



GREAT YARMOUTH
BOROUGH COUNCIL

Council

Date: Thursday, 26 November 2020

Time: 18:30

Venue: Remotely

Address: [Venue Address]

AGENDA

Open to Public and Press

1 APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2 DECLARATIONS OF INTEREST

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

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

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

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

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

3 MAYOR'S ANNOUNCEMENTS

To consider any announcements from His Worship The Mayor.

4 MINUTES

4 - 8

To confirm the minutes of the meeting held on the 29 September 2020.

**5 SERVICE COMMITTEE DECISION LIST FOR THE PERIOD 29
JULY 2020 TO 4 NOVEMBER 2020**

9 - 14

Report attached.

6 STATEMENT OF LICENSING POLICY

15 - 56

The report from the Licensing and Elections Manager is attached.

7 COUNCIL TAX SUPPORT SCHEME 2021-2022

57 - 63

The report from the Head of Customer Services is attached.

8 COUNCIL TAX DISCOUNTS 2021-2022

64 - 67

The report from the Head of Customer Services is attached.

- 9 **COUNCIL TAX BASE 2021-2022** 68 - 71
- The report from the Head of Customer Services is attached.
- 10 **MEDIUM TERM FINANCIAL STRATEGY 2021-2022** 72 - 108
- The report from the Finance Director is attached.
- 11 **ANY OTHER BUSINESS**
- To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.
- 12 **EXCLUSION OF PUBLIC**
- In the event of the Committee wishing to exclude the public from the meeting, the following resolution will be moved:-
- "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 1 of Part I of Schedule 12(A) of the said Act."
- 13 **GREAT YARMOUTH HEALTH AND FITNESS CENTRE FUNDING AGREEMENT**
- Details
- 14 **GREAT YARMOUTH THIRD RIVER CROSSING LAND COMPENSATION - CONFIDENTIAL**
- Details
- 15 **CONFIDENTIAL DECISION LIST 29 JULY TO 4 NOVEMBER 2020**
- Details

Council

Minutes

Tuesday, 29 September 2020 at 18:30

PRESENT:-

Councillor Smith (in the Chair), Councillors Annison, Bensly, Bird, Borg, Cameron, Candon, G Carpenter, P Carpenter, Cordiner-Achenbach, Fairhead, FlaxmanTaylor, Freeman, Galer, Grant, Hacon, D Hammond, P Hammond, Lawn, Martin, Mogford, Myers, Plant, Robinson-Payne, Scott-Greenard, Smith-Clare, Stenhouse, Talbot, Thompson, Wainwright, B Walker, C Walker, C M Walker, Waters-Bunn, Wells, Williamson, A Wright & B Wright.

Ms S Oxtoby (Chief Executive Officer), Ms K Sly (Finance Director), Mrs N Turner (Housing Director), Mrs J Beck (Head of Housing & Asset Management), Ms C Whatling (Monitoring Officer) & Mrs S Wintle (Corporate Services Manager).

Mr A Quinton, Mr A Yardley & Mr M Severn (IT Support).

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Cara Walker.

2 DECLARATIONS OF INTEREST

There were no declarations of interest declared at the meeting.

3 MAYOR'S ANNOUNCEMENTS

His Worship, The Mayor, reported that he had no announcements.

Councillor Smith, Leader of the Council, welcomed Councillor B Wright to the meeting and wished her a speedy recovery on behalf of all the Councillors, following her recent operation and stay in hospital. He also sent best wishes for a speedy recovery to Victoria Mallender, whose car had been hit by a tree in the recent storm.

4 MINUTES

That the minutes of the meeting held on 30 July 2020 be confirmed by assent.

CARRIED.

5 SERVICE COMMITTEE DECISION LIST FOR THE PERIOD 24 JUNE 2020 TO 28 JULY 2020

That the Service Committee Decision List for the period 24 June 2020 to 28 July 2020 be approved by assent.

CARRIED.

6 POPS MEADOW GORLESTON

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

His Worship, The Mayor, reminded Members that the report contained a confidential appendix which should not be discussed during the public meeting.

The Leader reported that a total of thirteen valid expressions of interest had been received across a range of uses; continuation of existing use, residential, commercial/mixed use and community provision. The Task & Finish Panel had met on 3 August 2020 to evaluate the expressions of interest. Following the evaluation of the tenders, the recommendation to Full Council was to offer the site for freehold sale based on a proposal for continued existing use.

The Leader reported that the proposal would see the site open for free entry

and incorporate family entertainment and leisure facilities including a miniature golf course, cafe and seating area and a small operated children's ride. There would be a garden area with grass, planting and trees to highlight nature and enable the location to be developed as a place for all ages to enjoy, both residents and visitors alike.

The Leader reported that the recommendation had been changed to encompass the addition of a restrictive covenant for the site so the site could not be utilised for any other purpose for the next 25 years.

Councillor Wainwright welcomed the addition of a restrictive covenant on the disposal to ensure that the site could not be built out for the next 25 years which had been a major concern for many of his party members and he was now pleased to second the motion.

Councillor Plant reported that he had received a great deal of correspondence regarding Pop's Meadow and the decision was the best outcome for the Council and residents alike. The covenant would be a comfort to local residents who were worried that a private enterprise might take over and develop this cherished community space.

PROPOSER: Councillor Smith

SECONDER: Councillor Wainwright

That Council approves the freehold disposal of the Pops Meadow site for £100k for existing use purposes based on the expression of interest from bidder 1 and to include a restrictive covenant 'not to use the Property for any purpose other than the existing use provision and not to erect any building or structure on the property other than for that purposes for a period of 25 years', in addition, the sale will include a negotiated overage percentage outlined in confidential appendix B.

CARRIED.

7 ACQUISITION OF PROPERTY FOR TRANSITIONAL HOUSING

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

His Worship, The Mayor, reminded Members that the report contained a confidential appendix which should not be discussed during the public meeting.

The Housing Director sought approval from Council to purchase properties from a Registered Provider to be held within the General Fund. Once the properties were repaired and renovated, they would be used as a transitional housing scheme allowing the occupiers to learn the necessary skills to

successfully maintain a tenancy.

PROPOSER: Councillor Smith

SECONDER: Councillor Wainwright.

That Council approve the expenditure and the borrowing set out in the confidential appendix to purchase, repair and renovate the properties and meet all associated costs associated with the purchase and the intended use of the properties.

CARRIED.

8 CONFIDENTIAL - POPS MEADOW GORLESTON APPENDICES

That the confidential appendices be noted by assent.

CARRIED.

9 CONFIDENTIAL APPENDIX - ACQUISITION OF PROPERTY FOR TRANSITIONAL HOUSING

That the confidential appendix be noted by assent.

CARRIED.

10 CONFIDENTIAL MINUTES

That the confidential minutes of the meeting held on 30 July be approved by assent.

CARRIED.

11 CONFIDENTIAL SERVICE COMMITTEE DECISION LIST FOR THE PERIOD 24 JUNE 2020 TO 28 JULY 2020

That the confidential Service Committee decision list for the period 24 June 2020 to 28 July 2020 be noted by assent.

CARRIED.

