions being added to the stock and reduced	<b>N/A</b>

			Right to Buy sales in the prior and current year.	
<b>Interest Payable and Similar Charges</b>	2,790	(156)	Reduced borrowing required in year due to the revised Affordable and Additional housing budgets, resulting in reduced interest payable.	N/A
<b>Repairs &amp; Maintenance</b>	9,021	(236)	Planned large repair works are currently forecast to increase by £217k. This increase is mitigated by the reduction of revenue neighbourhood planned works and revenue car park budgets. Revenue heating works are forecast to reduce by £243k. This is partly due to increased capital works in prior years reducing over repair costs required.	N/A
<b>Supervision and Management</b>	3,099	143	Utility charges forecast to increase by an estimated £39k. RTB income is revised to reflect reduced sales estimated in year. Sales are revised from a budgeted 37 sales, to 21. Increased temporary staff costs to maintain service operation while the recruitment process is completed. Revised CCTV budget allocation in order to maintain the service going forward (£23k).	HRA Revenue
<b>Supervision and Management (Staff Pay)</b>	2,457	(123)	Staff vacancies year to date within multiple housing teams. Services are working towards recruiting into these posts going forward. This saving is partly offset by interim and agency staff being appointed in year (As above).	N/A

#### 4.12. Proposed growth/savings in HRA Revenue 2022/23 budget

4.13. The following table summaries the more significant movements compared to the previous business plan as approved in February 2021.

<b>Income/ Expenditure</b>	<b>2022/23 Revised Budgets</b>	<b>2022/23 Growth (Saving)</b>	<b>Details</b>	<b>Financed from</b>
<b>Dwelling Rent</b>	(22,983)	(881)	Increased dwelling rent following the change in forecast CPI rates. 2022/23 rent base is CPI of 3.1%	N/A
<b>Charges for Services and Facilities</b>	(1,284)	114	Sheltered housing support income reduced to reflect service income, which is completed on a cost recovery basis.	HRA Revenue
<b>Supervision and Management (Staff Pay)</b>	2,850	208	Increased employee costs following increased demand on services, partly as a result of COVID-19, to ensure an efficient and effective service is maintained.	HRA Revenue
<b>Supervision and Management</b>	3,074	286	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year. Budget includes an additional revenue provision to support the upgrade of the Housing system.	HRA Revenue
<b>Rents, Rates, Taxes and Other Charges</b>	330	113	Increased insurance premiums due to the COVID-19 pandemic and additional perils being included within the policy.	HRA Revenue
<b>Repairs &amp; Maintenance</b>	9,617	304	Increased adaptations budget of £62k to address backlog of works following delays as result of COVID-19 access. Communal area budget increased to address further areas of work. Increased planned large repairs budget of £125k following prior year spend and increase of adhoc large repairs.	HRA Revenue
<b>Capital Expenditure funded by Revenue</b>	3,031	1,439	Revised capital financing following the revision of the capital improvement programme and a reduction in capital receipts available in year.	HRA Revenue
<b>HRA Earmarked reserves</b>	(60)	(30)	Earmarked reserves to support expenditure for the Middlegate Feasibility works.	Earmarked Reserves
<b>Interest Payable and Similar Charges</b>	2,846	(140)	Reduced borrowing required following the revision of the Affordable and Additional housing budgets, resulting in reduced interest payable.	N/A



4.14. The next table summarises the revised forecast for 2021/22 and the draft 2022/23 budget for the Housing Revenue Account. Further detail is shown in appendix B.

	2021/22 Original Budget	2021/22 Revised Forecast	Variance	2022/23 Draft Budget
	£000	£000	£000	£000
<b>Dwellings Rents</b>	(21,495)	(21,665)	(170)	(22,983)
<b>Non Dwelling rents</b>	(275)	(275)	0	(276)
<b>Interest &amp; Investment income</b>	(1,366)	(15)	0	(16)
<b>Charges for services and facilities</b>	(15)	(1,366)	0	(1,284)
<b>Total Income</b>	<b>(23,151)</b>	<b>(23,321)</b>	<b>(170)</b>	<b>(24,559)</b>
<b>Repairs &amp; Maintenance</b>	9,257	9,021	(236)	9,617
<b>Supervision and Management (Direct Employee)</b>	2,580	2,457	(123)	2,850
<b>Supervision and Management</b>	2,956	3,099	143	3,074
<b>Rents, Rates, Taxes and Other Charges</b>	284	397	113	330
<b>Depreciation</b>	3,738	3,738	0	3,848
<b>Capital Expenditure funded by the HRA</b>	3,561	3,410	(151)	3,031
<b>HRA Interest Payable</b>	2,946	2,790	(156)	2,846
<b>Provision for bad and doubtful debts</b>	150	150	0	150
<b>Employer's Pension Adjustment</b>	513	513	0	571
<b>Total Expenditure</b>	<b>25,985</b>	<b>25,575</b>	<b>(580)</b>	<b>26,317</b>
<b>Transfers (from)/to Earmarked Reserve</b>	(30)	(30)	0	(60)
<b>Capital Grants &amp; Contribution receivable</b>	(20)	(20)	0	(20)
<b>Net (surplus)/Deficit for the year</b>	<b>2,784</b>	<b>2,204</b>	<b>(580)</b>	<b>1,678</b>
<b>HRA Reserves Balance B/Fwd.</b>	<b>8,563</b>	<b>8,563</b>	<b>0</b>	<b>6,359</b>
<b>Deficit/(Surplus) in year</b>	<b>2,784</b>	<b>2,204</b>	<b>(580)</b>	<b>1,678</b>
<b>HRA Reserves Balance C/Fwd.</b>	<b>5,779</b>	<b>6,359</b>	<b>580</b>	<b>4,681</b>

## **5. Housing Major Works Capital Programme (HMWCP) 2022/23 to 2026/27**

- 5.1. This section of the report sets out the new housing capital investment requests for the five year period covering 2022/23 to 2025/26.
- 5.2. The HMWCP is subject to ongoing review and continues to take into account the priorities and objectives which have been derived from our understanding of the stock; the needs of current and future tenants; the opportunities presented by funding streams and options for procurement and delivery of our investment plans.
- 5.3. There are two key strands to the investment plans:
  - Maintaining and improving the Council's housing stock;
  - New Affordable Council housing, including new housing to replace sales under RTB in line with Government guidance.
- 5.4. The plans are prepared over the medium term and are reviewed and updated annually. Future investment decisions will be based on local decision making and local knowledge of the condition of the stock and the components.
- 5.5. The housing major works capital programme has been adapted to meet the needs of the housing stock identified within the 2017/18 stock condition survey, as well as maintaining progress to address the newly arising non decent homes each year.
- 5.6. During 2021/22, the conduction of a root and branch review of data in our asset management system has been undertaken. This includes reviewing data gathered from the results of the 2017/18 stock condition survey and using the existing surveying resource when available, to re-visit some of the findings from the survey to check whether they remain true. This approach has proven effective, but due to access restrictions in 2021/22, non-decency has been subject to a slight increase from 7% at the start of the financial year, to the 8% at the end of January 2022. Much of the work is still programmed to be addressed before the financial year end, decency at the end of the year is not expected to fluctuate from this percentage.
- 5.7. For 2022/23, the starting non decency figure will be 15% (8% plus 7% newly arising need for the year). During this year, we will be undertaking a data migration project and there will be a need to commence a rolling Stock Condition Survey. The new system facilitates more detailed investment modelling and scenario planning, therefore for the 2022/23 programme, further work will be undertaken to fully analyse the aging and any new stock condition data, ensuring not only Decent Homes is achieved, but also how works are to be procured and delivered; Whole Home approaches, decarbonisation, or through traditional individual component workstreams.
- 5.8. In the interim, it is anticipated that the current backlog of 8% can be fully addressed during next and the following year, this does not take account of any newly arising need that cannot be addressed within 2021/22, 2022/23 or 2023/24, due to referrals from responsive, leasehold consultation issues, refusals by residents, budgets and of course,

any on-going repercussions from the pandemic. As a result, the backlog in any given year is not a static, but a movable volume.

- 5.9. The 2022/23 programme includes the continuation of the kitchen and bathroom programme, an enhancement to the boiler and heating replacement schemes and investment into empty homes. Budget provisions also include the delivery of external wall insulation, insulation and roofing works, which aim to improve the energy efficiency of council homes.
- 5.10. These schemes offer both the opportunity to modernise properties, sustain them for the future and increase the thermal comfort of tenants. They also continue to bring potential savings from future revenue repairs budgets.
- 5.11. The HRA is still part of a retention agreement, meaning the HRA could, under the original regulations, retain receipts to support up to 30% of the cost of replacement homes if incurred in a 3 year period. Any receipts not spent in this period are required to be paid to Central Government.
- 5.12. With effect from 1 April 2021, the regulations around the use of Retained Right to Buy receipts have changed, allowing 1-4-1 receipts to be used to fund 40% of the cost of building/acquiring new Council homes. The time restrictions of which receipts must be spent has also been revised. Receipts are now required to be spent within five years from the sale of the dwelling, not three years.
- 5.13. The above changes have impacted the profile spend of receipts, therefore adjusting the budget requirement for 2021/22 onwards. The table below displays a high-level review of changes in order to prevent receipt return:

Financial Year	Current Budgeted spend		New requirement		Year of Receipts
	Receipt	Capital	Receipt	Capital	
	£000	£000	£000	£000	
2021/22	1,094	2,554	0	0	N/A
2022/23	487	1,136	0	0	N/A
2023/24	1,054	2,458	725	1,087	2018/19
2024/25	1,263	2,948	526	789	2019/20
2025/26	1,310	3,056	117	176	2020/21

- 5.14. As per the above table, the new receipt requirements have reduced the volume of receipts required to be spent prior to 2023/24. This Council aims to maintain a reduced budget provision for both 2021/22 and 2022/23 allowing an enhanced programme in later years.
- 5.15. Furthermore, the HRA proposes to increase the availability of affordable housing with a combination of direct new build, grant contributions to Housing Association developments and purchasing the appropriate empty and suitable homes on the open market, to maintain the level of spending required to meet the retained receipt demand.

- 5.16. The Right to Buy discounts have increased since the introduction of Self Financing. The maximum discount increases each year based on the consumer price index (CPI). The business model has been amended to incorporate this change which is currently estimated at 3.1% CPI, forecasting a maximum discount of £87,200 for 2022/23.
- 5.17. Year to date Right to Buy sales for 2020/21 & 2021/22 have reflected a significant decline in comparison to prior years, this appears to be an ongoing impact of the current Covid-19 pandemic. The Council had completed a total of 9 sales in 2020/21, along with 13 completed sales in 2021/22, to the end of Quarter 3. In comparison to 27 completions in the 2019/20 financial year.
- 5.18. The impact of the reduction of Right to Buy sales will impact on the availability of capital receipts to fund the programme. This impact will continue to be monitored in 2021/22 and revised projections produced to ensure the capital programme is fully funded, this may require additional revenue contributions.
- 5.19. A total of 20 sales have predicted as part of the 2022/23 budget, in line with prior year totals and reflecting a slight reduction.
- 5.20. An additional Affordable housing provision has been provided using revenue funding totaling £1.5 million, which was released in 2021/22 and the following three financial years. Additional funds have been made available following the reduction of spend on revenue day to day repairs and because of reductions in demand. This funding will support prudential borrowing to provide an increased capital programme for the delivery of additional homes in the HRA. The HRA is continuing to borrow specifically for the Affordable Housing Programme and the new Council Home Programme, so the HRA reserves balances can be used on investment on the current stock.

#### **5.21. Revised 2021/22 forecast position for HRA Major works Capital Programme**

- 5.22. The following table summaries the in-year 2021/22 virements within the capital budget.

	<b>2020/21 Revised Budget</b>	<b>Variance to original budget</b>	<b>Reason</b>	<b>Financed from</b>
	<b>£000</b>	<b>£000</b>		
<b>Energy and Efficiency Improvements</b>	973	(200)	Heating budgets have been reduced by £200k. This budget is forecast to be carried forward into 2022/23.	N/A
<b>Empty Properties</b>	1,035	250	Major void works are ahead of schedule year to date. The Major void programme is forecast to exceed its original budget provision. An additional £250k is forecast to support increased demand.	HRA Revenue

<b>New Affordable Housing – Additional Non -1-4-1 Provision</b>	125	(375)	Programme delays year to date. Schemes are currently still undergoing the project planned process. £375k forecast to be carried forward to continue projects into 2022/23.	N/A
<b>New Affordable Housing – Right to Buy receipts</b>	1,800	(1,848)	Two properties have been purchased off the open market year to date, as part of the planned scheme using Right to Buy retained receipts. The 1-4-1 receipt retention agreement has been recently revised, changing how authorities can use the 1-4-1 receipts available to them. Budget allocation has been revised to reflect this change.	N/A
<b>Key Safe Installation</b>	60	60	Additional works to replace key safes within Housing. Programme continuation from works started in 2020/21.	HRA Revenue
<b>Housing Transformation Budget</b>	207	(400)	Delay to programme has resulted in reprofile of spend. Budget to be carried forward to support the programmes completion.	N/A
<b>Decarbonisation</b>	828	(1,150)	External wall insulation (EWI) and roofing budget allocations are to be reduced by 1,150k for 2021/22. The Council has recently submitted a bid to further complete works on dwellings which display low energy performance in 2022/23. £1.1m is forecast to be carried forward to support this bid.	N/A



### 5.23. Proposed growth/savings in HRA Capital Programme 2022/23

5.24. The following table summaries the more significant movements compared to the previous business plan as approved in February 2021.

	<b>2022/23 Revised Budgets</b>	<b>2022/23 Growth/ (Saving)</b>	<b>Details</b>	<b>Financed from</b>
	<b>£000</b>	<b>£000</b>		
<b>Empty Homes</b>	800	600	Major Voids increased following increased demand in 2021/22.	HRA Revenue
<b>Affordable Housing Programme - Right to Buy receipts</b>	600	(2,049)	The 1-4-1 receipt retention agreement has been recently revised, changing how authorities can use the 1-4-1 receipts available to them. Budget allocation has been reduced to reflect this change.	N/A
<b>Kitchen &amp; Bathroom Improvements</b>	2,161	(327)	Kitchen and Bathroom programmes are continuing at an increased level, continuing to complete both void and planned kitchens and bathrooms. Small reduction in provision is to allow for other programmes such as EWI to be expanded.	N/A
<b>Planned Maintenance</b>	595	34	Adaptation's budget increased to address backlog identified in 2020/21. COVID-19 resulted in fewer adaptations being completed in 2021/22, so additional budget is to support additional work.	HRA Revenue
<b>Specific Planned Projects</b>	846	300	Budget provision for a further Stock condition survey to commence following the stock condition survey completed in 2017/18.	HRA Revenue
		<b>(1,442)</b>		

5.25. The table below summarises the revised forecast for 2021/22 along with the draft 2022/23 Capital programme for the Housing Revenue Account. Further detail is shown in Appendix C & Appendix D.

<b>HRA Capital programme</b>	<b>Original Budget 2021/22</b>	<b>Revised Forecast 2021/22</b>	<b>Variance</b>	<b>Revised Draft Budget 2022/23</b>
<b>Expenditure:</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Kitchens & Bathrooms	2,869	2,869	0	2,161
Windows & Doors	647	647	0	455
Planned Maintenance	642	642	0	595
Energy Efficiency Improvements	1,173	973	(200)	1,173
Specific Planned Projects	756	756	0	846
Empty Properties	785	1,035	250	800
New Affordable Housing - Right to Buy receipts	3,648	1,800	(1,848)	600
New Affordable Housing – Additional Non 1-4-1 Provision	500	125	(375)	500
Decarbonisation	1,032	82	(950)	792
Roofing	946	746	(200)	883
Neighbourhood Plans	91	91	0	91
Housing Transformation Budget	607	207	(400)	0
Key Safe Installation	0	60	60	0
<b>Total Expenditure</b>	<b>13,696</b>	<b>10,033</b>	<b>(3,663)</b>	<b>8,896</b>
<b>Financing:</b>				
Borrowing	4,150	1,925	(2,225)	1,100
Capital Receipts	2,227	1,338	(889)	896
Revenue	3,561	3,012	(549)	3,031
Depreciation	3,738	3,738	0	3,849
Leasehold Contribution	20	20	0	20
<b>Total Financing</b>	<b>13,696</b>	<b>10,033</b>	<b>(3,663)</b>	<b>8,896</b>

## **6. Other implications to the Housing Revenue Account**

- 6.1. Since the introduction of self-financing in 2012, the 30 year HRA business plan has continued to be challenged by a number of changes, such as increased Right to Buy discounts and sales and the 1% rent reduction policy.
- 6.2. In response to these changes the Council has, in the short term, previously kept the HRA reserves levels high in order to mitigate this loss of revenue. The Council still needs to prepare for further reductions in resources available to manage, maintain, improve and add to its housing stock and manage the implications from the stock condition survey.
- 6.3. Over the past two years, the Council is enduring the unprecedented financial strain of the Covid-19 pandemic. Although the overall impact of the pandemic is not yet fully known, the Council aims to continue to aid and support its tenants and continues to monitor its ongoing financial position.
- 6.4. The HRA is continually reviewed to ensure the budgets accurately reflect service demands and to challenge where savings could be achieved. The capital programme, which is funded in large part by contributions from revenue, is monitored regularly during the year and has been reviewed in detail to inform the 2022/23 budget reflecting the outcomes of the 2017/18 stock condition survey. The overall capital programmes in prior years have significantly increased, due to additional works needed, careful consideration has been taken to the deliver these works and to manage the financial impact.

## **7. Financial Implications**

- 7.1. The detail within the report highlights the significant variances for the current year to date, including a full year impact to the HRA revenue and Capital budgets for future years.
- 7.2. The income and expenditure will continue to be monitored in detail during the current year, including the known impacts of the Covid-19 pandemic, including additional reviews of the HRA 30 year business plan.
- 7.3. The HRA is dependent mainly on the rental income stream of the social housing rents, and the Council have a dedicated team monitoring tenant arrears on a regular basis and supporting tenant's to pay their rent and other charges.
- 7.4. The HRA had a 2021/22 opening reserves balance of £8.563 million. The 2022/23 opening reserve balance is forecast to be £6.359 million, reflecting a 2021/22 forecast deficit of £2.204 million.
- 7.5. The removal of the previous debt cap has allowed the Council to increase the amount it can borrow on a prudential basis, to extend the affordable housing programme beyond the requirements of spending retained Right to Buy receipts as set out in the report. Commitments, value for money and spend will be closely monitored and subject to regular budget monitoring and reporting.