The meeting ended at: 20:30

Service Committee Decision List from 29 July 2020 to 4 November 2020		
	Details of Decision	Officer Lead
1	<p>Policy & Resources Committee– 22 September 2020</p> <p>MARKET PLACE REDEVELOPMENT</p> <p>RESOLVED :</p> <p>That the Committee approve the provision of support to six-day traders relocation into the new market development through an option of a service charge as part of a new lease. The fund would be directly related to the cost of fixtures and fittings and calculated over the life of the lease. Final details of the lease agreement to be agreed in conjunction with the Section 151 Officer and Chief Executive.</p>	Jane Beck
2	<p>Policy & Resources Committee – 22 September 2020</p> <p>ACQUISITION OF PROPERTY FOR TRANSITIONAL HOUSING</p> <p>RESOLVED :</p> <p>That the Committee:-</p> <p>(i) Approve, subject to a successful application for grant funding, the purchase of the properties identified in the confidential appendix from the Registered Provider.</p> <p>(ii) Recommend to Full Council the approval of the expenditure and the borrowing set out in the confidential appendix to purchase, repair and renovate the properties and meet all associated costs associated with the purchase and the intended use of the properties.</p> <p>(iii) Delegate decisions in relation to the purchase of the properties and the completion of the required renovation works to the Head of Property & Asset Management and completion of any lease/licence to manage the properties once renovated, to the Housing Director & Section 151 Officer.</p>	Nicola Turner

3	<p>Housing & Neighbourhood Committee – 1 October 2020</p> <p>ANNUAL REPORT ON RISK MANAGEMENT ARRANGEMENTS 2019-20</p> <p>RESOLVED :</p> <p>That the Committee:-</p> <p>(i) Noted that the Council had not met the National Housing Delivery Test for the period 2016/17 to 2018/19 and so needed to prepare and publish a Housing Action Plan;</p> <p>(ii) Endorsed the update to the Housing Action Plan as appended to the report.</p>	Sam Hubbard
4	<p>Housing & Neighbourhood Committee – 1 October 2020</p> <p>TENANCY STRATEGY 2020</p> <p>RESOLVED :</p> <p>(i) That the Committee approves the Tenancy Strategy subject to consultation with Registered Providers and stakeholders; and (ii) That the Committee delegated authority to the Housing Director to make any minor changes to the strategy following consultation, with the caveat that any major changes would be presented to a future Housing & Neighbourhoods Committee</p>	Nicola Turner

5	<p>Housing & Neighbourhoods Committee – 1 October 2020</p> <p>ACQUISITION OF COUNCIL HOMES</p> <p>RESOLVED :</p> <p>(i) approve the use of an appropriate framework or frameworks to procure, on a turnkey basis, 36 one-bedroom modular homes.</p> <p>(ii) delegate decisions in the relation to the procurement of the 36 homes to the Housing Director and Section 1515 Officer, reflecting the prior approval by Full Council on 30 July 2020 of £5.2m capital expenditure and HRA borrowing.</p> <p>(iii) request a progress report on the delivery of the new homes, following the completion of the procurement process.</p>	Nicola Turner
6	<p>Policy & Resources Committee– 22 October 2020</p> <p>ADOPTION OF THE COASTAL CONCORDAT</p> <p>RESOLVED :</p> <p>That the Committee:-</p> <p>(i) Adopt the Coastal Concordat and commit the Council to apply the principles of the Concordat in discharging its [planning functions.</p> <p>(ii) Gives delegated authority to the Director of Planning & Growth to write to the DEFRA Marine Planning and Licensing Team to inform the Government that the Council had adopted the Concordat.</p>	Sam Hubbard

7	<p>Policy and Resources Committee – 22 October 2020</p> <p>REVIEW OF SAFEGUARDING POLICY</p> <p>RESOLVED :</p> <p>That the Committee approve</p> <p>(i) That the Committee approve the new Safeguarding Policy.</p> <p>(ii) That the Committee agree to carry out a review of this policy after three years, unless, there was a significant change in legislation requiring an earlier review.</p>	Lindsay Barker
8	<p>Policy and Resources Committee – 22 October 2020</p> <p>2020/2021 PERIOD 5 BUDGET MONITORING REPORT</p> <p>RESOLVED:-</p> <p>(i) That the Committee note the content of the report and the revised forecast for 2020/21</p> <p>(ii) That the Committee approve the extension of the "2 hours for 1 hour" car park scheme for a further two months at the Market Place, King Street, Brewery Plain and Gorleston High Street car parks</p> <p>(iii) That the Committee approve the capital budget of £20,605 for the replacement of the Crematorium flat roof, including insulation improvements</p> <p>(iv) That the Committee delegate to the S151 Officer and Chief Executive Officer, in consultation with the Leader of the Council, the decision to join the Norfolk Business rates Pool for 2021/22.</p>	Lorna Snow

9	<p>Policy and Resources Committee – 22 October 2020</p> <p>MODULAR HOUSING SCHEME – PART OF BEACH COACH STATION</p> <p>RESOLVED:</p> <p>That the Committee approve the appropriation of land at Beach Coach Station from the General Fund to the Housing Revenue Account for the transfer value of £280K.</p>	Jane Beck
10	<p>Economic Development Committee – 26 October 2020</p> <p>GYTCP BID (TCP) – PROPOSED FOURTH BID TERM</p> <p>RESOLVED:-</p> <p>i) Note the work undertaken by the Town Centre Partnership Company (Great Yarmouth) Limited during the term of its current Business Plan.</p> <p>ii) Acknowledge receipt of a letter dated 25 September 2020, from the Town Centre Partnership Company (Great Yarmouth) Limited notifying the Council of its intention to commence a renewal process in 2020/21 for the Business Improvement District (BID).</p> <p>iii) Acknowledge the request from Town Centre Partnership Company (Great Yarmouth) Limited to supply the necessary information it requires to develop the BID in accordance with the Regulations.</p> <p>iiii) Authorise officers to work with the Town Centre Partnership Company (Great Yarmouth) Limited to support the development of TCP's Business Plan and as the relevant billing authority, and to agree an Operating Agreement.</p> <p>v) Request prior to the BID ballot, that the Town Centre Partnership Company (Great Yarmouth) Limited provides the Council, as the relevant billing authority, with the information listed under Regulation 4 Schedule 1 of The Business Improvement Districts (England) Regulations 2004.</p>	Paula Boyce

11	<p>Economic Development Committee – 26 October 2020</p> <p>KICKSTART PROGRAMME – OPTIONS REVIEW</p> <p>RESOLVED:</p> <p>That the Committee review and comment on the Kickstart scheme, with a view to recommending the first option – to work with the Chamber of Commerce as the lead gateway and seek to promote the scheme across the Borough</p>	Michelle Burdett
12	<p>Environment Committee – 4 November 2020</p> <p>UPDATE ON ROMAN PLACE IMPROVEMENTS</p> <p>RESOLVED :</p> <p>That the Committee :-</p> <p>i) Endorse the identified budget and spend contained within section 5.1 of the report on the revised proposal of improvements as outlined in Section 3 of the report</p> <p>ii) Agree that a proposal be made to the Great Yarmouth Transport & Infrastructure Steering Group for Roman Place to be resurfaced as part of the Norfolk County Council forward capital programme.</p>	Miranda Lee

URN: 20-111

Subject: Statement of Licensing Policy

Report to: Licensing Committee – 19 October 2020

Council – 26 November 2020

Report by: Licensing and Elections Manager

SUBJECT MATTER

Under the Licensing Act 2003, licensing authorities are required to review their licensing policy every five years. Great Yarmouth Borough Council's current policy will expire on 6 January 2021.

RECOMMENDATION

Licensing committee agreed the attached draft policy as the new Statement of Licensing Policy at their meeting on 19 October 2020, and recommend adoption by full council.

1. Introduction

1.1 Members are reminded that under the Licensing Act 2003 local authorities are required to prepare and publish a statement of licensing policy. The Act requires the licensing authority to publish its licensing policy every five years and before determining its policy for any five year period, the licensing authority must consult the following persons listed in the Act:

- The chief officer of police for the area;
- The fire and rescue authority for the area;
- Persons/bodies representative of local holders of premises licences/ certificates and personal licences; and
- Persons/bodies representative of businesses and residents in its area.

Great Yarmouth Borough Council's current policy came into effect on 7 January 2016 and expires on 6 January 2021.

1.2 The local authority must have regard to The Secretary of State's Guidance when making and publishing its policy. The Home Office issued its amended Guidance to local authorities in April 2018.

2. Work to Date

- 2.1 Great Yarmouth Borough Council's current policy has been reviewed and updated to reflect any changes in legislation. No major change in legislation has occurred during the last 5 years so amendments to the policy are minimal. These alterations are identified in red in the attached policy document.
- 2.2 The draft policy has been subject to an eight week formal consultation process; which has taken place between July and September 2020. Consultation was by way of letters and emails to all consultees and publication on website.
- 2.3 Following the consultation period, five comments have been received in relation to the policy document. These comments have been set out in the attached document, together with officer comments and whether they have been incorporated into the policy.

3. Next Steps

- 3.1 The draft policy has been amended taking the consultation responses into consideration and a final copy is now attached.
- 3.2 The Licensing Authority must publish its policy at least 4 weeks prior to it taking effect. Therefore, the revised policy must be published on or before 9 December 2020 for it to take effect on 7 January 2021.

4. Conclusion

- 4.1 Licensing committee agreed the attached draft policy at their meeting on 19 October 2020 and recommend adoption by Council for this to be the new Statement of Licensing policy which will be published on 9 December 2020 and come into effect on 7 January 2021.

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

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



LICENSING ACT 2003

Licensing Policy

Great Yarmouth Borough Council
Town Hall
Great Yarmouth
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Approved by Full Council: ~~24 November 2015~~

Published: ~~1 December 2015~~

Effective from: ~~7 January 2016~~

If you require this in a different format or language, please contact
the Licensing Team

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Great Yarmouth Borough Council -- Statement of Licensing Policy — ~~2016~~ 2021 edition

1.0 Introduction

- 1.1 **Great Yarmouth Borough Council** is the licensing authority under the Licensing Act 2003 and is responsible for granting personal licences, premises licences, club premises certificates and temporary event notices in the Borough. Premises licences, club premises certificates and temporary event notices authorises licensable activities such as the sale and/or supply of alcohol, the provision of regulated entertainment and/or late night refreshment.
- 1.2 Great Yarmouth Borough Council is ~~the third most popular seaside destination in the UK with some 100,000 bed spaces. It is~~ situated in the County of Norfolk, which contains seven District Councils in total.
- Great Yarmouth has a growing population of ~~97,800~~ 99,370 (~~2013~~ ONS Mid-term estimate population projections 2019) making it the smallest in the County in terms of population. In terms of area it is the second smallest, after Norwich city, covering 17,385 hectares (67.12 square miles). There are approximately 45,000 dwellings, ~~3,394~~ 3,070 businesses (~~March, 2005~~ ONS, 2018) and 35,042 employees within the Borough.
- The mainstays of Great Yarmouth's economy are the port, activities associated with the offshore oil and gas industry, tourism, manufacturing (particularly electronics and food production), agriculture and service industries. The majority of these sectors have suffered decline in employment and are prone to cyclical and seasonal variations.
- The council area is a mixture of urban and rural areas. The urban areas are the towns of Great Yarmouth and Gorleston-on-sea and the parishes of Bradwell and Caister-on-sea. The rural area consists of the remaining 19 parishes. A map of the Borough is attached at appendix 1.
- 1.3 In accordance with the legislation the Licensing Authority will prepare and publish a statement of its licensing policy every five years. During the five year period the policy will be kept under review and the Licensing Authority may make such revisions as considered appropriate. ~~(the period was initially three years but amended by statute in 2013)~~
- 1.4 This policy sets out the manner in which applications for licences, which are required by the Licensing Act 2003, will be considered by the Licensing Authority.
- 1.5 The policy will not seek to introduce 'zones' where specific activities are concentrated.
- 1.6 The policy will not be used to fix the hours during which alcohol can be sold and, in

Great Yarmouth Borough Council -- Statement of Licensing Policy — ~~2016~~ 2021 edition

general, retail premises will be permitted to sell alcohol during the hours, which they are normally open for trade.

- 1.7 This policy statement will not seek to regulate matters which are provided for in any other legislation where the other legislation is the most suitable for the circumstances (e.g. planning, health and safety, employment rights, fire safety etc.).
- 1.8 The Licensing Authority does not wish to discourage licensees to provide a wide range of entertainment activities within the Borough throughout their opening hours and to promote live music, dance, theatre etc for the wider cultural benefit of the community.
- 1.9 The licensable activities which require a licence under the provisions of the Licensing Act 2003 and which this policy statement covers include:
 - 1 The sale of alcohol by retail
 - 2 The supply of alcohol by or on behalf of a club, or to the order of , a member of a club
 - 3 The provision of regulated entertainment
 - 4 The provision of late night refreshment

(Refer to glossary for definitions – Appendix 2)

2.0 The Policy

2.1 The 2003 Act requires that the Licensing Authority carries out its various licensing functions so as to promote the following four licensing objectives:

- the prevention of crime and disorder
- public safety
- the prevention of public nuisance
- the protection of children from harm

These objectives are the only matters to be taken into account in determining licensing applications and any conditions attached to licences must be [necessary appropriate](#) to achieve the licensing objectives.

2.2 The 2003 Act further requires that the Licensing Authority publishes a 'Statement of Licensing Policy' that sets out the policies the Council will generally apply to promote the licensing objectives when making decisions on applications made under the Act.

2.3 This 'Statement of Licensing Policy' has been prepared in accordance with the provisions of the 2003 Act and the Guidance issued under Section 182 of the Act.

2.4 When determining applications for licences, the Licensing Authority must also have regard to this policy statement and to the Guidance.

2.5 Before publishing this policy statement the Licensing Authority will consult with the following –

- 1 the police
- 2 the fire service
- 3 environmental health
- 4 health and safety executive
- 5 the local planning authority
- 6 the authority responsible for the protection of children from harm
- 7 the Director of Public Health at the Norfolk health authority
- 8 representatives of licence holders
- 9 local businesses and their representatives
- 10 local residents and their representatives

3.0 Main Principles

3.1 Nothing in the 'Statement of Policy' will:

- undermine the rights of any person to apply under the 2003 Act for a variety of permissions and have the application considered on its individual merits, and/or
- override the right of any person to make representations on any application or seek a review of a licence or certificate where they are permitted to do so under the 2003 Act

3.2 Licensing is about the control of licensed premises, qualifying clubs and temporary events within the terms of the 2003 Act, and conditions may be attached to licences, certificates and permissions that will cover matters which are within the control of individual licensees.