## 8. Risk Implications

- 8.1. It is recognised that since the results of the 2017/18 stock condition survey, a significantly increased Major Works Capital programme has been maintained following the 2018/19 budget setting process. Continual programmed works have been maintained to ensure that both the homes identified as non Decent as a result of the Stock Condition Survey and future homes, which become non Decent are addressed over a five year period. Overall ensuring that all homes within the dwelling stock are Decent.
- 8.2. Where service delivery plans have changed, the budget setting process must reflect the subsequent impact on resources and also recognise known risks for the HRA and ensure there are adequate balances in place to these as they materialise.
- 8.3. Further review of the detail of the HRA budget for both capital and revenue spend will be carried out during 2021/22, in preparation for the longer term investment requirements in the stock, new affordable housing programme and to inform future budget setting decisions to identify efficiencies within the program of works.
- 8.4. There continues to be an ongoing risk to the HRA of non-collection of tenant rental arrears and maintaining budgeted collection rates. This continues to be monitored and managed.

## 9. Background Papers

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

Area for consideration	Comment
Monitoring Officer Consultation:	
Section 151 Officer Consultation:	
Existing Council Policies:	
Financial Implications (including VAT and tax):	
Legal Implications (including human rights):	
Risk Implications:	
Equality Issues/EQIA assessment:	
Crime & Disorder:	
Every Child Matters:	

## Appendix A – Fees and charge proposals 2022/23

2022/23 Rent increase and Service Charges (Exclusive of VAT where applicable)	2021/22 Average Charge 50 Wks	2022/23 Average Charge 50 Wks	2022/23 Increase/ decrease per wk
Tenant Rent	£87.71	£88.82	£1.11
Garages Basic - Tenants	£11.39	£11.56	£0.17
Garages Premium - Tenants plus Town Centre Surcharge	£15.20	£15.43	£0.23
Caretaking charge - Basic	£1.02	£1.03	£0.01
Caretaking charge - Enhanced	£1.02	£1.03	£0.01
Maintenance of Aged Persons gardens			
Up to 30 minutes maintenance	£4.25	£4.27	£0.02
Over 30 minutes maintenance	£7.50	£7.54	£0.04
Communal Heating	£5.38	£5.46	£0.08
Communal Water	£4.51	£4.51	£0.00
Digital Communal TV Aerials	£0.96	£0.96	£0.00
Sewerage charge	£7.05	£7.16	£0.11

Sheltered Housing Support Charges 2021/22	2021/22 Average charge 50 wk	2022/23 Average Charge 50 wk
Standard tenancies plus Alarm Charge	9.38	9.38

YARE CARE CHARGES	Weekly Charge		
	2022/23 Exc VAT		2022/23 Inc VAT
52 Week Calculation for Private users			
Private - Rental + Monitoring	£3.25		£4.06
Private - Monitoring	£1.42		£1.77
50 week calculation for Community Housing Tenants			
Council - Rental + Monitoring	£3.38		£4.22
Council - Monitoring	£1.47		£1.84
Yarecare Installation Charge	2021/22	2022/23	2022/23
	Average Charge	Average Charge	% Average Increase
Yarecare Installation Charge (Inc VAT)			
Charge within Borough	£46.53	£47.97	£1.44
Charge outside of Borough	£52.82	£54.46	£1.64
Community Alarm Set-up & Postage Fee		£45.00	£45.00



## Appendix B – Revenue Income and Expenditure 2021/22 – 2026/27

Income/ Expenditure		Budget		Revised Forecast		Budget		Forecast Projections			
		2021/22	2021/22	2021/22	2021/22	2022/23	2022/23	Budget	Budget	Budget	Budget
		2023/24	2023/24	2024/25	2024/25	2025/26	2025/26	2026/27	2026/27	2026/27	2026/27
Income	Charges for Services and Facilities	-1,365,757	-1,365,757	-1,283,763	-1,315,436	-1,348,252	-1,382,259	-1,417,506			
	Dwelling Rents	-21,495,026	-21,665,026	-22,983,353	-23,673,555	-24,387,133	-24,877,199	-25,384,407			
	Interest and Investment Income	-15,420	-15,420	-15,852	-15,852	-15,852	-15,852	-15,852			
	Non Dwelling Rents	-275,095	-275,095	-276,173	-281,045	-286,014	-291,083	-296,253			
	<b>Income Total</b>	<b>-23,151,298</b>	<b>-23,321,298</b>	<b>-24,559,141</b>	<b>-25,285,888</b>	<b>-26,037,251</b>	<b>-26,566,392</b>	<b>-27,114,018</b>			
Expenditure	Capital Expenditure funded by Revenue	3,561,075	3,410,280	3,031,056	1,958,880	1,759,810	1,553,168	1,338,661			
	Depreciation and Impairment of Fixed Assets:										
	Dwellings	3,567,149	3,567,149	3,674,163	3,747,646	3,822,599	3,899,051	3,977,032			
	Depreciation and Impairment of Fixed Assets: Non -										
	Dwellings	171,272	171,272	174,491	177,774	181,122	184,538	188,022			
	Interest Payable and Similar Charges	2,944,514	2,789,789	2,845,815	2,840,001	2,847,626	2,853,726	2,859,826			
	Provision for bad and doubtful debts	150,000	150,000	150,000	150,000	150,000	150,000	150,000			
	Rents, Rates, Taxes and Other Charges	284,037	396,605	330,049	338,284	346,989	355,761	364,812			
	Repairs & Maintenance	9,257,262	9,021,156	9,616,651	9,617,190	9,799,310	9,985,806	10,176,800			
	Supervision and Management	2,955,901	3,099,459	3,209,367	2,981,468	2,988,138	3,035,424	3,047,487			
	Supervision and Management (Staff Pay)	2,580,338	2,457,329	2,850,249	2,887,290	2,861,671	2,928,933	2,986,142			
	<b>Expenditure Total</b>	<b>25,471,548</b>	<b>25,063,039</b>	<b>25,881,842</b>	<b>24,698,532</b>	<b>24,757,265</b>	<b>24,946,406</b>	<b>25,088,781</b>			
Below The Line	Employer's Contributions Payable to or from Norfolk County.	664,127	664,127	703,975	703,975	703,975	703,975	703,975			
	HRA Earmarked reserves	-30,000	-30,000	-60,000	0	0	0	0			
	Impairment of Fixed Assets	0	0	0	0	0	0	0			
	Net Charges made for Retirement Benefits in accordance with IAS 19	-629,981	-629,981	-642,681	-642,681	-642,681	-642,681	-642,681			
	(Gain) / Loss on Sale of HRA non-current Assets	0	0	0	0	0	0	0			
	In Year Pension Adjustments	14,967	14,967	15,266	15,266	15,266	15,266	15,266			
	Capital Grants & Contributions receivable (Leasehold income)	-20,000	-20,000	-20,000	-20,000	-20,000	-20,000	-20,000			
	Pension Backfunding	463,644	463,644	494,632	494,632	494,632	494,632	494,632			
	<b>Below The Line Total</b>	<b>462,757</b>	<b>462,757</b>	<b>491,191</b>	<b>551,191</b>	<b>551,191</b>	<b>551,191</b>	<b>551,191</b>			
	<b>Net (surplus)/Deficit for the year</b>	<b>2,783,007</b>	<b>2,204,498</b>	<b>1,813,892</b>	<b>-36,164</b>	<b>-728,795</b>	<b>-1,068,796</b>	<b>-1,474,046</b>			

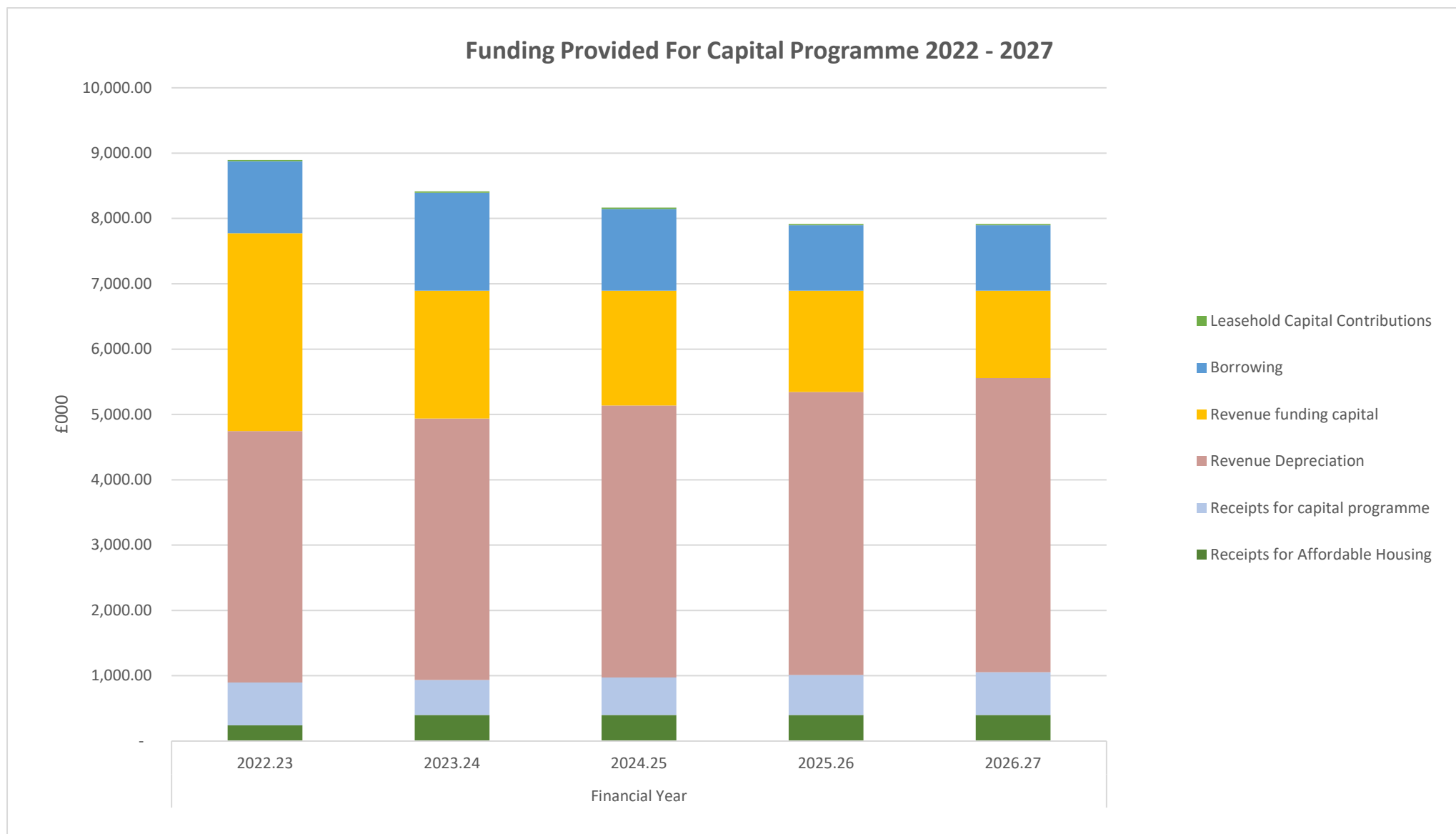
  

Housing Revenue Account Reserves Summary	Year	2021/22	2021/22	2022/23	2023/24	2024/25	2026/26	2026/27
	B/Fwd	-8,563,400	-8,563,400	-6,358,902	-4,545,010	-4,581,174	-5,309,969	-6,378,765
	In Year	2,783,007	2,204,498	1,813,892	-36,164	-728,795	-1,068,796	-1,474,046
	C/Fwd	<b>-5,780,393</b>	<b>-6,358,902</b>	<b>-4,545,010</b>	<b>-4,581,174</b>	<b>-5,309,969</b>	<b>-6,378,765</b>	<b>-7,852,811</b>

## Appendix C – HRA Major Works Capital Programme 2021/22 – 2027/27

			Forecast Projections				
	Original Budget 2021/22	Revised Budget Forecast 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27
Kitchen & Bathrooms Improvements							
Kitchens planned	1,483,300	1,283,300	850,000	1,483,300	1,483,300	1,483,300	1,483,300
Bathrooms planned	709,800	609,800	728,000	546,000	546,000	546,000	546,000
Kitchen Voids	444,750	644,750	413,750	238,750	238,750	238,750	238,750
Bathroom Voids	231,000	331,000	169,292	38,092	38,092	38,092	38,092
Windows & Doors Improvements							
Windows & Doors Improvements	646,500	646,500	455,000	455,000	455,000	455,000	455,000
Planned Maintenance							
Major R&M	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Rewiring Dwellings	335,500	335,500	335,500	335,500	335,500	335,500	335,500
Major Adaptations	231,000	231,000	184,500	150,000	150,000	150,000	150,000
De-Carbonisation							
External Wall Insulation	1,031,700	81,700	791,700	791,700	791,700	791,700	791,700
Roofing							
Roofing	946,400	746,400	882,700	882,700	882,700	882,700	882,700
Neighbourhood Planned works							
Upgrade Stair Enclosures	91,000	91,000	91,000	-	-	-	-
Energy & Efficiency Improvements							
Heating and Boiler replacments	1,173,000	973,000	1,173,000	1,173,000	1,173,000	1,173,000	1,173,000
Specific Planned Projects							
Stock Condition Survey	-	-	300,000	-	-	-	-
Whole House Inc Long Term Voids	756,000	756,000	546,000	546,000	546,000	546,000	546,000
Empty Properties							
Major Voids	785,000	1,035,000	800,000	200,000	200,000	200,000	200,000
New Affordable Housing							
Affordable Housing (Retained Receipts)	3,647,700	1,800,000	600,000	1,000,000	1,000,000	1,000,000	1,000,000
Additional Housing Housing – Non 1-4-1 Provision	500,000	125,000	500,000	500,000	250,000	-	-
Housing Transformation Budget							
Housing Transformation Budget	606,556	415,000	-	-	-	-	-
Total	13,694,206	10,179,950	8,895,442	8,415,042	8,165,042	7,915,042	7,915,042

## Appendix D – Funding Provided for the Capital Programme 2022/23 – 2026/27



**Subject** 2022/23 GENERAL FUND BUDGET REPORT

**Report to** ELT - 26 January 2022

Policy and Resources Committee – 8 February 2022

Council 22 February 2022

**Report by:** Finance Director



#### **SUBJECT MATTER/RECOMMENDATIONS**

This report presents for approval the general fund revenue and capital budget for 2022/23.

It is recommended that the Policy and Resources Committee consider and recommend the following to Council:

- 1) The general fund revenue budget as detailed at Appendix A;
- 2) The Council Tax for 2022/23 for the Borough Council tax be £176.48 (for an average Band D);
- 3) That the demand on the Collection Fund for 2022/23 be:
  - a. £5,085,693 for the Borough Council purposes;
  - b. £596,030 for Parish Precepts;
- 4) The statement of and movement on the reserves as detailed at Appendix D and within section 8 of the report;
- 5) The Policy framework for reserves as detailed at Appendix E;
- 6) The updated Capital Programme and financing for 2021/22 to 2022/23 as detailed at Appendix F;
- 7) New capital bid proposals at Appendix G;
- 8) The Minimum Revenue Provision Statement 2022/23 as included at Appendix H;
- 9) The underwriting of the £3.5million funding for the Learning Centre project as outlined at section 5.

#### **1. INTRODUCTION / BACKGROUND**

- 1.1. This report presents for consideration and recommendation the detail of the 2022/23 revenue and capital budgets for the General Fund. The report also presents an updated Capital programme covering the period 2021/22 to 2023/24. Recommendations from this report will be made to Council on 22 February 2022 to inform the setting of the council tax for 2022/23.
- 1.2. The 2022/23 medium term financial strategy was presented to the Policy and Resources committee in November 2021. At the time there was a forecast gap for the 2022/23 financial year of in the region of £0.9 million before allowing for any transfer from general reserves.
- 1.3. Since then the provisional Local Government Finance settlement has been announced and this has been used to update the funding for the budget for 2022/23, further detail on the funding is included at section 2 of the report. Furthermore the detail of the budget has been pulled together by joint working between the service areas and the finance team to co-ordinate the detailed service budgets which are presented in more detail at Appendix A (summary statement) and Appendix B for the detailed service budgets.

## **2. PROVISIONAL LOCAL GOVERNMENT FINANCE SETTLEMENT 2022/23**

- 2.1. In September 2021 the Chancellor announced a three year Spending Review (SR2021) covering the period 2022/23 to 2024/25. Subsequent announcements in the Autumn Budget confirmed core spending power was projected to increase in real terms over the period of the SR period by an average of 3%. Additional funding of £4.8bn was announced as being available for social care and other services over the same period.
- 2.2. A one year provisional Local Government Financial Settlement was announced on 16 December 2021. The final settlement is due to be confirmed in February and Members will be updated verbally or as part of the report to Council later in February 2022 if there are significant changes that will impact on the budget setting for 2022/23.
- 2.3. **Provisional Local Government Finance Settlement** – This statement announced the one- year funding available for local government for 2022/23. The headlines from the announcement summarised below, along with the impact to the Council’s funding.
- 2.4. **Core Spending Power (CSP)** – This includes funding resources available to the sector and includes income from Council Tax, Business Rates, New Homes Bonus, revenue Support Grant and other specific grants. The headline announcements are increases of over 4% in real terms (£3.5bn cash) for 2022/23, the position for GYBC is included in the table 1;
- 2.5. **Revenue Support Grant (RSG)** – This grant has increased by 3.1% from 2021/22 (£63,331) taking the allocation for 2022/23 to £2,136,919.
- 2.6. **New Homes Bonus (NHB)** – A national allocation of NHB of £554 million was included in the settlement. The allocation to the Council is £495,249 and is based on an award of 308 properties plus 74 affordable units. There is no legacy payments allocation for 2020/21 or 2021/22 and the threshold over which the bonus remains payable remains at 0.4%. Future reforms of NHB have been discussed previously and consultations issued. The allocation to the Borough reflects an increase in homes of 378 plus 138 empty homes being brought back into use giving a total number of units added of 516 which after allowing for the 0.4% threshold reduces the units for the reward to 308. Whilst this good news in terms of the grant for 2022/23, the allocations for the year continues to highlights the significant disparity and inequity of the current NHB award scheme which does not benefit those authorities that have a higher than average number of lower banded properties and also where they face challenges to deliver housing growth.
- 2.7. Other Grants:
  - 2.7.1. **Lower Tier Services grant** – This grant was originally introduced in 2021/22, the provisional settlement has seen a further allocation of £172,282 in 2022/23 (increase of £9k from 2021/22);
  - 2.7.2. **Services grant** – the settlement has included £822 million funding nationally allocated using the 2013/14 shares of Settlement Funding Assessment. The grant was allocated as a one-off un-ringfenced grants in recognition of local services and includes funding for local government for the increase in employer National Insurance Contributions. The allocation to the Council is £264,767;
- 2.8. **Council Tax** – Core Spending Power assumes increases in Council tax funding from tax base growth and increases in Council tax to the capped limit, for districts and boroughs this is the higher of 2% or £5 for a band D equivalent property. The CSP assumed additional resources compared to 2021/22 of £216,175, in cash terms the budget as presented shows a comparable increase in resources from Council Tax of £219,768. This is based on the tax base for 2022/23 of 29,344, an increase of 434 compared to 2021/22 as approved by Council in December 2021 and the increase of £5 to a band D to £176.48 after allowing for the impact of



the collection fund deficit from 2020/21 which must be recovered over three years<sup>1</sup>. Appendix C provides a summary of the band D Council Tax for 2022/23.