~~Licensing is about regulating the carrying on of licensable activities on licensed premises, by qualifying clubs and at temporary events within the terms of the 2003 Act, and conditions attached (if relevant representation is made) to various authorisations will be focused on matters which are within the control of individual licensees.~~

~~(n.b. The 2003 Act provides that only the licensing authority can impose conditions to a TEN from the existing conditions on the premises licence or club premises certificate at the venue. The licensing authority can only do so:~~

- ~~• if the police or the EHA have objected to the TEN;~~
- ~~• if that objection has not been withdrawn;~~
- ~~• if there is a licence or certificate in relation to at least a part of the premises in respect of which the TEN is given;~~
- ~~• and if the licensing authority considers it appropriate for the promotion of the licensing objectives to impose one or more conditions.~~

~~This decision is one for the licensing authority alone, regardless of the premises user's views or willingness to accept conditions. The conditions must be notified to the premises user on the form prescribed by regulations.~~

3.43 When considering conditions (on receipt of a relevant representation), the Licensing Authority will primarily focus on the direct impact of the activities taking place at licensed premises on members of the public living, working or engaged in normal activity in the area concerned.

3.5 The Licensing Authority acknowledges that the licensing legislation is not the primary mechanism for the general control of individuals once they are away from licensed premises and therefore beyond the direct control of individual licensees or certificate holders.

However, licensees and certificate holders should take reasonable steps to prevent the occurrence of crime and disorder and public nuisance immediately outside their premises, for example, on the pavement, in a beer garden or in a smoking shelter, where and to the extent that these matters are within their control.

3.6 In this respect, the Licensing Authority recognises that there are a number of other mechanisms available for addressing issues of unruly behaviour that can occur away from licensed premises, including:

- Planning controls
- Positive measures to create a safe and clean town centre environment in partnership with local businesses, transport operators and other departments of the local authority.
- The provision of CCTV surveillance and taxi ranks in the town
- Powers of the local authority to designate parts of the Borough as places where alcohol may not be consumed publicly.
- Police enforcement of the general law concerning disorder and anti-social behaviour, including the issue of fixed penalty notices.
- The prosecution of any personal licence holder or member of staff at such premises who is selling alcohol to people who are drunk.
- The confiscation of alcohol from adults and children in designated areas.
- Police powers to close down instantly for up to 24 hours any licensed premises or temporary event on the grounds of disorder, the likelihood of disorder or noise emanating from the premises causing a nuisance.
- The power of the police, other responsible authorities or a local resident or business to seek a review of the licence or certificate in question.

4.0 Licences and applications

Premises licences

- 4.1 A premises licence authorises the holder to use the premises for licensable activities according to operating conditions that uphold the licensing objectives. Unless required for a limited period, a premises licence is effective until it is either revoked or surrendered.

Club Premises Certificates

- 4.2 Social and private member clubs need a club premises certificate in order to supply alcohol and provide regulated entertainment for club members and guests. Qualifying clubs are entitled to certain benefits compared to other premises.

Applications

- 4.3 Applicants applying for a new or a variation to a premises licence or club premises certificate must include an operating schedule or a club operating schedule. The application must be copied to responsible authorities and advertised for the benefit of other persons (see glossary – appendix 2/ list of responsible authorities - appendix 3. The operating schedule shall include information which is necessary to enable any responsible authority or interested party to assess whether the steps to be taken to promote licensing objectives are satisfactory.
- 4.4 Each application will be considered on its individual merits. If an application for a premises licence or club premises certificate has been lawfully made and there has been no representations from responsible authorities or other persons, the Licensing Authority must grant the application subject only to conditions that are consistent with the operating schedule or club operating schedule and any mandatory conditions prescribed in the 2003 Act itself. The Licensing Authority may not impose conditions unless its discretion has been engaged following the making of relevant representations and it has been satisfied ~~at a hearing of the necessity to impose conditions due to the representations raised that it is appropriate to impose conditions.~~ It may then only impose conditions when ~~are necessary~~ appropriate and proportionate for the promotion of the licensing objectives arising out of the consideration of the representations.
- 4.5 However, in order to minimise problems and the necessity for hearings, it would be advisable for applicants and clubs to consult with responsible authorities when schedules are being prepared. This would allow for proper liaison before representations prove necessary.

- 4.6 The minor variation process has been introduced to allow a simplified process for making applications for small variations (that not will not adversely affect the licensing objectives) to an existing licence.

This process does not require the applicant to advertise the application or send to responsible authorities. However, a white notice must be displayed on the premises and the licensing authority must consult responsible authorities if there is any doubt about the impact of the variation on the licensing objectives and it requires specialist advice.

Minor variations will generally fall into four categories:

- minor changes to the structure or layout of a premises;
- small adjustments to licensing hours;
- the removal of out of date irrelevant or unenforceable conditions; and
- the addition of certain licensable activities.

In all cases the overall test is whether the proposed variation could impact adversely on any of the four licensing objectives.

Personal licences

- 4.7 A personal licence authorises an individual to sell or authorise the supply of alcohol in accordance with a premises licence. Originally ~~P~~personal ~~L~~licences were valid for 10 years then renewable. The Deregulation Act 2015 has removed the requirement to renew a personal licence with effect from 1 April 2015. Personal ~~L~~licences are now valid for life unless surrendered or withdrawn. They are portable, which means licensees may use them at any licensed premises in England or Wales.

Designated premises supervisor

- 4.8 The sale and supply of alcohol, because of its potential impact on the wider community and on crime and disorder and antisocial behaviour, carries with it greater responsibility than that associated with the provision of regulated entertainment and late night refreshment. This is why individuals who may be engaged in making and authorising such sales require a personal licence. The premises licence must show the name of the Designated Premises Supervisor (DPS) who takes responsibility for the sale and supply of alcohol in those premises. The DPS will normally be the person who has been given day to day responsibility for running the premises by the premises licence holder. Only one DPS may be specified in a single premises licence, but a DPS may supervise more than one premises as long as they are able to ensure that the four licensing objectives are properly promoted and the premises complies with licensing law and licence conditions.

Temporary Event Notices

- 4.9 Temporary events attended by fewer than 500 people will not require a licence. However, the organisers will need to submit a Temporary Event Notice (TEN) to the Licensing Authority, Environmental Health and the Police (to see if they object) informing them of the event. There are 2 types of TENs:

a standard TEN, which is given no later than 10 working days before the event to which it relates

a late TEN, which is given not before 9 and not later than 5 working days before the event

A key difference between standard and late TENs is the process following an objection notice from the police or Environmental Health. Where an objection notice is received in relation to a standard TEN the licensing authority must hold a hearing to consider the objection, unless all parties agree that a hearing is unnecessary. If the police, Environmental Health or both give an objection to a late TEN, the notice will not be valid and the event will not go ahead as there is no scope for a hearing or the application of any existing conditions.

The following limitations apply:

- the number of times a person (the premise user) may give a temporary event notice (50 times per calendar year for a personal licence holder and 5 times per calendar year for other people);
- the number of times a premises user may give a late TEN is limited to 10 times in a calendar year for a personal licence holder and twice for other people. Late TENs count towards the total number of permitted TENs (i.e. the limit of five TENs a year for non-personal licence holders and 50 TENs for personal licence holders). A notice that is given less than ten working days before the event to which it relates, when the premises user has already given the permitted number of late TENs in that calendar year, will be returned as void and the activities described in it will not be authorised.
- the number of times a TEN may be given for any particular premises is ~~12~~ 5 times in a calendar year ~~(the Deregulation Act 2015 has increased this number to 15 with effect from 1 January 2016);~~
- the maximum duration of an event authorised by a TEN is 168 hours (seven days);
- the maximum total duration of the events authorised by TENs in relation to individual premises is 21 days in a calendar year;
- the maximum number of people attending at any one time is 499; and
- the minimum period between events authorised under separate TENs in relation to the same premises (not including withdrawn TENs) by the same premises user is 24 hours.

The statutory ten working days' notice means ten working days exclusive of the day on which the event is to start, and exclusive of the day on which the notice is given.

5.0 Crime and Disorder

- 5.1 The Council must fulfil its obligations under Section 17 of the Crime and Disorder Act 1998 when carrying out its function as the licensing authority under the 2003 Act.
- 5.2 Licensed premises, especially those offering late night/early morning entertainment, alcohol and refreshment for large numbers of people, can be a source of crime and disorder problems.
- 5.3 When addressing the crime and disorder objective, the applicant should initially identify any particular issues (having regard to their particular type of premises and/or activities) which are likely to adversely affect the promotion of this objective. Such steps as are required to deal with these identified issues should be included with the applicant's operating schedule. (Advice on operating schedules - appendix 4)
- 5.4 If the applicant does not address crime and disorder issues in their operating schedule, it is likely that representations will be made. Where relevant representations are made, the Licensing Authority will consider attaching Conditions to licences to deter and prevent crime and disorder both inside and immediately outside the premises, and these will reflect local crime prevention strategies and may include Conditions drawn from the Model Pool of Conditions relating to Crime and Disorder (see appendix 4).

Cumulative Impact

- 5.5 The Licensing Authority will not take 'need' into account when considering an application, as 'need' relates to the commercial demand for a particular type of premises. However, it recognises that the cumulative impact of the number, type and density of licensed premises in a given area, may lead to serious problems of nuisance and disorder outside and some distance from the premises.
- 5.6 Representations may be received from a responsible authority or other person that an area has become saturated with premises making it a focal point for large groups of people to gather and circulate away from the licensed premises themselves, creating exceptional problems of disorder and nuisance over and above the impact from the individual premises. In these circumstances, the Licensing Authority may consider that the imposition of conditions is unlikely to address these problems and may consider the adoption of a special policy of refusing new premises licences or club premises certificates because the area is saturated with licensed premises and the granting of any more would undermine the crime and disorder or public nuisance licensing objectives.

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- 5.7 The Licensing Authority will take the following steps when considering whether to adopt a special saturation policy:
- identification of serious and persistent concern from a responsible authority or representatives of residents about nuisance and disorder
 - where it can be demonstrated that disorder and nuisance is arising as a result of customers from licensed premises, identifying the area from which problems are arising and the boundaries of that area
 - assessing the causes
 - adopting a policy about future licence applications from that area
- 5.8 The Licensing Authority will consider representations based on the impact on the promotion of the licensing objectives in the Borough of the grant of the particular application in front of them. However, the onus would be on the objectors to provide evidence to back up any assertion that the addition of the premises in question would produce the cumulative impact claimed, taking into account that the impact will be different for premises with different styles and characteristics.
- 5.9 The Council will keep under review any special saturation policies to see whether they have had the effect intended, and whether they are still needed.
- 5.10 The Licensing Authority will not use such policies solely:
- as the grounds for removing a licence when representations are received about problems with existing licensed premises, or,
 - to refuse modifications to a licence, except where the modifications are directly relevant to the policy, for example where the application is for a significant increase in the capacity limits
- 5.11 The Licensing Authority recognises that the diversity of premises selling alcohol, serving food and providing entertainment covers a wide range of contrasting styles and characteristics and will have full regard to those differences and the differing impact these will have on the local community.
- 5.12 It therefore also recognises that, within this policy, it may be able to approve licences that are unlikely to add significantly to the saturation, and will consider the circumstances of each individual application.

6.0 Public Safety

- 6.1 The 2003 Act covers a wide range of premises that require licensing, including, cinemas, concert halls, theatres, nightclubs, public houses, cafes/restaurants and fast food outlets/takeaways.
- 6.2 Each of these types of premises presents a mixture of hazards, with many common to most premises and others unique to specific operations. It is essential that premises are constructed or adapted and operated so as to acknowledge and

safeguard occupants against the risks associated with these hazards.

- 6.3 Where an applicant identifies an issue in regard to public safety (including fire safety) which is not covered by existing legislation, the applicant should identify in their operating schedule the steps which will be taken to ensure public safety. (Advice on operating schedules – appendix 4)
- 6.4 If the applicant does not address public safety issues in their operating schedule, it is likely that representations will be made. Where relevant representations are made, the Licensing Authority will consider attaching Conditions to licences to promote safety and these may include Conditions drawn from the Model Pool of Conditions relating to Public Safety (see appendix 4).

7.0 Prevention of Nuisance

- 7.1 Licensed premises, especially those operating late at night and in the early hours of the morning, can cause a range of nuisances impacting on people living, working or sleeping in the vicinity of the premises.
- 7.2 When addressing public nuisance the applicant should initially identify any particular issues (having regard to their particular type of premises and/or activities) which are likely to adversely affect the promotion of the objective to prevent public nuisance. Such steps are required to deal with these identified issues should be included within the applicant's operating schedule. (Advice on operating schedules - appendix 4)
- 7.3 If the applicant does not address nuisance issues in their operating schedule, it is likely that representations will be made. Where relevant representations are made, the Licensing Authority will consider attaching Conditions to licences to prevent public nuisance and these may include Conditions drawn from the Model Pool of Conditions relating to Public Nuisance (see appendix 4).

8.0 Protection of Children from Harm

Access to Licensed Premises

- 8.1 The wide range of premises that require licensing means that children can be expected to visit many of these, and the development of family-friendly environments is encouraged.
- 8.2 While the 2003 Act does not prohibit children from having free access to any licensed premises, the Licensing Authority recognises that limitations may have to be considered where it appears necessary to protect children from harm.
- 8.3 The Licensing Authority will judge the merits of each separate application. However, where relevant representations are made they may decide to impose conditions limiting the access of children to individual premises. The following are examples of

premises that will raise concern:

- where entertainment or services of an adult or sexual nature are commonly provided;
- where there have been convictions of members of the current staff at the premises for serving alcohol to minors or with a reputation for allowing underage drinking;
- where it is known that unaccompanied children have been allowed access;
- where requirements for proof of age cards or other age identification to combat the purchase of alcohol by minors is not the norm;
- with a known association with drug taking or dealing;
- where there is a strong element of gambling on the premises (but not, for example, the simple presence of a small number of cash prize gaming machines); and
- where the supply of alcohol for consumption on the premises is the exclusive or primary purpose of the services provided at the premises.