- 2.9. **Business Rates** – The 2021 Spending Review announced the business rate multiplier will be frozen for 2022/23 at 49.9p (small business multiplier) and 51.2p (national business multiplier). The freeze in the multiplier means there would be no increase in the baseline funding level from Business Rates, although compensation is being paid in 2022/23 for this and for GYBC equates to £115,451.
- 2.10. The following table provides a summary of the Core Spending Power as announced in the provisional settlement.

<b>Table 1 - Core Spending Power</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Settlement Funding Assessment *	8,135	7,255	6,593	6,239	5,808	5,903	5,914	5,978
Compensation for under-indexing the business rates multiplier	51	51	54	85	123	154	200	316
Council Tax Requirement excluding parish precepts	3,831	3,914	4,142	4,391	4,612	4,836	4,957	5,174
New Homes Bonus (including returned funding)	1,168	1,385	1,072	628	427	373	39	495
Lower Tier Services Grant	-	-	-	-	-	-	164	172
2022/23 Services Grant	-	-	-	-	-	-	-	265
<b>Core Spending Power</b>	<b>13,185</b>	<b>12,605</b>	<b>11,861</b>	<b>11,343</b>	<b>10,970</b>	<b>11,265</b>	<b>11,274</b>	<b>12,399</b>

\*Includes Revenue Support Grant and Business Rates baseline Funding

- 2.11. **Fair Funding Review and Local Government Reforms** - No announcements were made on the timescales of the planned reforms to Local Government funding, namely the fair funding review and business rates reset and New Homes Bonus changes, although it is now expected that these will be implemented in 2023/24 with further consultations over the summer months.
- 2.12. **Business Rates Pool funding** - The Norfolk Business rates pool has been operating since the start of the business rates retention system was introduced 2013/14. The pool arrangements were then reviewed for 2021/22 and considered that the unknown impact of the pandemic on business rates presented too much of a risk at a time when it was not known what further support would be coming from the government in response to covid. The pool has been established again for the 2022/23 financial year with an amendment to the process for allocating the funds from the pool to a sharing of the gain across the members (all seven boroughs, districts and the city along with the County) as opposed to a bidding process. Based on the initial estimates the return to the Borough would be £386,000 and this has been factored into the budget for 2022/23.
- 2.13. The final amount within the 2020/21 pool is still waiting on the final sign off of all billing authority NNDR3 returns. The allocation of this has been agreed to be split into tenths with

<sup>1</sup> One of the covid 19 support measures introduced in 2020/21 was for the collection fund deficit to be recovered over three financial years instead of over one.

each district/Borough receiving 1/10th and 3/10ths allocated to the County. It is estimated that there will be in the region of £490,000 to be received in the current year (2021/22) by the Borough. It is recommended that this be allocated to an earmarked reserve to be used as a contingent sum for capital projects that are being delivered that are in line with the original ambitions of the business rates pooling including job creation, further business rates growth, housing growth, improved skills and new business creation and expansion.

### 3. REVENUE ACCOUNT BASE BUDGET

- 3.1. The high-level summary of the general fund revenue budget is included in Appendix A. Appendix B provides more detail of the service budgets and also provides commentary on the more significant movements compared to the 2021/22 base budget. The following provides a commentary on some of the key assumptions that have been used to inform the 2022/23 budgets.
- 3.2. **Council Tax** – In summary the budget assumes an increase in the tax base and an increase in the Band D Council Tax of £5 and after allowing for the profiling of recovery of the current deficit on the collection fund from 2020/21 there is additional income compared to 2021/22 of £219,768, the forecasts for the following two years assume similar growth in tax base and annual increases of £5 for a band D.
- 3.3. **Funding** – The budget assumes the funding allocation from the provisional local government finance settlement and the utilisation of the grants allocated in the year, namely lower tier services grant, 2022/23 services grant and New Homes Bonus.
- 3.4. **Fees and Charges** – The fees and charges for 2022/23 are included as a separate report on the agenda, all fees and charges have been reviewed in line with the policy and where appropriate there have been some recommendations outside of the policy to reflect the current market and these are detailed in the accompanying report. The budget reflects the implications of the proposed fees and charges for 2022/23.
- 3.5. **Savings** – The 2022/23 budget assumes the continuation of previously approved savings and additional income, in addition the following new savings and additional income are being recommended as part of approval of the budget for 2022/23. Management team were tasked to identify savings and additional income for consideration as part of the 2022/23 budget that are in line with the key themes of the Councils financial and business strategy as included in the Medium term Financial Strategy. The key themes are:
  - Strategic Asset Management
  - Economic and Housing Growth
  - Property Investment and Commercialisation
  - Technological Investment
  - GYBC Operating Model – including Digital Strategy, Organisational Strategy and Procurement and Contract Management
  - Sustainability Strategy
- 3.6. The table below provides a summary of the new savings proposals included in the 2022/23 budget.

Service Area	Savings	£
Property Services	Review of the resourcing following a post becoming vacant	60,000
Neighbourhoods and Community	Review of the provision of the service following a post being vacant.	56,500
IT	Mobile phone contract and miscellaneous savings	20,000

Service Area	Savings	£
Various	A review of all fees and charges has been carried out to ensure that the levels remain competitive and where applicable cost recovery of services provided, additional income above the annual increases	15,000
Property Services	Yacht station concession – opportunity for a concession to be provided.	5,000
Property Services	Gorleston concessions and leisure provision opportunities are expected to deliver additional income	79,000
Property Services	Expression of interests for income opportunities along the Great Yarmouth Seafront to support the visitor economy	60,000
Customer Services	Review of business rated properties to identify opportunities to increase the business rates baseline	80,000
Various	Service budget efficiencies from critical review of base budgets include review of smaller budget heading to reflect the current ways of working in line with the agile working policy	30,000
	Total	405,500

- 3.7. **Employee Budgets** – The budget for 2022/23 assumes a 2% pay award, although this is subject to a local agreement and it is worth noting that no agreement on the 2021/22 pay award has been agreed. As a guide a 0.5% sensitivity to the pay award equates to approximately £50,000 per annum for the Council budget. It is current practice to allow for a turnover/vacancy element within the employee budgets for the year, for 2022/23 this equates to approximately 2.5% (£382k), this is an increase of 55,000 compared to the current year and has been informed by prior year actuals. Additional pension costs of £155,000 have been allowed for within the budget in line with the current planned level of payments to the pension scheme.
- 3.8. **Contract Inflation** – Where applicable contract inflation has been factored into the budget. This is in the region 3% to 4.6% depending on the contracts and includes where applicable for the joint venture arrangements.
- 3.9. **Interest and Minimum Revenue Provision (MRP)** – The budget for 2022/23 includes £903k million for interest payable which has been informed by the current level of interest rates and planned borrowing requirements in line with the capital programme and the treasury management strategy. The MRP for the year has been updated to reflect a revision to the delivery of the capital programme schemes, currently forecast to be £1.874 million for the year.
- 3.10. A review of the payment of concurrent function grants to Parish Councils was previously requested to inform future budget setting proposals. The review has commenced and to date those Parishes that are in receipt of the grant have confirmed that in most cases the grant received at least covers the cost of the services provided by the grant. Further work as part of the review will need to collate the information on the sites that the services is carried out on along with whom the responsibility sits with in terms of ownership. In addition, work has recently been carried out on a review of playground facilities across the borough and this work will also be used to understand the provision of services across the borough and how costs are apportioned. This will be completed during 2022/23 and therefore for 2022/23 there has been no changes to the budget.

#### 4. RESERVES

- 4.1. The statement of general and earmarked reserves is attached at Appendix D, this details the planned use of reserves in the current and future financial years. Reserves are held and utilised in accordance with the policy framework for reserves which is attached at Appendix E.
- 4.2. The balance in the general reserve at 1 April 2021 was £3.713million and is expected to be £3.495million at the end of the current year after allowing for the forecast movements in the current year, the final balance will be informed by the 2021/22 outturn position. The policy framework for reserves has been reviewed and this includes the methodology for the recommended level of general reserve which is recommended to be increased to £3.5 million to reflect the level of significant projects that are underway and the continued uncertainty around funding. As the outcomes of the funding reviews are known, it would be appropriate to again review the level of reserves.
- 4.3. The Council continues to hold a number of earmarked reserve of which the more significant are summarised below along with the current forecast balance at 31 March 2022:
  - 4.3.1. Invest to Save (£1.398million) – This reserve provides a source of funding that can be utilised for up front, one-off funding for invest to save proposals that will deliver future budget efficiencies and savings.
  - 4.3.2. Asset Management Reserve (£813k) – This reserve is held to mitigate the impact of fluctuations between financial years from income received from council assets and properties and is being used to smooth the impact to the revenue account of the costs of the new leisure centre until it is operational and reduces the impact to the revenue account.
  - 4.3.3. Collection Fund Reserve (£1.877million) - This reserve can be used to mitigate the significant variations between years and to reduce the impact of appeals from previous years. The transfer from the reserve in the 2022/23 budget seeks to mitigate the in-year impact of the reduction in the council tax base.
- 4.4. The Council continues to hold a number of other earmarked reserves for specific committed purposes for which the timing of their use has not yet been identified. The current virement rules allow for the use of reserves to be approved within the overall virement limits.
- 4.5. A comprehensive statement on the adequacy of the reserves and recommended balance will be included with the Chief Financial Officer's report which forms part of the Council Tax and Budget report to Council in February 2022.

#### 5. CAPITAL

- 5.1. This section of the report presents the capital budgets for consideration along with the recommended capital bids for 2022/23.
- 5.2. **Current 2021/22 Capital Programme** - Appendix F includes a summary of the 2021/22 capital programme (excluding new bids), which has been updated for slippage on the 2021/22 capital programme, capital projects approved as part of prior year budget setting and also where there has been approved in-year amendments to the capital programme.
- 5.3. This results in a current capital budget of £30.517m, of which £15million is in relation to the Marina centre development. is financed from capital funding sources and the remainder is to be financed by borrowing.
- 5.4. **New Capital Schemes** - In addition to the update of the 2022/23 capital programme, approval is being sought for a number of new capital projects for 2022/23, and subsequent years as identified within the Capital Appendix G.
- 5.5. The appendix provides the detail of the bids summarised in the table below:

	£
Schemes recommended to be included in the 2022/23 programme – annual provisions (includes previously approved)	1,400,000
Schemes recommended to be included in the 2022/23 programme	2,898,985
Schemes recommended to be included in the 2022/23 programme pending approval from ITIG	36,825
Sub total – Additions to Capital Programme	4,335,810
Further Business cases required	808,000
Total Capital Bids	5,143,810

- 5.6. Where bids are linked to current capital projects, from example the extension of the marina centre car park and the additional beach huts at Gorleston, these are recommended for approval within the capital programme. Also where the capital budgets are being requested in relation to assets and the asset management plan for example town hall and greyfriars house, these are recommended for approval.
- 5.7. The following schemes are recommended in principal but will be subject to detailed business cases, with those above £100,000 being reported to Policy and Resources Committee to approve the release of the funds:
- 5.7.1. Great Yarmouth North Drive Promenade Beach Huts – £450,000
  - 5.7.2. Infrastructure Improvements to Garton Hall Travellers Site - £637,000
  - 5.7.3. Print Room Offline Finishing Equipment £36,825 – release of these funds will be considered by the IT Investment Group.
- 5.8. The bids include the recommendation of £1,130,000 be included in the capital programme for the **refuse collection vehicle replacement programme**. Ahead of the release of these funds a business case will be produced which will consider the options available for the replacement vehicles and will be informed by a review of the current fleet arrangements and recommendations for the future fleet strategy. This will be presented to Members ahead of releasing the budget.
- 5.9. Of the bids totalling £4,335,810, it is recommended that £3,001,655 be funded from borrowing.
- 5.10. As part of the budget report, the opportunity has been taken to review the programme and update the programme with the projects included within the Future High Streets and Town Deal programmes. The TD full business cases are in the process of being finalised for final sign off by 31 March 2022, as part of the review of the business cases the co-funding for each of the projects have been reviewed along with the Council's contributions. This report is recommending updates to the capital programme for the following two schemes;
- 5.11. **Intervention 1 Incubator Units** – As part of the business case it has been highlighted that a further funding of £420k is required to deliver the outcomes of the intervention, whilst this project is at early stages as the project delivery is finalised it could be that there is scope to contain this within the overall project funding, in the meantime it is recommend that £420k be included in the capital programme as matched funding for the project, the release of this funding would be subject to confirmation of mitigating the revenue implications.
- 5.12. **Intervention 3 Learning Centre** – At application stage this project allowed for partner funding of £3.5m from the Institute of Technology for the provision of the learning centre in the town centre. It has recently been confirmed that the College's IOT funding application had not been successful. Partners along with the Council are seeking alternative funding opportunities for the delivery of the project, at the same time the project team for this intervention are looking at alternative options for the delivery of the project to ensure that outcomes are still met and



also opportunity to generate income to mitigate the impact on the revenue account. In the meantime the Council is being asked to temporarily underwrite the funding gap until RIBA stage 3 at which time the overall funding of the scheme and deliverability will be reviewed pending the outcome of this work. As certainty on the funding is known this will be reported to members as part of the monitoring processes.

- 5.13. **Wellesley recreational Ground** – There is a separate item on the agenda recommending the including in the capital programme of £942,000 to deliver a new 3G artificial pitch and to restore the tennis pavilion. The 2021/22 budget report included a capital bid of £303,000 as the Council's match funding to the project subject to identifying and application for external funding. The report on the project outlines the process to date and the status of the application for £687,000 of funding from the football foundation for the project. Subject to the confirmation of the award of funding this report is seeking the including of the capital budget to be funded as outlined in the accompanying report.

- 5.14. **Capital Programme Funding** - There are a number of sources of funding available to fund the capital expenditure. The following outlines those which are available to the Council:

- 5.14.1. External Contributions or Grants – e.g. from third party organisations often used to part fund capital projects, for example the future high streets fund.
- 5.14.2. Reserves – Available capital and revenue reserves can be used to fund capital expenditure.
- 5.14.3. Capital Receipts – Capital receipts are generated from asset disposals and can only be used to fund capital expenditure or repay debt. The latter is not applicable at the moment, as the Council is currently debt free.
- 5.14.4. Borrowing – Under the Prudential Framework, the Council is able to fund expenditure from borrowing provided that they can demonstrate affordability and need. Borrowing (internal or external) to finance capital spend will attract charges to the revenue account in the form of interest and Minimum Revenue Provision (MRP) charges. The Councils capital programme is heavily reliant on borrowing as a source of funding. This report is presenting for approval the Minimum Revenue Provision Statement for 2022/23 which outlines the method for calculation of the MRP, this is included at Appendix H.

## 6. FUTURE FINANCIAL FORECASTS

- 6.1. Included in the Appendix A is a high-level financial forecast for the following two years of the spending review. At this time the impact of the fair funding review and business rates reset is not know, furthermore the outcome of the review of the New Homes Bonus is currently unknown and it is anticipated that any changes will be inform future funding allocations. It is now anticipated that the outcomes of these will inform the funding allocations from 2023/24 onwards.
- 6.2. At this time based on the current assumptions there is a forecast funding gap of £1.9million in 2023/24 increasing by a further £163k in 2024/25. This is before any new savings or additional income streams are factored into the budget and assumes inflationary increases to government grant and business rates, pending the wider review of funding reforms. Part of the significant movement between years is the removal of the New Homes bonus grants and one-off grants received in 2022/23 totalling £932k, plus inflationary costs and MRP. Whilst it does not currently assume any funding from New Homes Bonus after 2022/23, a replacement scheme could provide further funding that would mitigate the funding gap.
- 6.3. The current business strategy themes as mentioned earlier remain the priorities for identifying opportunities to deliver growth and ensuring that the Council's resources and assets are

utilised in the most efficient way to deliver future savings and income to the Council. This will include identifying opportunities to generate capital receipts to reduce future borrowing costs for funding the capital programme.

- 6.4. The timing of the announcements of the reviews of local government funding is not yet known and once further detail is announced, the Medium-Term Financial Strategy will be updated accordingly.

## **7. FINANCIAL IMPLICATIONS**

- 7.1. The body of the report and appendices present the overall general fund budget for revenue and capital for 2022/23. For the revenue account there is forecast to be a deficit of £249,591 and it is recommended that this is funded by other earmarked reserves.
- 7.2. The Council continues to face significant financial challenges due to the uncertainty of future funding for local government and also the longer-term recovery from Covid – both in terms of income recovery from council tax and rental streams as well as fees and charges income.

## **8. RISKS**

- 8.1. The Council budget has been informed by a number of assumptions and based on information that is available, for example funding allocations. The following outlines the more significant risks that the Council continues to face in relation to its financial position.
- 8.2. **Future Funding** – The budget for 2022/23 is based on a one-year finance settlement. The delay to the implementation of the new funding system being informed by the fair funding review and review of business rates retention means that during 2022/23 there are likely to be exemplifications of the impact to individual authorities funding moving forward. The timing is not yet confirmed and as announcements are made the future financial projections will be updated accordingly. Future funding gaps still remain a risk to the overall funding for Local Government.
- 8.3. **New Homes Bonus** – As a source of funding, the current scheme is heavily skewed against those authorities with a higher than average number of properties in the lower council tax bands and also where there is lower levels of housing growth. Delivery of new homes growth is still important in response to demand and also the ability to grow the council tax base as a source of income.
- 8.4. **Business Rates** - Funding fluctuations from business rate income continues to be a prevalent feature of Local Government funding. The impact of appeals only exacerbates this risk and applies to current and new appeals. Other factors that will lead to reductions in income include for example, business closures, successful rateable value appeals (which reduce the RV and consequently the rates payable), including the impact of back dated appeals. The NNDR provision within the system only reflects the potential impact of appeals currently in the appeals system. The Council does hold an earmarked reserve which can mitigate the timing of fluctuations in the level of income from business rates.
- 8.5. **Capital Projects** – The Council has a number of significant capital projects at various stages of delivery. Each project faces a number of risks in terms of their delivery and also where they are subject to external funding it is essential that the funding conditions are met. The Council has a strong governance framework in place which can mitigate some of the project risks as well as ensuring adequate project contingency is held within project budgets. However, there will always be risks that are outside of the control of the council when managing these budgets. Reserves, both general and earmarked reserves can be used to mitigate the financial impact of this.

- 8.6. **Interest Payable and Minimum Revenue Provision (MRP)** - The budget reflects the revenue costs of the planned borrowing and financing of the current and future capital programmes. The impact of interest rate changes will have a direct impact to the revenue account for the financing of capital schemes. Whilst interest rates continue to be at historic lows the borrowing requirements continue to be reviewed and decisions made in line with the treasury management strategy.
- 8.7. Slippage of capital schemes will impact on the level of borrowing required along with the associated financing costs. The capital programmes have been reviewed to accurately reflect the timing of the projects, to ensure an accurate provision for MRP and interest can be made which reflects the timing of the capital spend. In addition, as new schemes and projects are approved outside of the budget this too will have an impact on the associated financing costs and will need to be considered as part of the options appraisal and business cases presented for approval. Furthermore future increases to MRP can be mitigated by the use of capital receipts to fund capital expenditure to reduce the need to borrow.
- 8.8. **Budgeted Income** – The annual revenue budget is dependent upon achieving significant levels of income from a number of demand led areas from sales, fees and charges, for example car parking, planning and building control and crematorium. The budgets have been informed by actuals and knowledge of current service delivery and also taking account of longer term recovery from the pandemic. Whilst a prudent approach has been taken for the setting of income budgets the actual performance will need to be monitored closely to allow any corrective actions to be taken in year if required.
- 8.9. Achievement of service income still remains a financial risk that cannot be fully influenced by the Council. It is for reasons such as this that a factor in determining the recommended general reserve balance includes an amount for the sensitivity in delivery of the more significant demand-led income budgets.
- 8.10. **Commercial Property Rentals** – The Council holds a number of commercial assets for which it receives an income from licences and rentals. The budget has made some assumptions on future rentals, however the risk of vacancies continue to be prevalent and therefore will continue to be managed by the service.
- 8.11. **Reserves** - The Council currently holds a number of earmarked reserves for which some are allocated for specific purposes, although the profile of spend is not yet agreed and commitments not currently made. Use of reserves provide a short-term solution to mitigate the forecast deficits and can also be used to mitigate the impact, if for example savings and income are not achieved as budgeted. As part of approving the annual budget Members are reminded that reserves do not provide a long-term solution for a sustainable budget position.
- 8.12. **Universal Credit and Housing Benefit Subsidy** – The budget reflects the reducing funding from the Department for Work and Pensions for housing benefit administration. The Council is responsible for paying out in the region of £22 million of housing benefit and rent rebates which the budget assumes is recoverable through the subsidy system. The subsidy returns are audited annually at which point any under or over recovery will be determined and adjusted for. Any under recovery that is not eligible for subsidy would result in a financial implication to the Council which can be mitigate through the use of the earmarked reserve.
- 8.13. **Local Council Tax Support** – The LCTS scheme continues to support those households on low income or in receipt of benefit. The impact of a greater demand for LCTS would reduce the council tax collectable in the year and consequentially increase the deficit on the collection fund which will then need to be recovered in future years.

## 9. CONCLUSIONS

- 9.1. The Council is required to recommend a budget for approval each year. The budget report is presented to Policy and Resources Committee for recommendation to Full Council as part of the budget and council tax setting process. The report presents the detailed budget considerations for 2022/23. The budget has been informed by the one-year provisional finance settlement for 2022/23.
- 9.2. The report provides an overview of the risks that are facing the Council in the short to medium term, the most significant for the short term being the uncertainty around the impact of Covid-19 on the budget position for 2022/23 and medium-term recovery.

## 10. BACKGROUND PAPERS

- 10.1. The following reports and announcements have been used to inform the budget report as presented:
  - 10.1.1. 2020/21 Outturn report
  - 10.1.2. 2021/22 in year financial monitoring reports
  - 10.1.3. Provisional Local Government Finance Settlement
  - 10.1.4. Medium Term Financial Strategy
  - 10.1.5. National Non-Domestic Rates Return
  - 10.1.6. Financial monitoring.

Area for consideration	Comment
Monitoring Officer Consultation	
Section 151 Officer Consultation	
Existing Council Policies	See background papers
Financial Implications	Within existing budgets
Legal Implications (including human rights)	
Risk Implications	
Equality Issues/EQIA assessment	
Details contained in strategy	
Crime & Disorder	
Every Child Matters	

<b>General Fund Summary</b>	<b>2020/21 Outturn</b>	<b>Original 2021/22 Budget</b>	<b>2021/22 updated Forecast</b>	<b>2022/23 Budget</b>	<b>2023/24 Forecast</b>	<b>2024/25 Forecast</b>
	£	£	£	£	£	£
<b>Services:</b>						
Executive and Resources	(107,118)	4,108,536	5,163,532	5,126,040	4,962,221	4,998,151
Inward Investment	1,373,972	1,095,607	1,130,924	3,593,020	3,500,004	3,094,797
Housing	1,176,442	1,158,056	1,032,748	1,046,111	986,196	1,020,197
Planning and Growth	363,186	427,075	433,238	434,019	459,320	477,666
Customer Services	(131,737)	(545,451)	(692,719)	(695,176)	(654,650)	(523,271)
Property and Asset Management	892,314	445,096	808,226	(85,890)	(259,731)	(131,318)
Communications and Marketing	604,631	777,164	761,088	753,578	745,255	747,106
Environmental Services	4,691,851	5,063,127	5,030,345	5,321,436	5,570,099	5,752,741
<b>Net Cost of Service</b>	<b>8,863,540</b>	<b>12,529,210</b>	<b>13,667,382</b>	<b>15,493,138</b>	<b>15,308,713</b>	<b>15,436,069</b>
<b>Non Service Exp/(Income) :</b>						
Recharges to HRA	(1,729,720)	(1,914,393)	(2,079,593)	(2,036,804)	(2,067,106)	(2,092,241)
Parish Precepts	479,131	519,506	519,506	596,030	596,030	596,030
Parish CTSS Grant	25,009	20,080	25,004	25,003	20,003	15,003
Capital Charges	(1,910,669)	(2,196,310)	(2,196,310)	(3,790,627)	(3,790,627)	(3,790,627)
Revenue Financing for Capital	262,907	0	0	0	0	0
Interest Receivable	(310,784)	(58,967)	(58,967)	(82,086)	(80,996)	(79,940)
Interest Payable	614,507	1,229,995	1,244,995	902,592	913,433	924,237
Minimum Revenue Provision	1,412,562	1,558,000	1,558,000	1,730,112	2,632,000	2,977,000
Pension Back Funding	1,975,300	2,126,769	2,126,769	2,270,129	2,424,776	2,428,259
Vacancy Management	0	(326,973)	0	(382,000)	(382,000)	(382,000)
Apprenticeship Levy	34,946	47,751	47,751	51,767	52,292	53,184
<b>Sub total - Non Service Exp/Inc</b>	<b>738,181</b>	<b>1,005,458</b>	<b>1,187,155</b>	<b>(715,885)</b>	<b>317,804</b>	<b>648,905</b>
<b>Net Operating Expenditure</b>	<b>9,601,722</b>	<b>13,534,667</b>	<b>14,854,537</b>	<b>14,777,254</b>	<b>15,626,517</b>	<b>16,084,974</b>
<b>Contributions to/(from) Reserves:</b>						
Insurance Fund	96,064	0	(4,114)	0	0	0
Restricted use grant	(5,989)	(3,946)	(37,426)	(54,000)	(40,515)	(20,000)
Invest to Save	(35,910)	0	0	0	0	0
Specific budget	90,036	1,563	1,563	(59,142)	(47,590)	0
Repairs and maintenance	(49,903)	0	(49,150)	0	0	0
Second Homes Council tax	(155,962)	0	0	0	0	0
Waste management	0	(11,375)	(11,375)	(11,375)	(2,420)	0
Collection Fund	442,968	(100,000)	(100,000)	(93,000)	0	0
Community Housing	(30,417)	(30,000)	(30,000)	(10,000)	(30,000)	(30,000)
Enforcement	(4,452)	0	(7,500)	0	0	0
Coastal Protection	115,000	0	0	0	0	0
Special Projects Reserve	(189,699)	(118,316)	(206,340)	(182,978)	(25,900)	0
Homelessness	(145,545)	(164,963)	(164,963)	(95,000)	0	0
Asset Management	(101,743)	(257,300)	(257,300)	(230,825)	(204,753)	0
Empty Business Property Initiative Reserve	100,000	0	0	0	0	0
General Reserve	0	(215,000)	(203,151)	0	0	0
Covid reserve	0	0	(808,535)	0	0	0
Other Reserves	600,762	(47,621)	(429,528)	(24,742)	(28,917)	(13,912)
<b>Sub Total Reserves</b>	<b>12,841,411</b>	<b>(946,958)</b>	<b>(2,307,819)</b>	<b>(761,062)</b>	<b>(380,095)</b>	<b>(63,912)</b>
<b>Amount to be met from Government Grant and Local Taxpayers</b>	<b>22,443,133</b>	<b>12,587,709</b>	<b>12,546,718</b>	<b>14,016,192</b>	<b>15,246,422</b>	<b>16,021,062</b>
Collection Fund - Parishes	(354,487)	(519,506)	(519,506)	(596,030)	(596,030)	(596,030)
Collection Fund - Borough	(4,935,126)	(4,865,925)	(4,865,925)	(5,085,693)	(5,321,569)	(5,658,549)
Retained Business Rates	(15,509,456)	(4,507,153)	(4,507,153)	(5,015,661)	(5,216,287)	(5,424,939)
Revenue Support Grant	(2,062,184)	(2,073,588)	(2,073,588)	(2,136,919)	(2,201,027)	(2,267,057)
New Homes Bonus	(372,510)	(38,766)	(38,766)	(495,249)	0	0
Other Grants	(37,592)	(303,320)	(303,320)	(437,049)	0	0
<b>Income from Grant and Taxpayers</b>	<b>(23,271,355)</b>	<b>(12,308,258)</b>	<b>(12,308,258)</b>	<b>(13,766,601)</b>	<b>(13,334,913)</b>	<b>(13,946,575)</b>
<b>(Surplus)/Deficit (before general reserve transfer)</b>	<b>(828,222)</b>	<b>279,452</b>	<b>238,460</b>	<b>249,591</b>	<b>1,911,509</b>	<b>2,074,487</b>



	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Executive and Resources:</b>					
<b>Equinox</b>					
Employee	0	0	58,370	58,370	New Executive Officer post salary costs recognised in budget. Fully recovered from the company as reflected within the income below.
Supplies & Services	92,620	96,700	25,000	(67,620)	Non Executive Payroll costs for the company and Insurance costs for Equinox Enterprises Ltd, fully recharged back to the company as per the income line below.
Third Party Payments	0	0	0	0	
Income	(92,620)	(142,020)	(129,000)	(36,380)	Service Level Agreement has increased between Equinox and the Council. This increases the income received.
	(0)	(45,320)	(45,630)	(45,630)	
<b>GYBS Company</b>					
Employee	0	0	68,384	68,384	Costs in relation to the GYBS future delivery as approved to be funded from earmarked reserves.
Supplies & Services	0	0	34,616	34,616	
Income	0	0	0	0	
	0	0	103,000	103,000	
<b>Corporate Costs</b>					
Transport	6,500	3,000	6,500	0	
Supplies & Services	175,301	174,301	141,607	(33,694)	External Audit Fees updated forecast based on scale fee assumption.
Support Services - Recharges Out	(445,710)	(445,710)	(445,730)	(20)	
Support Services - Recharges In	263,900	263,900	297,650	33,750	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	0	0	0	0	
	(9)	(4,509)	27	36	
<b>Executive Team</b>					
Employee	669,143	654,874	709,650	40,507	Temporary additional of PA support to ELT. Plus impact of 2% pay increase.
Premises	0	0	0	0	
Transport	7,500	5,000	5,000	(2,500)	
Supplies & Services	11,798	9,548	8,241	(3,556)	
Support Services - Recharges Out	(1,042,730)	(1,042,730)	(1,350,700)	(307,970)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	354,310	354,310	627,820	273,510	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	0	0	0	0	
	21	(18,998)	11	(9)	

	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Finance</b>					
Employee	652,896	600,300	650,075	(2,821)	
Premises	0	0	0	0	
Transport	500	500	250	(250)	
Supplies & Services	284,316	243,616	272,728	(11,588)	Reduction in Services Specialist budget and Bad Debt Provision.
Third Party Payments	0	0	0	0	
Transfer Payments	0	0	0	0	
Support Services	86,000	115,000	115,000	29,000	Revised budget in line of expectation based on prior year bank giro and cheque fees.
Capital Charges	0	0	0	0	
Support Services - Recharges Out	(1,637,200)	(1,637,200)	(1,494,280)	142,920	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	618,490	618,490	461,220	(157,270)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(5,000)	(13,500)	(5,000)	0	
	2	(72,794)	(7)	(9)	
<b>ICT</b>					
Employee	417,018	339,926	458,850	41,832	One post transferred from Communications and Marketing.
Premises	4,406	4,406	4,951	545	
Transport	2,500	2,500	1,000	(1,500)	
Supplies & Services	297,293	357,198	358,958	61,665	Increase in cost of Microsoft licenses and new software purchased for PSN accreditation.
Third Party Payments	474,593	474,593	474,593	0	
Capital Charges	42,896	42,896	107,504	64,608	Reflects changes in depreciation charge for assets aligned to this service.
Support Services - Recharges Out	(1,377,410)	(1,377,410)	(1,553,710)	(176,300)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	138,700	138,700	147,860	9,160	
Income	0	0	0	0	
	(4)	(17,191)	6	10	
<b>Corporate Strategy</b>					
Employee	89,656	68,003	92,700	3,044	
Premises	0	0	0	0	
Transport	200	200	200	0	
Supplies & Services	4,220	4,220	3,752	(468)	
Support Services - Recharges Out	(146,510)	(146,510)	(143,950)	2,560	
Support Services - Recharges In	52,440	52,440	47,290	(5,150)	
Income	0	0	0	0	
	6	(21,647)	(8)	(14)	

	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Member Services</b>					
Employee	185,480	178,303	188,379	2,899	
Premises	0	0	0	0	
Transport	3,600	2,100	2,100	(1,500)	
Supplies & Services	325,798	319,397	332,944	7,146	Members allowances based on outcome of the Independent Review Panel (taking effect from Dec 2021). Ward budgets were included in 2021/22 as a one-off and removed from the 2022/23 base budget.
Support Services - Recharges Out	(646,650)	(646,650)	(684,760)	(38,110)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	131,770	131,770	161,340	29,570	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	0	0	0	0	
	(2)	(15,080)	3	5	
<b>Elections</b>					
Employee	163,466	159,139	116,492	(46,974)	
Premises	0	0	0	0	
Transport	1,000	0	1,000	0	
Supplies & Services	121,653	134,653	73,472	(48,181)	No elections expected in 2022/23.
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	30,960	30,960	38,310	7,350	
Income	(114,700)	(125,700)	(700)	114,000	No elections expected in 2022/23.
	202,379	199,052	228,574	26,195	
<b>Human Resources</b>					
Employee	411,525	401,362	417,894	6,369	
Premises	0	0	0	0	
Transport	1,000	1,000	1,000	0	
Supplies & Services	47,896	47,896	74,684	26,788	New Payroll/HR System agreed.
Support Services - Recharges Out	(606,010)	(606,010)	(653,230)	(47,220)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	145,590	145,590	159,660	14,070	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	0	0	0	0	
	1	(10,162)	8	7	
<b>Legal</b>					
Supplies & Services	82,223	82,223	82,223	0	
Third Party Payments	388,582	388,582	407,623	19,041	Increase in NP Law contract fee.
Support Services - Recharges Out	(457,570)	(457,570)	(479,640)	(22,070)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	21,760	21,760	24,800	3,040	
Income	(35,000)	(22,000)	(35,000)	0	
	(5)	12,995	6	11	

Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
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	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>COVID-19 costs</b>					
Employee	0	1,060,979	0	0	
Premises	0	0	0	0	
Transport	0	0	0	0	
Supplies & Services	50,000	2,574,524	0	(50,000)	Removal of budget for direct costs in respect of COVID, previously offset by grant allocations (see below).
Income	(745,722)	(3,080,187)	0	745,722	2021/22 base budget included the tranche 5 COVID funding to cover the direct cost and other service impacts and fees and charges impact such as car park income not covered by the national sales, fees and charges scheme. No further Covid funding is assumed to be received in 2022/23.
	(695,722)	555,316	0	695,722	
<b>Total Executive and Resources:</b>	<b>(493,334)</b>	<b>561,662</b>	<b>285,990</b>	<b>779,324</b>	
<b>Total Executive and Resources excluding capital charges &amp; recharges:</b>	<b>4,065,640</b>	<b>5,120,636</b>	<b>5,018,536</b>	<b>952,896</b>	
<b>Total Executive and Resources excluding recharges:</b>	<b>4,108,536</b>	<b>5,163,532</b>	<b>5,126,040</b>	<b>1,017,504</b>	
<b><u>Inward Investment</u></b>					
<b>Projects and Programmes</b>					
Employee	259,445	150,005	155,554	(103,891)	Project Management Team have been moved to their own cost centre Project Management Office.
Premises	0	0	0	0	
Transport	1,500	886	886	(614)	
Supplies & Services	2,659	57,771	2,154	(505)	
Support Services - Recharges Out	(77,000)	(45,492)	(77,200)	(200)	
Support Services - Recharges In	295,850	174,791	514,260	218,410	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	0	(56,200)	0	0	
	482,454	281,761	595,654	113,200	
<b>Project Management Office</b>					
Employee	0	173,894	128,778	128,778	Project management Team have been moved to their own cost centre PMOT. Previously these costs were within EXPP.
Premises	0	0	0	0	
Transport	0	614	614	614	
Supplies & Services	0	1,088	1,188	1,188	
Support Services - Recharges Out	0	(31,508)	0	0	0
Support Services - Recharges In	0	121,059	45,200	45,200	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	0	0	0	0	
	0	265,147	175,780	175,780	



Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
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	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Inclusion Project (ESF)</b>					
Employee	4,481	582	0	(4,481)	
Income	0	0	0	0	
	<u>4,481</u>	<u>582</u>	<u>0</u>	<u>(4,481)</u>	
<b>Future High Street Fund</b>					
Supplies & Services	0	1,360	0	0	
Income	0	0	0	0	
	<u>0</u>	<u>1,360</u>	<u>0</u>	<u>0</u>	
<b>Towns Fund</b>					
Supplies & Services	0	4,800	0	0	
Support Services	0	0	0	0	
Capital Charges	0	0	1,000,000	1,000,000	This reflects the accounting treatment of the Council's contribution to the Operations and Maintenance campus being built by Norfolk County Council. This cost is fully offset within the budget by a capital charges adjustment under Appendix A.
Income	0	0	0	0	
	<u>0</u>	<u>4,800</u>	<u>1,000,000</u>	<u>1,000,000</u>	
<b>Offshore Wind Project</b>					
Employee	50,069	50,069	50,416	347	
Premises	0	0	0	0	
Transport	0	0	0	0	
Supplies & Services	0	49,135	155,000	155,000	Marketing costs for the offshore wind project fully funded by grant money as per the income line below.
Income	(50,069)	(99,204)	(205,416)	(155,347)	As above.
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
<b>Winter Programme</b>					
Supplies & Services	0	208,698	0	0	
Income	0	(208,698)	0	0	
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
<b>CCTV</b>					
Employee	0	0	0	0	
Premises	4,000	4,000	4,000	0	
Transport	0	0	0	0	
Supplies & Services	87,992	94,336	97,022	9,030	
Capital Charges	0	0	35,967	35,967	Reflects changes in depreciation charge for assets aligned to this service.
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	20,030	20,030	31,340	11,310	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(4,000)	(4,000)	(4,000)	0	
	<u>108,022</u>	<u>114,366</u>	<u>164,329</u>	<u>56,307</u>	