Venue operators may also volunteer such prohibitions and restrictions in their operating schedules because their own risk assessments have determined that the presence of children is undesirable or inappropriate.

8.4 Where relevant representations are received, the Licensing Authority will consider any of the following options when dealing with a licence application where limiting the access of children is considered necessary appropriate to prevent harm to children:

- where alcohol is sold, requirements for the production of proof of age cards or other age identification before sales are made to ensure that sales are not made to individuals under 18 (whether the age limit is 18 or 16 as in the case of consumption of beer, wine and cider in the company of adults during a table meal);
- restrictions on the hours when children may be present;
- restrictions excluding the presence of children under certain ages when particular specified activities are taking place;
- restrictions on the parts of premises to which children might be given access;
- Age restrictions (below 18);
- requirements for an accompanying adult (including for example, a combination of requirements which provide that children under a particular age must be accompanied by an adult); and
- full exclusion of people under 18 from the premises when any licensable activities are taking place;
- Restrictions or exclusions when certain activities are taking place.

8.5 No conditions will be imposed requiring that children be admitted to any premises and, where no limitation is imposed, this will be left to the discretion of the individual licensee.

- 8.6 The 2003 Act details a number of offences designed to protect children in licensed premises and the Licensing Authority will work closely with the police and Trading Standards to ensure the appropriate enforcement of the law, especially relating to the sale and supply of alcohol to children.

Access to Cinemas

- 8.7 In the case of premises which are used for film exhibitions, the Licensing Authority will expect licensees or clubs to include in their operating schedules arrangements for restricting children from viewing age-restricted films classified according to the recommendations of the British Board of Film Classification.

Where a premise is authorised for film exhibitions, the licence will be subject to a mandatory condition requiring the admission of children to be restricted.

Children and Regulated Entertainment

- 8.8 Many children go to see and/or take part in an entertainment arranged especially for them, for example children's film shows and dance or drama school productions, and additional arrangements may be required to safeguard them while at the premises. The Licensing Authority will expect the Operating Schedule to satisfactorily address this issue.
- 8.9 If the applicant does not address protection of children issues in their operating schedule, it is likely that representations will be made. Where relevant representations are made, the Licensing Authority will consider attaching Conditions to licences to prevent harm to children and these may include Conditions drawn from the Model Pool of Conditions relating to the Protection of Children from Harm (see appendix 4).
- 8.10 The Borough Council considers that Norfolk Safeguarding Children's Board to be the lead responsible authority for matters relating to the protection of children from harm (see responsible authorities appendix 3).

9.0 Licensing Hours

- 9.1 The Licensing Authority recognises that, in some circumstances, flexible licensing hours for the sale of alcohol can help to ensure that the concentrations of customers leaving premises simultaneously are avoided. This can help to reduce the friction at late night fast food outlets, taxi ranks, minicab offices and other sources of transport that can lead to disorder and disturbance.
- 9.2 With regard to licensing hours, consideration will be given to the individual merits of an application. However, consideration of flexible hours should always be balanced carefully against the duty to promote the four licensing objectives and the rights of

local residents to peace and quiet.

Retail Premises

- 9.3 The Licensing Authority will generally consider licensing retail premises to sell alcohol for consumption off the premises at any times when the retail outlet is open for shopping unless there are good reasons, based on the licensing objectives, for restricting those hours.
- 9.4 A limitation may be appropriate following police representations made in respect of individual shops known to be the focus of disorder and disturbance.
- 9.5 It is important to note that “opening hours”, the times when premises are open to the public, are not necessarily identical to the hours during which licensable activities may take place.

10.0 Integrating Strategies and Avoiding Duplication

- 10.1 There are many stakeholders in the leisure industry, covering a wide range of disciplines. Many are involved, directly or indirectly, in the promotion of the licensing objectives, particularly those relating to the prevention of crime and disorder and public nuisance. The council understands the need to consider strategies regarding town centres and the night time economy and will welcome representations on these issues, if relevant to the licensing objectives, whilst ensuring the primacy of the licensing objectives when coming to decisions under the Act.
- 10.2 Many of their strategies deal in part with the licensing function, and the Licensing Authority will set up multi-disciplinary working groups to ensure proper integration of local crime prevention, planning, transport, tourism and cultural strategies.
- 10.3 The Licensing Authority will arrange for protocols with the Norfolk Police to enable them to report to the Committee responsible for transport matters on the need for the swift and safe dispersal of people from the town's busiest areas to avoid concentrations, which can produce disorder and disturbance.
- ~~10.4 Arrangements will be made for the Licensing Committees to receive reports on the following matters to ensure these are reflected in their decisions:~~
- ~~• the needs of the local tourist economy and cultural strategy for the Borough, and,~~
 - ~~• the employment situation in the Borough and the need for investment and employment where appropriate~~
- 10.54 The Borough Council recognises that there should be a clear separation of the planning and licensing regimes and licensing applications should not be a re-run of

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the planning application.

- 10.65 The Licensing Authority recognises the need to avoid so far as possible duplication with other regulatory regimes.
- 10.76 However, some regulations do not cover the unique circumstances of some licensable activities and the Licensing Authority will consider attaching Conditions to premises licences and club premises certificates (following relevant representations) where these are ~~necessary~~ appropriate for the promotion of the licensing objectives and are not already provided for in any other legislation.
- 10.87 This policy recognises that the Borough Council has a duty under the Equalities Equality Act 2010, to eliminate unlawful discrimination, harassment and victimisation; and to advance equality of opportunity and to foster good relations between persons with different protected characteristics. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. These requirements will be taken into account when carrying out licensing procedures.

11.0 Conditions

- 11.1 Conditions (except than the statutory mandatory conditions or those drawn from the applicants operating schedule) may only be attached to a licence if relevant representations from responsible authorities or other persons are received.
- 11.2 Where relevant representations have been made, conditions attached to licences or certificates will be tailored to the individual style and characteristics of the particular premises and events concerned.
- 11.3 If its discretion has been engaged and where considered ~~necessary~~ appropriate for the promotion of the Licensing Objectives, the Licensing Authority may consider attaching Conditions drawn from the relevant Model Pools of Conditions and from any published Local Pool of Conditions. (see appendix 4)
- 11.4 The Act has been amended to allow certain community premises to apply for the removal of the mandatory conditions relating to the requirement for a DPS and personal licence holder. The licensing authority would expect a premises wishing to apply under this provision, to have in place:
- 1 a clear constitution or other management documents to confirm that the management board or committee is properly constituted and accountable
 - 2 effective hiring agreements to ensure that where premises are hired, hirers are made aware of their responsibilities under the Act in relation to the sale of alcohol

If these key issues are addressed in the operating schedule, it is less likely to attract

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representations from responsible authorities. It is also expected that any changes to key officers are notified to the licensing authority.

12.0 Enforcement

- 12.1 Once licensed, it is essential that premises are maintained and operated so as to ensure the continued promotion of the licensing objectives and compliance with the specific requirements of the 2003 Act. The Licensing Authority will make arrangements to monitor premises and take appropriate enforcement action to ensure this.
- 12.2 The Licensing Authority has established a protocol with the police and adopted its own enforcement policy. This policy provides for the targeting of agreed problem and high-risk premises, but with a lighter touch being applied to those premises, which are shown to be well managed and maintained.
- 12.3 All enforcement actions taken by the Licensing Authority will comply with the Councils Enforcement Policy, ~~and the Enforcement Concordat, which the Council has adopted.~~ To this end the key principles of consistency, transparency and proportionality will be maintained.

13.0 Reviews

- 13.1 At any stage, following the grant or variation of a licence, a responsible authority or other person, may apply to the Borough Council to review a licence because of a matter arising at the premises in connection with any of the four licensing objectives. The licensing authority itself as a responsible authority can initiate the review process. Where the licensing authority acts as a responsible authority appropriate steps will be taken to ensure separation of the roles and transparency in the decision making process is clear. Representations must relate to a particular licensed premises and must be relevant to the promotion of the licensing objectives.
- 13.2 The licensing authority recognises the importance of partnership working and responsible authorities will aim to give licence holders early warning of any concerns identified at a premises and the need for improvement. A failure to respond to such warnings is likely to lead to a decision to request a review.
- 13.3 Where the Borough Council as licensing authority holds a review hearing and determines that action under its statutory powers is necessary, it may take any of the following steps:
 - 1 to modify the conditions of the premise licence (which includes adding new conditions or any alteration or omission of an existing condition)

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- 2 to exclude a licensable activity from the scope of the licence
- 3 to remove the DPS
- 4 to suspend the licence for a period not exceeding three months
- 5 to revoke the licence

- 13.4 In cases when the crime prevention objective is being undermined, it is expected that revocation of the licence – even in the first instance – will be seriously considered.

14.0 Regulated Entertainment

- 14.1 The Borough Council recognises the need to encourage and promote a broad range of entertainment live for the wider cultural benefit of the communities generally.
- 14.2 When considering applications for such events and the imposition of conditions on licences or certificates (where relevant representations have been made), the Licensing Authority will carefully balance the cultural needs with the necessity of promoting the licensing objectives, avoiding unnecessary or disproportionate measures that could deter regulated entertainment.
- 14.3 Consideration will be given to the particular characteristics of any event, including the type, scale and duration of the proposed entertainment, especially where limited disturbance only may be caused.
- 14.4 The licensing authority has licensed the following public spaces for regulated entertainment:
- 1 Great Yarmouth Town Centre
 - 2 St Georges Park
 - 3 Marine Parade and the beach

15 Responsible Authorities and Other Persons

- 15.1 Responsible authorities are public bodies that are statutory consultees that must be notified of licensing applications. A list of the responsible authorities in respect of applications and notices made to the Borough Council can be found at Appendix 3 or on the Council's website
- 15.2 When dealing with licensing applications for premises licences and club premises certificates the Borough Council is obliged to consider representations from two categories of persons, referred to as 'responsible authorities' and 'other persons'. This allows for a broad range of comment to be received both for and against licensing applications.

16 Other Relevant Matters

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- 16.1 **Adult entertainment.** The Licensing Authority has adopted Schedule 4 of the Local Government (Miscellaneous Provisions) Act 1982 and premises offering regular entertainment of a sexual nature must be licensed as a sex establishment under those provisions. The Borough Council acknowledges that there is an exemption which allows sexual entertainment to be provided at premises licensed under the Licensing Act 2003, as long as it is provided on no more than 11 occasions within 12 months and with at least 1 month between each occasion. Premises using this exemption should ensure that procedures are in place to exclude children when entertainment of this nature is offered.
- 16.2 **Gaming machines in licensed premises - Automatic entitlement.** There is provision in the Gambling Act 2005 (GA2005) for premises licensed to sell alcohol for consumption on the premises to automatically have two gaming machines of category C and/or D.
- 16.3 **Gaming Machine Permit** – If a premises wishes to have more than 2 machines of categories C and/or D, then it needs to apply for a permit and the Borough Council will consider that application based upon the licensing objectives, any guidance issued by the Gambling Commission under section 25 of the [Gambling Act 2005](#), and such matters as licensing officers consider relevant.
- 16.4 **Exempt Gaming.** Premises licensed under the Licensing Act 2003 may offer gaming such as poker and bingo provided the stakes and prizes do not exceed permitted levels. Details of these limits are available from the Borough Council or the Gambling Commission.
- 16.5 **Licence Suspension.** The Borough Council is required under the Act to suspend premises licenses and club premises certificates where the annual fee has not been paid. The Borough Council will invoice each licence holder/club when the annual fee is due setting out the fee that is due. Where the fee has not been paid or there has been no claim of administrative error, the Borough Council will serve a notice to suspend the licence.
- 17 Committee decisions and scheme of delegation**
- 17.1 The Licensing Authority will be involved in a wide range of licensing decisions and functions and has established a Licensing Committee to administer them.
- 17.2 Appreciating the need to provide a speedy, efficient and cost-effective service to all parties involved in the licensing process, the Committee has delegated certain decisions and functions and has established a number of Sub-Committees to deal with them.
- 17.3 Further, with many of the decisions and functions being purely administrative in nature, the grant of non-contentious applications, including for example, those licences and certificates where no representations have been made, has been

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delegated to Council Officers. All such matters dealt with by Officers will be reported for information and comment only to the next Committee meeting

- 17.4 The Table on the following page sets out the agreed delegation of decisions and functions to Licensing Committee, Sub-Committees and Officers
- 17.5 This form of delegation is without prejudice to Officers referring an application to a Sub-Committee, or a Sub-Committee to Full Committee, if considered appropriate in the circumstances of any particular case.
- 17.6 Copies of applications and letters of representation will be included within the Licensing Manager's report and distributed prior to hearings before a Licensing Sub-Committee. Applicants, responsible authorities and other persons wishing to present additional evidence in support of their application/representation should do so at least 3-working days before the hearing starts. ~~Failure to do, may result in the Licensing Sub-Committee disregarding this additional evidence.~~

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TABLE OF DELEGATIONS OF LICENSING FUNCTIONS

MATTER TO BE DEALT WITH	FULL COMMITTEE	SUB-COMMITTEE	OFFICERS
Application for personal licence		If a police objection made	If no objection made
Application for personal licence, with unspent convictions		All cases	
Application for premises licence/club premises Certificate		If a relevant representation made	If no relevant representation made
Application for provisional statement		If a relevant representation made	If no relevant representation made
Application to vary premises licence/club registration Certificate		If a relevant representation made	If no relevant representation made
Application to vary designated premises supervisor		If a police representation	All other cases
Request to be removed as designated premises supervisor			All cases
Application for transfer of premises licence		If a police representation	All other cases
Application for Interim Authorities		If a police representation	All other cases
Application to review premises licence/club premises Registration		All cases	
Decision on whether an objection or complaint is irrelevant, frivolous, vexatious, etc			All cases, initially with discretion to refer to Sub-committee
Decision to object when local authority is a consultee and not the lead authority		All cases	
Determination of a police or health representation to a temporary event notices		All cases	
Application of special policy relating to cumulative impact	All cases		