	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Culture and Leisure</b>					
Employee	0	(450)	0	0	
Premises	0	0	0	0	
Transport	0	0	0	0	
Supplies & Services	72,044	72,044	69,044	(3,000)	
Third Party Payments	61,900	61,900	61,900	0	
Support Services - Recharges In	38,390	38,390	30,750	(7,640)	
Income	0	0	0	0	
	<u>172,334</u>	<u>171,884</u>	<u>161,694</u>	<u>(10,640)</u>	
<b>Conservation</b>					
Employee	151,017	147,210	153,543	2,526	
Premises	45,666	133,166	158,934	113,267	Trees for Cities project budget is fully funded from grant income and Town Wall repairs are partially funded from £30k Historic England grant.
Transport	200	200	200	0	
Supplies & Services	49,188	412,688	490,532	441,344	Winter Gardens development stage budget is fully funded by grant income as per below.
Third Party Payments	0	0	0	0	
Transfer Payments	0	188,806	33,490	33,490	Heritage Action Zone project costs are funded by grant income as per below.
Support Services	0	0	0	0	
Capital Charges	25,408	25,408	1,160,660	1,135,252	This reflects the Council's transfer of Town Deal funds to partners for costs they are incurring as contribution to the Town Deal scheme projects (accounting treatment). This cost is fully offset within the budget by a capital charges adjustment under Appendix A.
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	61,120	61,120	41,960	(19,160)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(66,667)	(676,473)	(625,740)	(559,073)	Heritage Action Zone, Tree for cities and Winter Garden grant funding will offset costs above.
	<u>265,932</u>	<u>292,125</u>	<u>1,413,579</u>	<u>1,147,647</u>	
<b>Indoor Leisure - Phoenix Pool and Marina Centre</b>					
Employee	0	0	57,031	57,031	New contract manager position for the new leisure provision.
Premises	24,462	57,504	24,988	526	
Transport	0	0	0	0	
Supplies & Services	7,309	53,417	7,425	116	
Third Party Payments	67,500	191,916	56,696	(10,804)	New Lease hire contract for fitness equipment at the Phoenix.
Transfer Payments	64,439	64,439	118,861	54,422	New Leisure Operator Management fee.
Support Services	0	0	0	0	
Capital Charges	33,291	33,291	86,348	53,057	Reflects changes in depreciation charge for assets aligned to this service. Demolition of the Marina Centre in 2020/21 removes depreciation charge for 2021/22.
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	76,890	76,890	83,450	6,560	
Income	0	(124,416)	0	0	
	<u>273,890</u>	<u>353,041</u>	<u>434,799</u>	<u>160,908</u>	

	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Neighbourhood Management</b>					
Employee	262,853	218,198	307,996	45,143	Employee costs revised to budget for new team structure following large turnover of staff in prior years.
Premises	10,264	11,964	9,873	(391)	
Transport	800	800	800	0	
Supplies & Services	82,784	102,784	85,346	2,562	
Third Party Payments	0	0	0	0	
Transfer Payments	113,000	357,317	200,000	87,000	Forecast £200k for projects potentially being won beginning in 2022/23.
Support Services	0	0	0	0	
Capital Charges	0	0	0	0	
Support Services - Recharges Out	(364,400)	(364,400)	(387,310)	(22,910)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	365,450	365,450	343,400	(22,050)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(113,000)	(474,779)	(236,000)	(123,000)	Forecast £200k for projects potentially being won beginning in 2022/23 - plus the 3 contributions to Early Help Hub.
	357,752	217,334	324,105	(33,647)	
<b>Enterprise Zone</b>					
Supplies & Services	1,350,000	1,350,000	1,140,612	(209,388)	Payments out of this service (to Local Enterprise Partnership and Norfolk County Council) are based on the funds available so fall in income below means reduction in payments that can be made (please see comment below also).
Income	(1,600,000)	(1,600,000)	(1,261,791)	338,209	Decrease in business rate income aligned to Enterprise Zones anticipated in 2022/23. Payments for the funds reduce relatively to the income received. The balance remaining reflects the Council share of the funds.
	(250,000)	(250,000)	(121,179)	128,821	
<b>Economic Development</b>					
Employee	103,409	101,191	68,608	(34,801)	Budget is reduced due to a fixed term employee post ending June 2022.
Premises	0	0	0	0	
Transport	0	0	0	0	
Supplies & Services	1,800	1,800	1,502	(298)	
Support Services - Recharges In	154,410	154,410	111,990	(42,420)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(10,014)	(10,014)	0	10,014	Income reduction aligns with cost reductions.
	249,605	247,387	182,100	(67,505)	
<b>Enterprise GY</b>					
Premises	68	68	0	(68)	
Transport	0	0	0	0	
Supplies & Services	1,809	1,809	0	(1,809)	
Support Services - Recharges In	7,700	7,700	0	(7,700)	
Income	0	0	0	0	
	9,577	9,577	0	(9,577)	

	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
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Total Inward Investment: 1,681,747 1,717,064 4,330,860 2,649,113

Total Inward Investment excluding capital charges & recharges: 1,036,908 1,072,225 1,310,045 273,137

Total Inward Investment excluding recharges: 1,095,607 1,130,924 3,593,020 2,497,413

### Housing:

#### **Housing Needs**

Employee	666,648	816,958	967,016	300,368	Increase employee cost to mitigate the increased demand reflected by the service, supported by grant funding.
Premises	153,876	192,376	203,105	49,230	Increased expenditure reflecting increased demand following COVID and prior years. Offset partly by income below and grant contributions.
Transport	3,152	522	1,000	(2,152)	
Supplies & Services	182,086	442,036	261,888	79,801	Increased expenditure reflecting increased B&B and temporary accommodation demand following COVID and prior years. Offset partly by income below and grant contributions.
Capital Charges	19,013	19,013	18,137	(876)	
Support Services - Recharges In	321,700	321,700	420,790	99,090	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(258,410)	(731,756)	(744,103)	(485,693)	Increased grant contributions to support the increased demand on services such as B&B and temporary accommodation costs. Grant also supporting increases budgeted staffing costs for 2022/23.
	1,088,065	1,060,849	1,127,833	39,769	

#### **Gapton Hall Site**

Employee	58,435	58,435	62,539	4,104	
Premises	0	47,000	49,969	49,969	Budgets reflecting the sites repairs and maintenance and energy costs. Energy costs incurred mitigated by income below.
Transport	0	0	0	0	
Supplies & Services	55,000	30,000	20,000	(35,000)	Budgets re-allocated to reflect spend in prior years.
Support Services - Recharges In	37,140	37,140	50,310	13,170	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(67,231)	(102,000)	(87,250)	(20,019)	Income reflecting site rental income in year, based on prior income assumptions, also reflecting an element for non-collection.
	83,344	70,575	95,568	12,224	



	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Better Care Fund</b>					
Employee	101,077	87,148	102,988	1,911	
Premises	0	0	0	0	
Transport	2,500	1,071	2,500	0	
Supplies & Services	23,735	11,735	21,744	(1,991)	
Support Services - Recharges In	55,620	55,620	59,690	4,070	
Income	(145,216)	(145,216)	(145,216)	0	
	<u>37,716</u>	<u>10,358</u>	<u>41,706</u>	<u>3,991</u>	
<b>Housing Strategy</b>					
Employee	176,135	138,262	139,896	(36,239)	A post has transferred to Equinox following the set up of Equinox Property Holdings.
Premises	792	1,067	808	16	
Transport	365	0	365	0	
Supplies & Services	42,388	59,158	30,340	(12,048)	Reduction of budget following review of spend requirements.
Capital Charges	22,603	22,603	23,859	1,256	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	88,170	88,170	83,740	(4,430)	
Income	0	0	0	0	
	<u>330,453</u>	<u>309,260</u>	<u>279,008</u>	<u>(51,445)</u>	
<b>Safe at Home</b>					
Employee	279,548	231,865	282,473	2,925	
Premises	0	0	0	0	
Transport	7,000	2,509	7,000	0	
Supplies & Services	55,198	36,399	42,859	(12,338)	Reduction of budget following review of spend requirements.
Third Party Payments	0	0	0	0	
Transfer Payments	5,440	5,440	5,440	0	
Support Services - Recharges In	94,710	94,710	89,210	(5,500)	
Income	(226,078)	(191,877)	(221,247)	4,831	
	<u>215,819</u>	<u>179,046</u>	<u>205,735</u>	<u>(10,083)</u>	
<b>Total Housing:</b>	<u>1,755,396</u>	<u>1,630,088</u>	<u>1,749,851</u>	<u>(5,545)</u>	
<b>Total Housing excluding capital charges &amp; recharges:</b>	<u>1,116,440</u>	<u>991,132</u>	<u>1,004,115</u>	<u>(112,325)</u>	
<b>Total Housing excluding recharges:</b>	<u>1,158,056</u>	<u>1,032,748</u>	<u>1,046,111</u>	<u>(111,945)</u>	

Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
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**Planning and Growth:****Building Control**

Employee	254,661	270,701	255,082	421	
Premises	1,500	1,500	1,500	0	
Transport	11,000	11,000	10,000	(1,000)	
Supplies & Services	17,737	17,736	18,166	429	
Support Services - Recharges In	181,080	181,080	88,740	(92,340)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(302,976)	(277,976)	(308,377)	(5,401)	
	163,001	204,041	65,110	(97,891)	

**Development Control**

Employee	654,693	618,363	672,649	17,956	Increases due to inflation and increments.
Premises	0	0	0	0	
Transport	7,500	7,500	7,500	0	
Supplies & Services	26,702	26,701	32,219	5,518	
Support Services - Recharges Out	(64,650)	(64,650)	(62,910)	1,740	
Support Services - Recharges In	233,280	233,280	331,700	98,420	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(565,292)	(535,292)	(591,597)	(26,305)	Increase in income due to Fees & Charges at 4.9%.
	292,232	285,902	389,561	97,329	

**Land Charges**

Employee	50,035	58,143	50,771	736	
Premises	0	0	0	0	
Transport	0	0	0	0	
Supplies & Services	12,082	12,082	12,382	301	
Third Party Payments	31,000	31,000	32,519	1,519	
Support Services - Recharges In	47,760	47,760	48,230	470	
Income	(138,154)	(158,154)	(144,923)	(6,769)	
	2,723	(9,169)	(1,021)	(3,743)	

	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Strategic Planning</b>					
Employee	283,962	267,307	286,507	2,545	
Premises	0	23,250	0	0	
Transport	1,000	1,000	1,000	0	
Supplies & Services	96,856	96,856	113,390	16,534	2022/23 budget increased by £10k re: New Burdens Grant expenditure (from reserves) for the examination programme.
Third Party Payments	0	0	0	0	
Transfer Payments	6,500	6,500	6,500	0	
Support Services	0	0	0	0	
Capital Charges	0	0	1,582	1,582	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	116,690	116,690	89,820	(26,870)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(21,729)	(44,979)	(22,850)	(1,121)	
	483,279	466,624	475,949	(7,330)	
<b>Total Planning and Growth:</b>	<b>941,235</b>	<b>947,398</b>	<b>929,599</b>	<b>(11,636)</b>	
<b>Total Planning and Growth excluding capital charges &amp; recharges:</b>	<b>427,075</b>	<b>433,238</b>	<b>432,437</b>	<b>5,362</b>	
<b>Total Planning and Growth excluding recharges:</b>	<b>427,075</b>	<b>433,238</b>	<b>434,019</b>	<b>6,944</b>	
<b>Customer Services:</b>					
<b>Benefits</b>					
Employee	593,279	607,907	613,252	19,973	Employee costs inflationary increase.
Premises	0	0	0	0	
Transport	1,200	1,200	1,200	0	
Supplies & Services	72,927	60,921	97,286	24,359	Additional Computer Cost in 2022/23 - shared with Revenues.
Third Party Payments	0	0	0	0	
Transfer Payments	22,464,068	21,259,568	20,410,200	(2,053,868)	Revision of Benefits payments and receipts based on current year forecasts and prior year actuals offset by reduced income.
Support Services	0	0	0	0	
Capital Charges	0	0	0	0	
Support Services - Recharges Out	(258,773)	(258,773)	(257,414)	1,359	
Support Services - Recharges In	445,290	445,290	429,990	(15,300)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(23,223,212)	(22,241,212)	(21,243,980)	1,979,232	Revision of Benefits payments and receipts based on current year forecasts and prior year actuals offset by reduced spend.
	94,779	(125,099)	50,534	(44,245)	

	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Crematorium and Cemeteries</b>					
Employee	225,337	225,897	207,812	(17,525)	Updated budget to reflect employee establishment position.
Premises	467,969	466,468	485,183	17,214	Increase in maintenance contract with GYBS.
Transport	750	750	750	0	
Supplies & Services	97,437	152,437	143,889	46,452	Inclusion of direct funeral costs partly mitigated by income.
Third Party Payments	34,074	34,074	34,074	0	
Transfer Payments	0	0	0	0	
Support Services	0	0	0	0	
Capital Charges	72,149	72,149	70,543	(1,606)	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	185,040	185,040	231,420	46,380	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(1,601,740)	(1,436,739)	(1,620,151)	(18,411)	Revised income forecast including impact of fees and charges review.
	(518,984)	(299,924)	(446,480)	72,504	
<b>Crematorium tearoom</b>					
Employee	0	0	49,311	49,311	
Premises	0	0	8,180	8,180	
Transport	0	0	0	0	
Supplies & Services	0	0	25,898	25,898	Budget updated to reflect the business case of the tea rooms as previously approved.
Capital Charges	0	0	9,060	9,060	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	0	0	0	0	
Income	0	0	(101,857)	(101,857)	
	0	0	(9,408)	(9,408)	
<b>Customer Services</b>					
Employee	652,021	619,597	639,269	(12,752)	Review of customer service advisor establishment in 2022/23.
Premises	0	0	0	0	
Transport	250	250	250	0	
Supplies & Services	12,432	8,433	11,979	(453)	
Support Services - Recharges Out	(1,294,430)	(1,294,430)	(1,210,670)	83,760	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	629,730	629,730	559,170	(70,560)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	0	0	0	0	
	3	(36,420)	(2)	(5)	

	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Support Services</b>					
Employee	163,601	155,956	159,927	(3,674)	
Premises	0	0	0	0	
Transport	0	0	0	0	
Supplies & Services	35,682	41,682	44,257	8,575	
Capital Charges	3,267	3,267	2,985	(282)	
Support Services - Recharges Out	(309,060)	(309,060)	(279,360)	29,700	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	106,510	106,510	72,190	(34,320)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	0	0	0	0	
	1	(1,645)	(1)	(1)	
<b>Car Parks</b>					
Employee	436,269	411,559	446,943	10,674	2% employee pay increase assumed.
Premises	347,088	350,390	348,188	1,100	
Transport	14,052	16,552	17,355	3,303	
Supplies & Services	132,425	113,226	124,760	(7,665)	
Third Party Payments	0	0	0	0	
Transfer Payments	482,117	450,117	399,701	(82,416)	£60k reduction in income from Howard Street and On-Street Parking - has knock on effect to transfer payments (100% On Street and 50% Howard Street).
Support Services	0	0	0	0	
Capital Charges	44,213	44,213	46,827	2,614	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	404,590	404,590	356,060	(48,530)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(2,511,828)	(2,482,576)	(2,501,475)	10,353	£60k reduction in income from Howard Street and On-Street Parking - has knock on effect to transfer payments (100% On Street and 50% Howard Street) - remaining c£15k is revisions to Off Street Parking mainly Town Centre with some of this offset by Seafront gains.
	(651,073)	(691,929)	(761,640)	(110,567)	

	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Revenues</b>					
Employee	730,541	705,674	745,170	14,629	Employee costs inflationary increase.
Premises	0	0	0	0	
Transport	2,000	250	2,000	0	
Supplies & Services	278,004	273,846	197,688	(80,316)	Computer costs expected to be lower in 2022/23 - shared with Benefits.
Third Party Payments	0	0	0	0	
Transfer Payments	100	100	100	0	
Support Services	30,000	20,000	25,000	(5,000)	
Capital Charges	0	0	0	0	
Support Services - Recharges Out	0	0	(381,900)	(381,900)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	800,610	800,610	829,510	28,900	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(601,925)	(628,675)	(596,752)	5,173	
	<u>1,239,330</u>	<u>1,171,805</u>	<u>820,816</u>	<u>(418,514)</u>	

**Total Customer Services:**      164,056      16,788      (346,180)      (510,236)

**Total Customer Services excluding capital charges & recharges:**      (665,080)      (812,348)      (824,591)      (159,511)

**Total Customer Services excluding recharges:**      (545,451)      (692,719)      (695,176)      (149,725)

### Property and Asset Management:

#### **Property Building Services**

Employee	0	0	0	0
Premises	467,136	472,685	473,541	6,405
Income	0	0	0	0
	<u>467,136</u>	<u>472,685</u>	<u>473,541</u>	<u>6,405</u>

#### **Town Hall**

Employee	0	0	0	0	
Premises	164,528	164,529	167,916	3,388	
Transport	0	0	0	0	
Supplies & Services	1,000	4,036	1,049	49	
Capital Charges	49,010	49,010	15,821	(33,189)	Reflects changes in depreciation charge for assets aligned to this service.
Support Services - Recharges Out	(281,270)	(281,270)	(291,230)	(9,960)	
Support Services - Recharges In	66,730	66,730	106,440	39,710	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	0	0	0	0	
	(2)	3,035	(4)	(2)	

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	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Greyfriars House</b>					
Employee	0	0	0	0	
Premises	110,111	110,112	112,303	2,192	
Capital Charges	7,710	7,710	7,710	0	
Support Services - Recharges Out	(212,240)	(212,240)	(189,390)	22,850	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	94,420	94,420	69,380	(25,040)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	0	0	0	0	
	1	2	3	2	
<b>Maritime House</b>					
Employee	0	0	0	0	
Premises	40,107	40,108	21,897	(18,210)	Savings proposal to consider options for the building.
Transport	0	0	0	0	
Supplies & Services	3,528	3,528	1,842	(1,687)	
Third Party Payments	0	0	0	0	
Transfer Payments	0	0	0	0	
Support Services	0	0	0	0	
Capital Charges	4,560	4,560	4,560	0	
Support Services - Recharges Out	(109,890)	(109,890)	0	109,890	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	61,700	61,700	14,470	(47,230)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	0	0	0	0	
	6	6	42,769	42,763	
<b>Catalyst Centre</b>					
Employee	0	0	0	0	
Premises	47,730	47,729	49,185	1,455	
Transport	0	0	0	0	
Supplies & Services	714	714	749	35	
Capital Charges	3,958	3,958	3,797	(161)	
Support Services - Recharges Out	(116,540)	(116,540)	(124,550)	(8,010)	
Support Services - Recharges In	64,140	64,140	70,820	6,680	
Income	0	0	0	0	
	2	1	1	(1)	

	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Public Toilets</b>					
Employee	0	0	0	0	
Premises	184,705	184,705	189,675	4,969	
Transport	0	0	0	0	
Supplies & Services	10,915	10,915	11,103	188	
Capital Charges	163,129	163,129	153,447	(9,682)	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	42,980	42,980	25,740	(17,240)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(4,000)	(4,000)	0	4,000	
	<u>397,729</u>	<u>397,729</u>	<u>379,965</u>	<u>(17,765)</u>	
<b>Repairs and Maintenance</b>					
Employee	0	0	0	0	
Premises	125	125	129	4	
Transport	0	0	0	0	
Supplies & Services	15,741	15,741	16,231	490	
Third Party Payments	8,714	8,714	8,714	0	
Transfer Payments	0	0	0	0	
Support Services	0	0	0	0	
Capital Charges	253,632	253,632	205,389	(48,243)	Reflects changes in depreciation charge for assets aligned to this service.
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	52,180	52,180	61,530	9,350	
Income	(97,572)	(97,572)	(97,572)	0	
	<u>232,820</u>	<u>232,820</u>	<u>194,421</u>	<u>(38,399)</u>	
<b>Footway Lighting</b>					
Employee	0	0	0	0	
Premises	179,954	164,954	169,230	(10,725)	Reduction in electricity costs re: Roll out of energy efficient lightbulbs.
Transport	0	0	0	0	
Supplies & Services	13,319	13,319	14,091	773	
Capital Charges	74,179	74,179	69,718	(4,461)	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	55,150	55,150	64,400	9,250	
Income	0	0	0	0	
	<u>322,602</u>	<u>307,602</u>	<u>317,439</u>	<u>(5,163)</u>	

	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Coast Protection</b>					
Employee	56,620	55,511	183,025	126,405	Increase in budget relates to (a) three new posts to be externally grant funded total £132,609 less (b) transfer to supplies & services (£6,603) to fund additional external charges for the Adaptations Officer post.
Premises	42,000	42,000	44,689	2,689	
Transport	1,250	1,250	3,250	2,000	
Supplies & Services	58,195	58,195	64,385	6,190	
Capital Charges	362,692	362,692	362,693	1	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	51,220	51,220	60,040	8,820	
Income	(550)	(550)	(135,309)	(134,759)	External income as per above for new posts and expenses.
	<u>571,427</u>	<u>570,318</u>	<u>582,773</u>	<u>11,346</u>	
<b>Beach Huts</b>					
Employee	0	0	30,604	30,604	Creation of new maintenance post specifically for the beach huts and the Splash Pad. Work previously covered by a shared arrangement and costs recharged at year-end as part of supplies and services below.
Premises	9,919	9,919	9,962	43	
Transport	0	0	0	0	
Supplies & Services	36,000	36,000	5,396	(30,604)	Transfer to pay to fund new maintenance post above.
Support Services - Recharges In	21,950	21,950	29,960	8,010	
Income	(61,940)	(61,940)	(63,438)	(1,498)	
	<u>5,929</u>	<u>5,929</u>	<u>12,484</u>	<u>6,555</u>	
<b>Community Centres</b>					
Employee	0	0	0	0	
Premises	10,799	9,960	2,056	(8,742)	
Capital Charges	27,142	27,142	25,213	(1,929)	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	9,580	9,580	35,390	25,810	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(8,274)	(8,274)	(3,774)	4,500	
	<u>39,247</u>	<u>38,408</u>	<u>58,885</u>	<u>19,639</u>	
<b>Easter Fayre</b>					
Employee	0	0	2,000	2,000	
Supplies & Services	0	0	20,686	20,686	Base budgets removed in 21/22 as no Easter Fair held due to Covid restrictions. Budgets reinstated in anticipation of fair being held in 22/23
Income	0	0	(15,265)	(15,265)	See above also.
	<u>0</u>	<u>0</u>	<u>7,421</u>	<u>7,421</u>	

Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
20,161	20,161	0	(20,161)	
0	0	0	0	
0	0	0	0	
36,588	36,588	0	(36,588)	One year project extension finishes March 2022.
(39,154)	(39,154)	0	39,154	
17,595	17,595	0	(17,595)	
72,445	70,227	71,706	(739)	
216,504	216,504	195,154	(21,350)	Budget reviewed based upon current levels of expenditure, mitigates some of the reduced income.
250	250	250	0	
39,400	39,400	29,636	(9,763)	
4,820	4,820	4,820	0	
0	0	0	0	
57,540	57,540	64,400	6,860	
(259,759)	(134,759)	(157,974)	101,785	Review of the income budget following the redevelopment of the market area and the reduction in the number of permanent six day stalls from 36 to 26 units with a further four 'pop-up' stalls.
131,200	253,982	207,992	76,793	
0	0	0	0	
37,867	23,150	139,117	101,250	Budget increased for external redecoration and roof repairs partly funded by lease income.
0	0	0	0	
6,576	6,576	6,576	0	
7,160	7,160	12,330	5,170	
(56,209)	(45,279)	(131,387)	(75,178)	Contribution from lease towards above.
(4,606)	(8,393)	26,636	31,242	
0	0	0	0	
7,290	6,090	6,090	(1,200)	
0	0	0	0	
0	1,200	1,200	1,200	
7,880	7,880	11,500	3,620	
(14,670)	(4,881)	(14,670)	0	
500	10,289	4,120	3,620	

	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>South Denes Energy Park</b>					
Employee	0	0	0	0	
Premises	2,869	2,869	2,878	8	
Support Services - Recharges In	54,050	54,050	24,110	(29,940)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(8,004)	(8,004)	(8,004)	0	
	<u>48,915</u>	<u>48,915</u>	<u>18,984</u>	<u>(29,932)</u>	
<b>Factory Units</b>					
Employee	0	0	0	0	
Premises	38,900	22,286	10,248	(28,653)	End to rental of Sinclair Court from owner will reduce budgets by (£27.9k)
Transport	0	0	0	0	
Supplies & Services	3,307	3,307	3,409	103	
Support Services - Recharges In	17,930	17,930	28,410	10,480	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(134,451)	(113,017)	(100,651)	33,800	Loss of income due to Sinclair Court £27.2k & voids Queens Road £13.8k
	<u>(74,314)</u>	<u>(69,494)</u>	<u>(58,584)</u>	<u>15,730</u>	
<b>Corporate Estates</b>					
Employee	20	20	20	1	
Premises	399,222	487,222	405,292	6,070	
Transport	0	0	0	0	
Supplies & Services	33,473	33,473	34,097	624	
Capital Charges	13,869	13,869	34,945	21,076	Reflects changes in depreciation charge for assets aligned to this service.
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	505,180	505,180	401,660	(103,520)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(2,302,177)	(2,273,149)	(2,481,633)	(179,456)	The budget has been updated to reflect current occupancy and lease agreements plus additional (£147k) identified savings and income opportunities to be delivered in the year.
	<u>(1,350,414)</u>	<u>(1,233,385)</u>	<u>(1,605,618)</u>	<u>(255,205)</u>	

	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Waterways</b>					
Employee	0	52,079	0	0	
Premises	853	853	9,400	8,547	
Transport	0	0	0	0	
Supplies & Services	107,000	91,688	19,610	(87,390)	
Third Party Payments	0	0	0	0	Waterways project finishes August 2021 but transfers as an operational site to Property from 22/23. Budgets reflect this changed.
Transfer Payments	0	0	0	0	
Support Services	0	0	0	0	
Capital Charges	53,000	53,000	0	(53,000)	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	12,870	12,870	15,340	2,470	
Income	(50,853)	(87,620)	(1,000)	49,853	
	122,870	122,870	43,350	(79,520)	
<b>Minerva House</b>					
Employee	0	0	0	0	
Premises	8,400	8,400	8,451	51	
Support Services - Recharges In	8,840	8,840	9,870	1,030	
Income	(65,575)	(65,575)	(65,626)	(51)	
	(48,335)	(48,335)	(47,305)	1,030	
<b>Onians</b>					
Employee	0	0	0	0	
Premises	493	492	272	(220)	
Transport	0	0	0	0	
Supplies & Services	1,000	1,000	1,000	0	
Support Services - Recharges In	7,880	7,880	10,160	2,280	
Income	(10,800)	(10,800)	(9,900)	900	
	(1,427)	(1,428)	1,532	2,960	
<b>Property Services</b>					
Employee	1,011,788	873,742	895,056	(116,732)	Reduction of two posts now allocated to Housing Asset Team (RPHA) & identified savings.
Premises	6,179	6,179	6,179	0	
Transport	6,100	6,100	6,100	0	
Supplies & Services	28,128	25,092	39,680	11,552	Increase in computer costs.
Support Services - Recharges Out	(1,034,600)	(1,034,600)	(935,180)	99,420	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	275,690	275,690	275,770	80	
Income	(293,281)	(168,281)	(287,605)	5,676	
	4	(16,078)	(0)	(4)	



	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Housing Asset Team</b>					
Employee	674,914	519,914	641,021	(33,893)	Reduction in business case establishment budget contra against income
Premises	0	0	0	0	
Transport	0	0	0	0	
Supplies & Services	104,000	69,000	30,000	(74,000)	Removal of £24k set up costs in 21/22 base and savings identified.
Support Services - Recharges Out	0	(165,200)	(119,700)	(119,700)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	0	0	284,900	284,900	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(920,114)	(574,914)	(836,221)	83,893	Reduction in pay budgets will result in lower recharges to the HRA and savings identified in supplies & services
	<u>(141,200)</u>	<u>(151,200)</u>	<u>0</u>	<u>141,200</u>	
<b>Beacon Park</b>					
Employee	0	0	0	0	
Premises	187,008	134,852	143,187	(43,821)	Sale of a site has reduced rates by (£37.5k) plus transfer to supplies & services of (£10k) to increase scheme promotion costs.
Transport	0	0	0	0	
Supplies & Services	49,450	128,921	59,450	10,000	Transfer from premises as above.
Capital Charges	335,072	335,072	167,469	(167,603)	Reflects changes in depreciation charge for assets aligned to this service.
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	70,010	70,010	51,820	(18,190)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(1,143,589)	(1,189,162)	(1,100,232)	43,357	Due to sale of a site income from Local Enterprise Partnership (LEP) will reduce by £37.5k, mitigated by reduction in rates payable.
	<u>(502,049)</u>	<u>(520,307)</u>	<u>(678,306)</u>	<u>(176,257)</u>	
<b>Total Property and Asset Management:</b>					
	<u>235,636</u>	<u>433,566</u>	<u>(17,500)</u>	<u>(253,136)</u>	
<b>Total Property and Asset Management excluding capital charges &amp; recharges:</b>					
	<u>(907,677)</u>	<u>(544,547)</u>	<u>(1,141,472)</u>	<u>(233,795)</u>	
<b>Total Property and Asset Management excluding recharges:</b>					
	<u>445,096</u>	<u>808,226</u>	<u>(85,890)</u>	<u>(530,986)</u>	

Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
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**Communications and Marketing:****Communications**

Employee	195,145	187,362	169,713	(25,432)	One post transferred to ICT.
Premises	0	0	0	0	
Transport	1,500	1,500	1,500	0	
Supplies & Services	10,424	14,746	14,693	4,269	
Support Services - Recharges Out	(242,110)	(242,110)	(240,070)	2,040	
Support Services - Recharges In	40,040	40,040	59,520	19,480	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(5,000)	(5,000)	(5,345)	(345)	
	(1)	(3,462)	11	12	

**Events**

Employee	0	0	43,898	43,898	One post transferred from Civic and Porters. New catering team cost shared with Crematorium tearoom.
Premises	0	0	2,000	2,000	
Transport	0	0	0	0	
Supplies & Services	5,875	7,425	8,226	2,351	
Support Services - Recharges In	122,110	122,110	106,210	(15,900)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(6,700)	(6,700)	(35,920)	(29,220)	Additional income from events and weddings held at the Town Hall.
	121,285	122,835	124,414	3,129	

**Mayor**

Employee	0	0	0	0	
Premises	0	0	0	0	
Transport	0	0	0	0	
Supplies & Services	7,300	7,299	7,973	674	
Support Services - Recharges In	15,470	15,470	16,020	550	
Income	0	0	0	0	
	22,770	22,769	23,993	1,224	

	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Tourism</b>					
Employee	90,116	77,705	71,876	(18,240)	Apprenticeship post moved to Print and Design to fund trainee post. Budgets updated to reflect previous decision on TIC.
Premises	1,359	1,359	2,115	756	
Transport	100	100	100	0	
Supplies & Services	232,118	138,130	171,121	(60,997)	Budgets updated to reflect previous decision on TIC, offset by reduced income.
Third Party Payments	550	0	560	10	
Transfer Payments	0	0	0	0	
Support Services	1,400	1,400	0	(1,400)	
Capital Charges	0	0	0	0	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	247,120	247,120	217,380	(29,740)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(170,959)	(76,520)	(117,255)	53,704	Budgets updated to reflect previous decision on TIC, offset by reduced expenditure.
	<u>401,804</u>	<u>389,294</u>	<u>345,897</u>	<u>(55,906)</u>	
<b>Civic and Portering</b>					
Employee	186,464	174,698	163,151	(23,313)	One post transferred to events.
Premises	2,000	2,000	0	(2,000)	
Transport	12,746	12,746	12,746	0	
Supplies & Services	22,352	24,652	18,931	(3,421)	
Support Services - Recharges Out	(371,610)	(371,610)	(329,070)	42,540	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	155,050	155,050	137,240	(17,810)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(7,000)	(7,000)	(3,000)	4,000	
	<u>2</u>	<u>(9,464)</u>	<u>(2)</u>	<u>(4)</u>	
<b>Print and Design</b>					
Employee	164,100	159,064	194,372	30,272	Apprenticeship post moved from tourism and offset by earmarked reserve transfer.
Premises	0	0	0	0	
Transport	200	200	200	0	
Supplies & Services	56,574	56,574	57,043	470	
Support Services - Recharges Out	(274,440)	(274,440)	(291,390)	(16,950)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	77,070	77,070	64,900	(12,170)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(23,500)	(10,652)	(25,122)	(1,622)	
	<u>4</u>	<u>7,816</u>	<u>4</u>	<u>0</u>	
<b>Total Communications and Marketing:</b>	<u>545,864</u>	<u>529,788</u>	<u>494,318</u>	<u>(51,546)</u>	
<b>Total Communications and Marketing excluding capital charges &amp; recharges:</b>	<u>777,164</u>	<u>761,088</u>	<u>753,578</u>	<u>(23,586)</u>	

	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Total Communications and Marketing excluding recharges:</b>	<b>777,164</b>	<b>761,088</b>	<b>753,578</b>	<b>(23,586)</b>	
<b>Environmental Services:</b>					
<b>Environmental Health</b>					
Employee	1,157,853	1,103,610	1,193,881	36,029	A percentage of two posts have been transferred to Selective Licensing to cover management of the scheme. New manager post created as part of a restructure. One post moved to Licensing.
Premises	255,828	255,829	268,119	12,291	Inflation increase on joint venture with GYB Services.
Transport	39,954	41,954	39,956	2	
Supplies & Services	260,317	292,380	226,865	(33,452)	H&S advice no longer required from third party as will be provided in-house as part of the restructure.
Third Party Payments	10,000	10,000	10,000	0	
Transfer Payments	276,004	255,562	289,528	13,524	Inflation increase on drainage board levy.
Support Services	0	0	0	0	
Capital Charges	9,340	9,340	10,168	828	
Support Services - Recharges Out	(69,350)	(69,350)	(66,430)	2,920	
Support Services - Recharges In	372,810	372,810	376,070	3,260	
Income	(120,034)	(121,700)	(116,013)	4,021	
	<u>2,192,722</u>	<u>2,150,435</u>	<u>2,232,144</u>	<u>39,422</u>	
<b>Selective Licensing</b>					
Employee	45,474	44,365	60,392	14,918	Transfer of costs from Environmental Health for managing the scheme.
Premises	0	0	0	0	
Transport	1,463	1,463	0	(1,463)	
Supplies & Services	1,547	1,547	8,799	7,252	
Support Services - Recharges In	32,780	32,780	6,480	(26,300)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(50,000)	(50,000)	(10,000)	40,000	Fee income from scheme less towards the end of the 5 years. Scheme is fully funded by fee income from previous years via a transfer from earmarked reserves.
	<u>31,264</u>	<u>30,155</u>	<u>65,671</u>	<u>34,407</u>	
<b>Grounds Maintenance</b>					
Employee	0	0	0	0	
Premises	535,018	535,017	578,059	43,041	Inflation increase on joint venture with GYB Services. Additional tree works costs which are fully recharged to NCC.
Transport	0	0	0	0	
Supplies & Services	42,827	42,827	38,389	(4,438)	
Third Party Payments	11,540	9,240	9,240	(2,300)	
Capital Charges	82,075	82,075	75,485	(6,590)	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	23,200	23,200	27,550	4,350	
Income	(39,950)	(36,050)	(54,450)	(14,500)	Tree works costs incurred are fully recharged to NCC.
	<u>654,710</u>	<u>656,309</u>	<u>674,273</u>	<u>19,563</u>	

	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Street Cleansing</b>					
Employee	0	0	0	0	
Premises	664,117	664,117	664,117	0	
Transport	0	0	0	0	
Supplies & Services	0	0	0	0	
Third Party Payments	404	404	417	13	
Support Services - Recharges In	18,890	18,890	14,710	(4,180)	
Income	0	0	0	0	
	<u>683,411</u>	<u>683,411</u>	<u>679,243</u>	<u>(4,167)</u>	
<b>Grounds and Parks</b>					
Employee	0	0	0	0	
Premises	96,130	96,129	100,795	4,665	
Transport	0	0	0	0	
Supplies & Services	10,997	10,997	11,338	341	
Third Party Payments	90,285	90,285	90,285	0	
Capital Charges	3,522	3,522	3,411	(111)	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	35,860	35,860	35,940	80	
Income	0	0	0	0	
	<u>236,794</u>	<u>236,793</u>	<u>241,768</u>	<u>4,974</u>	
<b>Outdoor Sports</b>					
Employee	0	0	0	0	
Premises	398,072	430,187	417,670	19,598	Inflation increase on joint venture with GYB Services.
Transport	0	0	0	0	
Supplies & Services	11,986	11,986	11,999	13	
Capital Charges	55,285	55,285	62,458	7,173	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	44,860	44,860	38,230	(6,630)	
Income	<u>(89,686)</u>	<u>(95,284)</u>	<u>(95,590)</u>	<u>(5,904)</u>	
	<u>420,517</u>	<u>447,034</u>	<u>434,767</u>	<u>14,249</u>	
<b>Licensing</b>					
Employee	111,384	109,002	188,571	77,187	One post moved from Environmental Health.
Premises	3,012	3,012	3,408	396	
Transport	400	400	400	0	
Supplies & Services	26,421	26,421	28,067	1,645	
Support Services - Recharges In	120,420	120,420	129,380	8,960	
Income	<u>(269,874)</u>	<u>(269,874)</u>	<u>(270,941)</u>	<u>(1,068)</u>	
	<u>(8,237)</u>	<u>(10,619)</u>	<u>78,884</u>	<u>87,121</u>	

	Original 2021/22 Budget	2021/22 Forecast	2022/23 Budget	Variance 21/22 Base Budget to 22/23 Base Budget	Comments
<b>Waste Management</b>					
Employee	176,239	98,345	102,308	(73,931)	Most staff have moved to Norfolk Waste Partnership.
Premises	65,721	65,721	47,310	(18,411)	Additional work by the cleaning 'hit squad' in 2021/22 which was offset by a transfer from earmarked reserve.
Transport	0	0	0	0	
Supplies & Services	610,110	750,110	763,670	153,560	Increase in gate fees and garden waste charges, along with increased recycling tonnage, partially offset by recycling income.
Third Party Payments	2,191,085	2,179,084	2,285,272	94,187	Inflation increase on joint venture with GYB Services.
Transfer Payments	0	0	0	0	
Support Services	0	0	0	0	
Capital Charges	18,011	18,011	20,050	2,039	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	141,620	141,620	146,030	4,410	
Income	(1,629,750)	(1,694,974)	(1,741,994)	(112,245)	Recycling credits increase based on higher tonnage collection and price, which partially offsets the increase in gate fees.
	<u>1,573,036</u>	<u>1,557,917</u>	<u>1,622,645</u>	<u>49,610</u>	
<b>Total Environmental Services:</b>	<b>5,784,217</b>	<b>5,751,435</b>	<b>6,029,396</b>	<b>245,179</b>	
<b>Total Environmental Services excluding capital charges &amp; recharges:</b>	<b>4,894,894</b>	<b>4,862,112</b>	<b>5,149,864</b>	<b>254,970</b>	
<b>Total Environmental Services excluding recharges:</b>	<b>5,063,127</b>	<b>5,030,345</b>	<b>5,321,436</b>	<b>258,309</b>	
<b>Total for Services:</b>	<b>10,614,817</b>	<b>11,587,789</b>	<b>13,456,334</b>	<b>2,841,518</b>	
<b>Total for Services excluding capital charges &amp; recharges:</b>	<b>10,745,364</b>	<b>11,883,536</b>	<b>11,642,597</b>	<b>957,149</b>	
<b>Total for Services excluding recharges:</b>	<b>12,529,210</b>	<b>13,667,382</b>	<b>15,493,138</b>	<b>2,963,929</b>	



Council Tax Summary 2022/23

	2021/22 Actual	Actual 2022/23 £5 Council Tax Increase			
			Movement £	Movement %	
Demand on Collection Fund (excluding Parish/Town Precepts)	£ 4,865,925	£ 5,085,693	£219,768	4.52%	
Borough Council Tax (excl Surplus/Deficit)	£ 168.31	£ 173.31	£5.00		
<i>Less Estimated Collection Fund Surplus at 31st March OR PLUS Deficit</i>	<i>£3.17</i>	<i>£3.17</i>	<i>£0.00</i>		
<b>Net Borough Council Tax at Band D</b>	<b>£ 171.48</b>	<b>£ 176.48</b>	<b>£ 5.00</b>	2.92%	
Value of Precepts	£ 519,506	£596,030	£166,707	32.09%	
Effect of Parish/Town Precepts	£ 17.97	20.31	£2.34	13.02%	
<b>Billed Borough Council Tax at Band D</b>	<b>£ 189.45</b>	<b>£ 196.79</b>	<b>£ 7.34</b>	<b>3.87%</b>	

Tax Base

28,910

29,344

Tax Base Movement (from 2021/22)

434 Increase

Note: The Tax Base for 2022/23 is 29,344 (2021/22 28,910) so each £29,344 change in net expenditure has £1.00 effect on Council Tax at Band D.

General Fund Reserves Schedule		Opening Balance 01/04/21	Budgeted Movement 2021/22	Committed Expenditure 2021/22	Actual Movement (inc forecast) 2021/22	Updated Closing Balance 31/03/22	Budgeted Movement 2022/23	Updated Closing Balance 31/03/23	Budgeted Movement 2023/24	Updated Closing Balance 31/03/24	Budgeted Movement 2024/25	Updated Closing Balance 31/03/25
Summary and Purpose of Reserve		£	£	£	£	£	£	£	£	£	£	£
<b>Planning Delivery Grant</b>	The reserve is planned to be used to provide service improvements in Planning, and deliver the Local Development Framework.	136,389		0	0	136,389	0	136,389	0	136,389	0	136,389
<b>Insurance Fund</b>	The Council budgets for a level of excess being charged to the Service Accounts annually. Any under provision is met from the Insurance Fund, and any surplus is transferred to the fund.	574,290		0	(4,114)	570,176	0	570,176	0	570,176	0	570,176
<b>DFG top-up capital loans and grant fund</b>	The Council will utilise this funding for capital expenditure incurred in the Wellesley Rd, Sandown Rd, Euston Rd & Paget Rd areas.	400,000		(50,000)	0	350,000		350,000		350,000		350,000
<b>Restricted use grant</b>	This reserve holds unspent grants received for specific purposes for which the spend has not yet been incurred.	608,431	(3,946)	(175,965)	(37,426)	395,040	(54,000)	341,040	(40,515)	300,525	(20,000)	280,525
<b>Invest to Save</b>	To be used to fund one-off costs associated with projects that will deliver future efficiencies and savings including costs associated with restructures.	1,553,339		(155,681)	0	1,397,658	0	1,397,658	0	1,397,658		1,397,658
<b>Specific budget</b>	This reserve is utilised as expenditure is incurred.	139,327	1,563	0	1,563	140,890	(59,142)	81,748	(47,590)	34,158		34,158
<b>Repairs and Maintenance</b>	This reserve is utilised as expenditure is incurred.	340,788		0	(49,150)	291,638	0	291,638	0	291,638		291,638
<b>Waste Management</b>	This reserve is utilised as expenditure is incurred in relation to the service.	25,170	(11,375)	0	(11,375)	13,795	(11,375)	2,420	(2,420)	(0)		(0)
<b>Collection Fund (Business Rates)</b>	Earmarked to mitigate the fluctuations in business rate income between years.	1,976,810	(100,000)	0	(100,000)	1,876,810	(93,000)	1,783,810	0	1,783,810		1,783,810
<b>Community Housing Fund</b>	This represents grants previously received to assist with the delivery of Community Housing.	563,872	(30,000)	0	(30,000)	533,872	(10,000)	523,872	(30,000)	493,872	(30,000)	463,872
<b>Enforcement</b>	Earmarked for enforcement related works to address issues and bring properties back into use.	41,570		0	(7,500)	34,070	0	34,070	0	34,070		34,070
<b>Special Project Reserve</b>	Earmarked for projects and for use as matched funding as appropriate to access external funding, Includes capital and revenue projects.	836,124	(118,316)	(152,514)	(206,340)	477,270	(182,978)	294,292	(25,900)	268,392		268,392
<b>Benefits/Revenues Reserve</b>	This reserve is held to mitigate year on year fluctuations of investment income received.	599,025		0	0	599,025	0	599,025	0	599,025		599,025
<b>Homelessness</b>	To be utilised for service expenditure for the reduction in homelessness.	430,959	(164,963)	0	(164,963)	265,996	(95,000)	170,996	0	170,996		170,996
<b>Treasury Management reserve</b>	Earmarking of grants and underspends to be used for the service and mitigation of subsidy impacts.	300,000		0	0	300,000	0	300,000	0	300,000		300,000

General Fund Reserves Schedule		Opening Balance 01/04/21	Budgeted Movement 2021/22	Committed Expenditure 2021/22	Actual Movement (inc forecast) 2021/22	Updated Closing Balance 31/03/22	Budgeted Movement 2022/23	Updated Closing Balance 31/03/23	Budgeted Movement 2023/24	Updated Closing Balance 31/03/24	Budgeted Movement 2024/25	Updated Closing Balance 31/03/25
Summary and Purpose of Reserve		£	£	£	£	£	£	£	£	£	£	£
<b>Asset Management reserve</b>	This reserve is held to mitigate the impact of fluctuations between financial years from income received from Council assets and properties, in addition it includes re-allocation from other reserves to be used for investments in Council assets including current and future asset enhancements.	1,798,257	(257,300)	(728,307)	(257,300)	812,650	(230,825)	581,826	(204,753)	377,073		377,073
<b>Coast Protection</b>	Funds set aside for match funding and to mitigate one-off costs in relation to coast protection.	74,275		(34,275)	0	40,000	0	40,000	0	40,000		40,000
<b>Empty Business Property Incentive Fund</b>	Earmarking of funds to be used for incentivising bringing properties back into use.	100,000		0	0	100,000	0	100,000	0	100,000		100,000
<b>Covid</b>	This reserve is utilised as expenditure is incurred and represents the covid funding received in the final quarter of 2020/21 for which spend has not been incurred but is committed.	1,030,222		(221,687)	(808,535)	0	0	0	0	0		0
<b>Collection fund income compensation</b>	To be utilised to fund deficit in collection fund. Significant movement in 2020/21 reflects the collection fund adjustment account in respect of Covid to be utilised in 2021/22.	10,297,273		(10,297,273)	0	(0)	0	(0)	0	(0)		(0)
<b>Other Reserves</b>	These Reserves are budget carry forwards to be used in future years	2,285,470	(47,621)	(36,836)	(485,528)	1,763,106	(24,742)	1,738,364	(28,917)	1,709,447	(13,912)	1,695,535
<b>Total GF Earmarked Reserves</b>		<b>24,111,590</b>	<b>(731,958)</b>	<b>(11,852,538)</b>	<b>(2,160,668)</b>	<b>10,098,384</b>	<b>(761,062)</b>	<b>9,337,322</b>	<b>(380,095)</b>	<b>8,957,228</b>	<b>(63,912)</b>	<b>8,893,316</b>
<b>General Fund Reserve</b>		<b>3,713,398</b>	<b>(215,000)</b>	<b>(15,000)</b>	<b>(203,151)</b>	<b>3,495,247</b>	<b>0</b>	<b>3,495,247</b>	<b>0</b>	<b>3,495,247</b>	<b>0</b>	<b>3,495,247</b>
<b>Total GF Reserves</b>		<b>27,824,988</b>	<b>(946,958)</b>	<b>(11,867,538)</b>	<b>(2,363,819)</b>	<b>13,593,631</b>	<b>(761,062)</b>	<b>12,832,569</b>	<b>(380,095)</b>	<b>12,452,475</b>	<b>(63,912)</b>	<b>12,388,563</b>
<b>Excluding the Business Rates Adjustment</b>		<b>13,814,317</b>		<b>(1,555,265)</b>	<b>(2,160,668)</b>	<b>10,098,384</b>						

**Policy Framework for the Earmarked Reserves and Assessing the Optimum Level of the General Reserve for the period 2022/23 to 2024/25****1 Background**

- 1.1 In accordance with statute (principally the Local Government Finance Act 2002) and following the Guidance Note on Local Authority Reserves and Balances (LAAP Bulletin No. 77 – November 2008), Great Yarmouth Borough Council maintains a range of reserves.
- 1.2 Two types of reserves are discussed in this policy framework:
  - Earmarked Reserves
  - The General Reserve
- 1.3 There are also a number of other reserves which local authorities hold in relation to legislation and proper accounting practices, these are not resource-backed reserves and therefore are not considered as part of this policy framework.
- 1.4 In making decisions in relation to setting the Council Tax, section 25 of the Local Government Act 2003 requires the Chief Financial Officer of the Council to report to the Council on the adequacy of the proposed financial reserves.
- 1.5 This Policy framework has been informed by current guidance on the level of reserves including, both the Local Authority Accounting Panel (LAAP) Bulletin No. 77 and the Audit Commissions report published in December 2012 ‘Striking a Balance’ Improving Councils’ Decision Making on Reserves’.

**2 Earmarked Reserves****2.1 Purpose**

- 2.1.1 Earmarked reserves are a means of building up funds to meet known or predicted liabilities.
- 2.1.2 Typically earmarked reserves are used to set aside sums for major schemes, such as capital developments, asset purchases, or to fund reorganisations and restructurings to deliver longer term savings and efficiencies. Reserves can also be held for trading and business units built up from surpluses to cover potential losses in future years, or to finance capital expenditure. In certain circumstances, if expenditure is delayed on specific budgets, it may be agreed that the underspending at a year end is carried forward for future use in an earmarked reserve. Such decisions would be subject to considering the overall financial position of a Local Authority.

**2.2 Earmarked Reserves Protocol**

- 2.2.1 For each reserve the following arrangements have been established:
  - the reasons for / purpose of the reserve
  - how and when the reserve can be used
  - procedures for the reserve’s management and control
  - a process and timetable for review of the reserve to ensure continuing relevance and adequacy.
- 2.2.2 The establishment and use of earmarked reserves is reviewed at the time of budget setting and then controlled through the year as part of the regular budget monitoring processes.

**2.3 Review of Earmarked Reserves**

- 2.3.1 The Reserves Statement is included as part of the Budget Report to Policy and Resources Committee and gives full details of the earmarked reserves and current planned use.

- 2.3.2 It is considered that sufficient provision for the Council's capital programme (as recommended) has been included in the capital estimates and capital reserves, and relevant revenue budgets (eg interest and Minimum revenue Provision) has been provided for that nothing further is required. However as part of the regular review of projects, this is something that this kept under review and where applicable updates will be reported to request additional funds as required.
- 2.3.3 Where in-year expenditure is being funded by earmarked reserves and general reserves, the relevant transfers from the reserves have been allowed for within the reserves balances and revenue account budgets as detailed in the budget report.

### **3     The General Reserve**

#### **3.1     Purpose**

- 3.1.1 The general reserve is held for two main purposes:
- a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing;
  - a contingency to help cushion the impact of unexpected events or emergencies.

#### **3.2     The Optimum Level of the General Reserve**

- 3.2.1 There are two recommended approaches for deciding the optimum level of the general reserve:
- A risk assessment of the budget which takes full account of the context within which the budget has been prepared. The budget report itself provides this contextual information.
  - To set the reserve at a percentage of expenditure. Too low a level puts the council at unacceptable risk of failing to meet its obligations, too high a level unnecessarily ties up resources.

- 3.2.2 This framework provides a risk assessment approach and validating the result against a percentage calculation, the level of reserves is a matter of opinion informed by the judgement of the Council's Chief Financial Officer.

#### **3.3     Assessment Framework**

- 3.3.1 The issues to be considered include the following:
- The Council continues to operate on an ongoing basis.
  - The robustness of the budget process including recognition of the linkages with the corporate plan, the strategic risks and the financial plan update.
  - Internal financial control mechanisms and adequacy of the budget monitoring processes.
  - The adequacy of earmarked reserves and the movements on the general reserves both in the past and planned.
  - The extent to which savings and planned service reductions are required and can be relied upon to support corporate plan targets.
  - The risk of major litigation and legal claims, both currently and in the future.
  - The impact of future Government funding reductions.
  - Implications of the Local Council Tax Support Scheme and increase in the demand for support.

- Fluctuations in retained business rate income and funding from the government for the extensions to reliefs for example small business rates.
- Fluctuations around certain income streams and grants, for example demand led services such as planning, building control income, land charges, car parking and recycling.
- Future changes to the funding for Local Authorities, for example the New Homes Bonus and an increase to the share of business rates that is retained locally.
- Unplanned volume increases in major demand led budgets, particularly in the context of the current economic climate for example housing benefits, council tax support and homelessness.
- The need to retain a general contingency to provide for any unforeseen circumstances that may arise including inadequately funded Government initiatives.
- Where there is a move to do less by direct service provision for example through third parties, including outsourcing, this in turn increases the risks borne by authorities. There is a risk that these arrangements fail and there are many circumstances when a statutory liability remains with the local authority. Such risks may not be insurable at an economic level and demand rigorous risk minimisation strategies and this is an area that will be considered in more detail if the Council pursues these arrangements in future years.
- The need to retain reserves for general day to day cash flow requirements.

3.3.2 All of these issues interlink and any one incident is likely to span across many of the issues and might not be contained within one financial year. Risks change over time and the general reserve needs to be considered across the medium-term financial plan. What might be an adequate level of reserves now may not be reflective of what would be deemed to be adequate in years two to four. Therefore as a minimum the framework should be reviewed as part of the annual budget setting process.

### 3.4 The Assessment of the General Fund Reserve

3.4.1 When undertaking the assessment, it must be remembered that the items considered are merely guides to assessing the overall level of the reserve. In no way is it a budget for any of the items being created since by its nature a general reserve is designed to protect against the unexpected and unquantifiable for whatever reason.

3.4.2 Having considered the relevant risks and the mitigation measures already in place, it is felt that the following indicative items should be taken into account in the budget risk assessment for 2022/23 to assess the recommended level of reserves:

<i>Item</i>	<i>2022/23</i>	<i>2023/24</i>	<i>2024/25</i>
<b>1 Pay and Price Inflation</b> (0.5% sensitivity to budget assumption)	175,000	175,000	175,000
<b>2 Interest Rates &amp; MRP</b> (0.5% sensitivity to short term borrowing and profiling of capital spend and MRP impact)	125,000	125,000	125,000
<b>3 Failure to Achieve Planned Savings and Cost Pressures from Corporate Plan Targets</b> (to ensure core services are maintained)	200,000	150,000	150,000
<b>4 Legal Issues</b> (to provide additional comfort above earmarked reserves to mitigate any legal claims)	300,000	300,000	300,000
<b>5 Emergencies and Other Unknowns</b> (to recognise the risks associated with unpredictable events)	500,000	500,000	500,000
<b>6 Treatment of Demand Led Pressures</b> (recognising the impact of increase or reduction in demand and	800,000	800,000	800,000



<i>Item</i>	<i>2022/23</i>	<i>2023/24</i>	<i>2024/25</i>
compensating increase or reduction in expenditure or income)			
<b>7 Project Risks</b> (To recognise the risks the Authority is facing in terms of partnership work and significant projects)	500,000	500,000	500,000
<b>8 Cash Flow</b> (the impact of timing of cash flow, including the profiling of expenditure)	100,000	100,000	100,000
<b>9 Future Funding Fluctuations</b> (an allowance to reflect the increased risk around local funding, ie business rates and new homes bonus, to mitigate the impact within and between financial years)	800,000	900,000	900,000
<b>Total Indicated General Fund Reserve Recommended</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>3,500,000</b>
% of Net Budgeted Operating Expenditure (excluding parish precepts)	<b>25%</b>	<b>25%</b>	<b>25%</b>

- 3.4.3 There has been an increase in the recommended balance in the general reserve compared to the 2021/22 financial year informed by movements in the individual items, for example in relation to project risks, inflation and legal claims. The reason for this is that the Council has a significant number of projects at various stages including those being delivered as part of the Future High Street and Town Deal funding programmes. Whilst the project budgets will all include a level of contingency, it would be prudent to allow for further risk and contingency within the general reserve. Furthermore at a time when the Council continues to look at its delivery model, it does have a number of contractual commitments and therefore the allowance for legal issues and claims has been reviewed and a higher level has been allowed for. In response to current inflation levels this has in turn meant a slightly higher amount being included in the assessment of level of general reserve.

#### **4 Chief Financial Officer's Opinion**

- 4.1 The Earmarked Reserves detailed within the reserves statement are proper and appropriate with regard to purpose, level and proposed use, although the future timing of their use will be reported within the budget monitoring reports and the statement updated accordingly.
- 4.2 Based on the assessment detailed above **the recommended level of the general reserve for 2022/23 would be £3.5 million**, this is slightly higher than the current recommended balance (of £3 million). The budgeted General Fund Reserve as presented for approval is slightly below the recommended level, although there is scope within the earmarked reserves to re-allocate funds as applicable, these will be reviewed further as part of the 2021/22 outturn position which will be reported on later in the year.

**Appendix F - General Fund Capital Programme - Detail - 2021/22**

Services & Projects	Budget Expenditure £000	2021/22 Expenditure £000		21/22 Financing - £000				2022/23 Est. Carry Forward	Total Estimated Budget 22/23
	Updated 21/22 Budget	Actuals to 31-12-21	Forecast 21/22	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts		
Equinox Property Holdings	500	-	225	500	-	-	-	275	275
CCTV Upgrade - Town Centre	76	76	76	76	-	-	-	-	-
Safer Streets Round 2	111	-	111	15	96	-	-	-	-
Safer Streets Round 3	210	-	210	-	180	30	-	-	-
Human Resources Job Evaluation system	21	16	21	21	-	-	-	-	-
<b>Total: Executive</b>	<b>918</b>	<b>92</b>	<b>643</b>	<b>612</b>	<b>276</b>	<b>30</b>	<b>-</b>	<b>275</b>	<b>275</b>
Childrens Playground Refurbishment	86	97	86	86	-	-	-	-	-
Wellesley CCTV	-	-	-	-	-	-	-	-	-
Wellesley Track	59	25	59	59	-	-	-	-	939
<b>Total: Communities</b>	<b>146</b>	<b>122</b>	<b>145</b>	<b>146</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>939</b>
St Nicholas Minster West Boundary Wall	95	-	-	95	-	-	-	95	95
St Nicholas car park north Boundary Wall	25	-	-	25	-	-	-	25	25
Crematorium Office Roof Works	22	33	33	22	-	-	-	-	-
Crematorium Main Roof Works	60	-	-	60	-	-	-	60	60
Crematorium Tearooms	453	149	453	453	-	-	-	-	-
<b>Total: Customer Services</b>	<b>655</b>	<b>182</b>	<b>486</b>	<b>655</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>180</b>	<b>180</b>
Health and Leisure (Marina) Centre	20,311	11,994	15,000	16,388	2,679	50	1,195	5,311	5,311
The Waterways	4	-	4	-	4	-	-	-	-
Phoenix Pool & Gym car park extension	130	-	-	130	-	-	-	130	130
Town Deal	1,070	7	1,070	-	1,050	20	-	-	12,355
Future High Street Fund	3,737	1,434	3,737	-	3,737	-	-	-	14,537
Heritage Action Zone (HAZ)	432	-	432	-	432	-	-	-	323
Different Light	635	361	635	-	635	-	-	-	-
<b>Total: Inward Investment</b>	<b>26,320</b>	<b>13,795</b>	<b>20,878</b>	<b>16,518</b>	<b>8,537</b>	<b>70</b>	<b>1,195</b>	<b>5,441</b>	<b>32,657</b>

**Appendix F - General Fund Capital Programme - Detail - 2021/22**

Services & Projects	Budget Expenditure £000	2021/22 Expenditure £000		21/22 Financing - £000				2022/23 Est. Carry Forward	Total Estimated Budget 22/23
	Updated 21/22 Budget	Actuals to 31-12-21	Forecast 21/22	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts		
Disabled Facilities Grants	2,257	596	800	-	2,175	-	82	1,457	1,457
Better Care Fund Projects	8	2	8	-	8	-	-	-	-
Empty Homes	510	-	-	482	-	-	28	510	510
DFG Top-up Grants	250	-	-	-	-	250	-	250	250
DFG Top-up Loans	150	-	-	-	-	150	-	150	150
Norfolk & Waveney Equity Loan Scheme	164	-	-	-	-	-	164	164	164
Equity Home Improvement Loans	631	6	15	-	-	-	631	616	616
HMOs /Guesthouse Purchase & Repair Scheme	1,239	40	100	1,239	-	-	-	1,139	1,139
Temporary Accommodation	655	0	655	341	315	-	-	-	-
Acquisition of property for transitional housing	847	28	600	782	-	-	65	247	247
Sustainable Warmth	-	-	-	-	-	-	-	-	1,655
Community Housing Fund Loans	540	-	-	-	-	540	-	540	540
<b>Total: Housing</b>	<b>7,251</b>	<b>672</b>	<b>2,178</b>	<b>2,844</b>	<b>2,497</b>	<b>940</b>	<b>970</b>	<b>5,073</b>	<b>6,728</b>
ICT Investment to deliver GYBC ICT Strategy	1,430	389	750	1,400	-	30	-	680	680
<b>Total: IT, Communications &amp; Marketing</b>	<b>1,430</b>	<b>389</b>	<b>750</b>	<b>1,400</b>	<b>-</b>	<b>30</b>	<b>-</b>	<b>680</b>	<b>680</b>

**Appendix F - General Fund Capital Programme - Detail - 2021/22**

Services & Projects	Budget Expenditure £000	2021/22 Expenditure £000		21/22 Financing - £000				2022/23 Est. Carry Forward	Total Estimated Budget 22/23
	Updated 21/22 Budget	Actuals to 31-12-21	Forecast 21/22	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts		
Public Toilet Refurbishment Programme	45	46	46	45	-	-	-	-	-
Footway Lighting	511	48	230	511	-	-	-	281	281
External Redecoration & Repair of the Wellesley Grandstand	74	-	-	74	-	-	-	74	74
Esplanade Resurfacing	246	-	-	246	-	-	-	246	246
Phoenix Pool car park soakaway	40	35	40	40	-	-	-	-	-
Beach Huts	209	162	209	0	-	-	209	-	-
Council Chamber relocation	153	48	153	153	-	-	-	-	-
Claydon Pavilion	393	24	393	10	363	20	-	-	-
Replacement Lighting in the Assembly Rooms	15	-	-	15	-	-	-	15	15
Beacon Park Projects	500	-	-	380	120	-	-	500	500
Market Place Redevelopment	4,132	1,720	3,800	1,262	2,850	20	-	332	332
North Quay Redevelopment	2,351	-	500	2,351	-	-	-	1,851	1,851
Winter Gardens	1,080	-	-	864	-	215	-	1,080	1,080
Energy Park - South Denes	1,845	-	-	1,845	-	-	-	1,845	1,845
<b>Total: Property &amp; Asset Management</b>	<b>11,593</b>	<b>2,083</b>	<b>5,371</b>	<b>7,796</b>	<b>3,333</b>	<b>255</b>	<b>209</b>	<b>6,223</b>	<b>6,223</b>
Noise Meter Replacement	11	10	11	11	-	-	-	-	-
Mobile CCTV	15	-	15	15	-	-	-	-	-
<b>Total: Environmental Health</b>	<b>26</b>	<b>10</b>	<b>26</b>	<b>26</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>PROPOSED 22-23 BIDS</b>									<b>4,786</b>
<b>Overall Total</b>	<b>48,338</b>	<b>17,346</b>	<b>30,477</b>	<b>29,995</b>	<b>14,643</b>	<b>1,325</b>	<b>2,374</b>	<b>17,872</b>	<b>52,468</b>

Capital Allocations £000						Revenue Allocation £000	Overall Allocation £000
	21-22	22-23	23-24	24-25	25-26	Total	Total
<b>Expenditure Budgets Included in Capital Programme</b>							
Town Deal Projects (Excl North Quay & Wintergardens - below)	1,070	12,355	12,849	6,503	1,135	33,912	33,912
Town Deal - North Quay	500	1,851				2,351	2,351
Town Deal - Wintergardens	-	1,080				1,080	1,080
Future High Street Projects (excl Market Place below)	3,737	14,537	5,545	-	-	23,820	23,820
Future High Streets - 6 Day Market Place	3,800	332				4,132	4,132
HAZ Projects	432	323	51	-	-	806	806
	<b>9,539</b>	<b>30,477</b>	<b>18,445</b>	<b>6,503</b>	<b>1,135</b>	<b>66,099</b>	-
<b>Financed by:</b>							
Borrowing	1,450	10,730	2,980	-	0	15,160	-
Town Deal	1,050	8,494	7,609	1,514	1,135	19,801	299
Future High Street Funding	5,487	5,723	2,565	-	-	13,774	-
HAZ	432	323	51	-	-	806	-
Other External Contributions	1,100	4,973	5,240	4,990	-	16,302	-
Revenue/Earmarked Reserves	20	235				255	-
	<b>9,539</b>	<b>30,477</b>	<b>18,445</b>	<b>6,503</b>	<b>1,135</b>	<b>66,099</b>	299

20,100  
13,774

2022/23 Capital Bids

Project	Service	Approval Process	Whole Project Budget	Budget	Proposed Funding 2022-23				Budget	Proposed Funding 2023-24	Potential Savings (annual)	Revenue income & Costs inc MRP	NOTES
				2022-23	Borrowing	Capital Receipts	Revenue	External		Borrowing			
A) RECOMMEND TO BE INCLUDED IN THE 2022/23/ ONWARDS CAPITAL PROGRAMME [Schemes in progress or less than £100k cost to GYBC]													
Disabled Facilities Grants	Housing	Already Approved		£1,300,000				(£1,300,000)	£0	£0	£0	£0	No Bid - budget estimated at current level of funding
Footway Lighting Column Replacement / LED Upgrade	Property Asset Management	22/23 & 23/24 Already Approved, but 25/26 & 26/27 part of Budget Setting	£100k annual	£100,000	(£100,000)				£100,000	(£100,000)	£0	£5,500	£100k budgets for both 22/23 and 23/24 have already been approved as part of previous budget rounds. However, this years bid requests that this is extended to 25/26 & 26/27.
Aspire Building & Market Row Boiler Replacement	Property Asset Management	Budget Setting	£46,000	£46,000	(£11,845)			(£34,155)				£1,086	The lease obligate GYBC to undertake certain works which, in this case, relates to failed boiler replacement. This has been looked at by a specilaist engineer who has confirmed 2 out of the three boilers has failed and need replacing.
Refurbishment of the Marina Centre existing south car park	Property Asset Management	Budget Setting	£290,000	£290,000	(£290,000)							£26,583	To refurbish car park so blends in with other new section being built as part of Marina project .This includes new lighting and drainage investigations / alterations This would be the preferred option ,but not necessarily the cheapest .
Peggotty Road Community Centre - Replacement of failed floor screed and underfloor heating	Property Asset Management	Budget Setting	£33,902	£33,902	(£33,902)							£3,043	The underfloor heating was tested and found not to be working and is an obsolete system and cannot be repaired. Therefore, all of the floor screed needs to be removed and new efficient underfloor heating installed.
Gorleston Promenade - 16no additional Beach Huts	Property Asset Management	Budget Setting	£149,600	£149,600	(£149,600)							£8,680	Budget is requested to install a further 16no. Beach Huts
Euston Road Toilets Refurbishments	Property Asset Management	Budget Setting	£88,000	£88,000	(£88,000)							£6,600	Refurbish interior of Tower toilets
Refuse Collection Vehicle Replacement Programme	Operational Services	Budget Setting	£1,130,000	£400,000	(£400,000)				£730,000	(£730,000)		£169,500	Replacement of 6 x Refuse Collection Vehicles (RCV's) which are passed their replacement date. Two vehicles to be replaced in 22-23 and four in 23-24
B) ASSET MANAGEMENT CAPITAL BIDS - Business Cases required ahead of release of funds													
Greyfriars House - Re-Roofing, External Redecoration and inaccessible repairs to lightning conductor	Property Asset Management	Budget Setting	£302,500	£302,500	(£302,500)							£15,125	The works included re-roofing several areas utilising the scaffolding needed to undertake the external redecoration of the building which was last undertaken in 2011. The lighting conductor has failed its recent test and high repairs are necessary which are currently inaccessible. Again, the scaffolding is to be used to facilitate these repairs.
Town Hall - Repair of external stonework to all elevations and external redecoration of windows	Property Asset Management	Budget Setting	£550,000	£550,000	(£550,000)							£35,750	External Refurb to stonework and redecoration
Phoenix Pool Hall Window Replacement	Property Asset Management	Budget Setting	£275,000	£275,000	(£275,000)							£16,042	The original windows are nearly 60 years old and have done well considering the harse environment. These very large windows now need to be replaced in aluminium curtain walling with double glazing and insulating glass.
Infrastructure improvements to Gapton Hall Travellers site	Property Asset Management	Business Case Required	£637,000	£325,000	(£325,000)				£218,000	(£218,000)	(£35,000)	£19,709	Recommended that the work is phased over 3 years. Phase 1 - New sewage system installed to existing static plots (18no) and 1no new plot. £325k 22-23 Phase 2 - Electrcial supply upgrades to entire site £218k 23-24 Phase 3 - New sewage system installed to existing transient plots (6no) and 1 no new plot £94k 24-25



2022/23 Capital Bids

Project	Service	Approval Process	Whole Project Budget	Budget	Proposed Funding 2022-23				Budget	Proposed Funding 2023-24	Potential Savings (annual)	Revenue income & Costs inc MRP	NOTES
				2022-23	Borrowing	Capital Receipts	Revenue	External		Borrowing			
C) EQUIPMENT AND TECHNOLOGY													
Print Room Offline Finishing Equipment		Budget Setting - but funds need to be released following approval at ITIG	£36,825	£36,825.25	(£36,825)				£0	£0	£0	£7,736	KS (18/1/22) Suggest to add to the IMT capital budget but for detaield business case to come to ITIG.
Replacement of 4x4 vehicle	Environmental Services	Business Case Required	£33,000	£33,000	(£33,000)				£0	£0	(£4,008)	£7,825	The vehicles is needed to access hard to reach areas, flooded areas, beaches and also during snow and icy conditions. The purchase of this vehicle will give the team the resilience and abilty to respond to emergencies under our obligations as a category 1 reponder and access areas of the borough where we would not be able to should we not have this vehicle. This is part of the fleet that is required to ensure we have the flexibilty and capability should we need to access these areas and respond to emergencies accordingly.
D)LINKS TO WIDER REGENERATION AND MASTER PLANNING													
Great Yarmouth North Drive Promenade - 40no. New Beach Huts	Property Asset Management	Budget Setting	£450,000	£450,000		(£450,000)						£39,550	Request to install a 40no. Beach Huts on the North Drive Promenade in Great Yarmouth
Seafront Shelters Landau Station & Britannia Bowls - replace fabric & redecorate.	Property Asset Management	Budget Setting	£43,483	£43,483	(£43,483)							£7,236	The council has 13no. tensile fabric cover shelters in two locations on the seafront. The first location has 6no. Shelters at the Landau which are the oldest and installed in 2004. The second location is on the promenade at Britannia Bowls with 7no. shelters. The roof covering is a tensile architectural woven fabric which is now in poor condition, worn and cannot be cleaned so are quite unsightly.. They are located in an extreme environment and are at the end of their life span of 10 - 15 years and require replacement. The fabric covering is quite specialised and needs fitting by a specific contractor. Also, this work will mean the shelter metal supporting frames will require redecoration as part of this work. One of the shelters at Britannia Bowls has had the fabric removed for safety reasons and currently has nothing.
Additional Budget required for Beacon Park Infrastructure	Property Asset Management	Budget Setting		£300,000	(£300,000)								Budget required to facilitate the development of infrastructure on the Beacon Park site.
Additonal Budget required for Town Deal Incubator Units Project	Property Asset Management	Budget Setting		£420,500	(£420,500)								Budget for Incubator Units has already been included in the Capital Programe taken as part of the MTFS taken to P&R in Dec, but this budget is required to cover extra costs as identified by the Business Case

	Budget 2022-23	Borrowing	Capital Receipts	Revenue	External	Budget 2023-24	Borrowing	Potential Savings (annual)	Revenue income & Costs inc MRP	Approval Process
Already Approved	£1,400,000	(£100,000)	£0	£0	(£1,300,000)	£100,000	(£100,000)	£0	£5,500	No further reporting required
Budget Setting	£3,348,985	(£2,864,830)	(£450,000)	£0	(£34,155)	£730,000	(£730,000)	£0	£289,644	No further reporting required
Budget Setting but requires approval from ITIG	£36,825	(£36,825)	£0	£0	£0	£0	£0	£0	£7,736	Proposals to be reported to the ITIG to release funding
Total Proposed Addition To Capital Programme	£4,785,810	(£3,001,655)	(£450,000)	£0	(£1,334,155)	£830,000	(£830,000)	£0	£302,880	
Further Business Cases Required	£358,000	(£358,000)		£0	£0	£218,000	(£218,000)	(£39,008)	£27,534	Full business case required prior to release of funding

### Minimum Revenue Provision Statement 2022/23

#### **Annual Minimum Revenue Provision Statement 2022/23**

Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The *Local Government Act 2003* requires the Authority to have regard to the Ministry of Housing, Communities and Local Government's *Guidance on Minimum Revenue Provision* (the MHCLG Guidance) most recently issued in 2018.

The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

The MHCLG Guidance requires the Authority to approve an Annual MRP Statement each year and recommends a number of options for calculating a prudent amount of MRP. The following statement incorporates options recommended in the Guidance:

- **Post-2008 Expenditure** - For capital expenditure financed by borrowing after 31st March 2008, the annuity MRP method is applied. This provides a lower annual charge in the earlier years which gradually increases. The approach is both prudent and a recommended method as per the CLG guidance. This method allows for a reduction in the interest costs chargeable (as the CFR is repaid) over time and is offset by a rise in the MRP over the same period, thereby resulting in a consistent revenue charge of the cost of capital.
- **Pre 2008 Expenditure** – MRP on all General Fund capital expenditure incurred before 1<sup>st</sup> April 2008 is equal to 4% of the opening CFR less a fixed sum known as "Adjustment A".
- **For assets acquired by leases** - MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.
- **For capital expenditure loans to third parties** – these are repaid in annual or more frequent instalments of principal and so the Council will make nil MRP, but will instead apply the capital receipts arising from principal repayments to reduce the capital financing requirement instead.
- No MRP will be charged in respect of assets held within the Housing Revenue Account.

This methodology is consistent with previous years.

Capital expenditure incurred during 2022/23 will not be subject to a MRP charge until 2023/24.

Based on the Authority's latest estimate of its capital financing requirement (CFR) on 31<sup>st</sup> March 2022, the budget for MRP has been set as follows:

	<b>31.03.2022 Estimated CFR £m</b>	<b>2022/23 Estimated MRP £</b>
Capital expenditure before 01.04.2008	12.7	0.4
Supported capital expenditure after 31.03.2008	61.6	1.3
<b>Total General Fund</b>	<b>74.4</b>	<b>1.7</b>
<b>Housing Revenue Account</b>	<b>90.2</b>	<b>N/A</b>
<b>Total</b>	<b>164.6</b>	<b>1.7</b>