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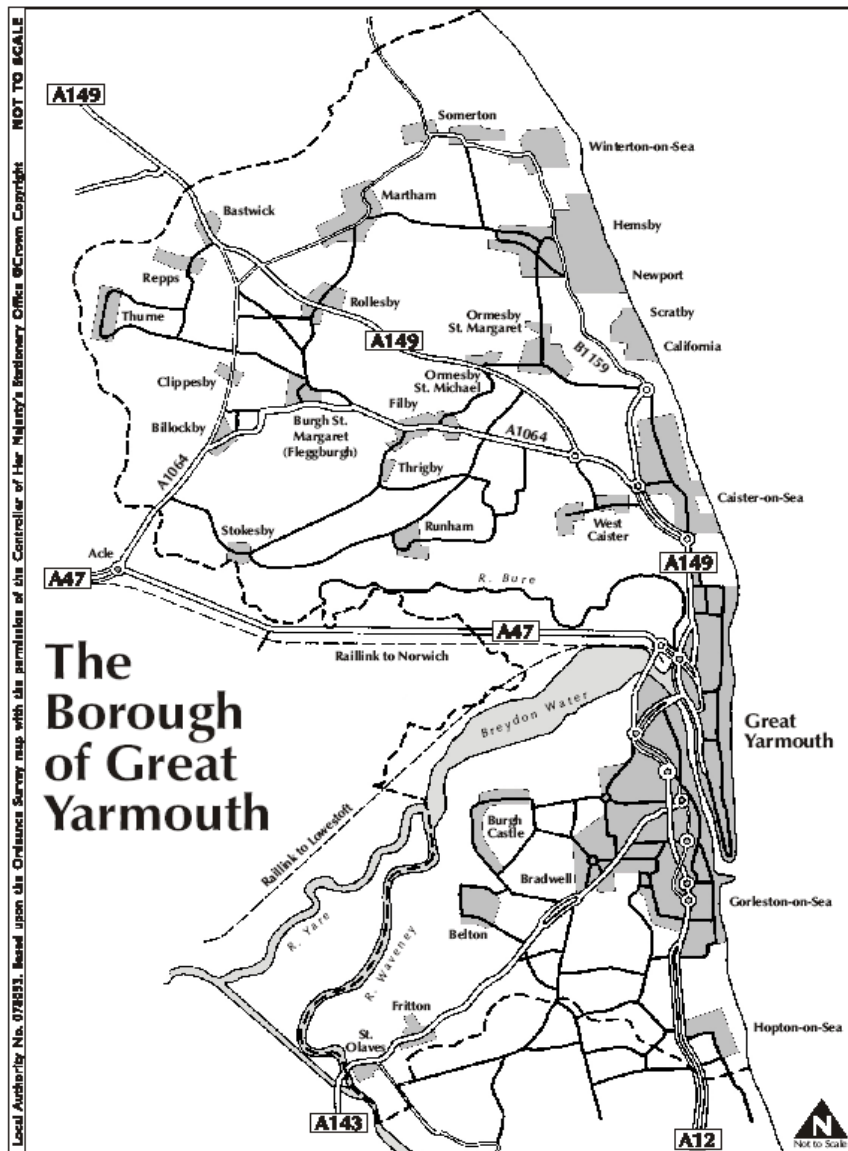
18.0 Contacts

18.1 Information and advice on all aspects of licensing can be obtained by either:

- a) visiting the website on www.great-yarmouth.gov.uk , or
- b) telephoning the licensing team on (01493) 846304/530 or
- c) e-mailing the licensing team on licensing@great-yarmouth.gov.uk
- d) in person at the Town Hall, Hall Plain, Great Yarmouth

18.2 The Licensing Act 2003 and Guidance issued under Section 182 can be viewed on the Home Office website at <http://www.homeoffice.gov.uk>

Appendix 1 – MAP OF THE BOROUGH



Appendix 2 – GLOSSARY OF TERMS

Premises Licence	A licence in respect of any premises, such as land or buildings (including vehicle, vessel or moveable structure) that is to be used for one or more licensable activities. Valid for an indefinite period unless reviewed or revoked.
Club Premises Certificate	A licence to supply alcohol to members of a qualifying club and sell it to members and their guests on the premises without the need for any member or employee to hold a personal licence.
Temporary Events Notice	A licence for the temporary carrying on of the sale of alcohol, provision of regulated entertainment or late night refreshment at a premises not authorised by a premises licence or club premises certificate. This notice is subject to certain limitations as laid down by the Licensing Act.
Personal Licence	A licence to authorise individuals to sell or supply alcohol on or off the premises for which a premises licence is in force for the carrying on of that activity. Originally valid for ten years. Now valid for life unless surrendered or revoked.
Designated Premises Supervisor	A specified individual holding a personal licence, who is responsible for the day to day running of the business and whose name will appear on the premises licence.
Licensable activities	The sale of alcohol by retail The supply of alcohol by or on behalf of a club to, or to the order of a member of a club The provision of 'regulated entertainment' The provision of late night refreshment
Regulated entertainment	<ul style="list-style-type: none"> • A performance of a play • An exhibition of a film • An indoor sporting event • Boxing or wrestling entertainment (indoor or outdoor) • A performance of live music • Playing of recorded music (exc. incidental and background music) • A performance of live dance <p>but only where the entertainment takes place in the presence of an audience and is provided for the purpose of entertaining that audience.</p> <p>Exemptions include music provided for educational purposes, activities incidental to religious meeting or entertainment held at a place of religious worship and provision of entertainment at garden fete or similar event, provided it is not promoted for private gain.</p>

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Late night refreshment	A person provides late night refreshment if at any time between the hours of 11 p.m. and 5 a.m. he supplies hot food or drink to members of the public, on or from any premises, whether for consumption on or off the premises. Exemptions include the supply of food to a member of a recognised club or person staying at a particular hotel, or comparable premises, for the night (such as guest house, hostel, caravan site, etc.).
Qualifying Club	Where members have joined together for particular social, sporting or political purposes and then combined to buy alcohol in bulk as members. Examples of qualifying clubs are: <ul style="list-style-type: none"> • Conservative, Labour and Liberal clubs • Royal British Legion • Working Men's clubs
Operating schedule	This forms part of the completed application form for a premises licence and must promote the four licensing objectives. It must include: <ul style="list-style-type: none"> • The relevant licensable activities • The times during which the applicant proposes that the relevant licensable activities are to take place • Any other times during which the applicant proposes that the premises are to be open to the public • Where the applicant wishes the licence to have effect for a limited period, that period • Where the relevant licensable activities include the sale of alcohol, prescribed information in respect of the individual whom the applicant wishes to have specified as the Designated Premises Supervisor • Whether the relevant licensable activities include the sale and supply of alcohol, on or off the premises, or both • The steps which the applicant proposes to take to promote the four licensing objectives
Responsible Authorities	This group can make relevant representations and includes public bodies such as: <ul style="list-style-type: none"> • The chief officer of Police • The Fire authority • The local enforcement agency for Health and Safety • Environmental Health • The local Planning authority • Norfolk Safeguarding Children's Board • The Health Authority • The Licensing Authority

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Other Persons	Bodies or individuals who are entitled to make relevant representations or seek a review of a premises licence.
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Public Spaces Protection Order

The Designated Public Place Order (DPPO) has been replaced by the Public Spaces Protection Order (PSPO) in the Anti-social Behaviour Crime and Policing Act 2014¹².

PSPOs can be used to restrict the drinking of alcohol in a public space where this has or is likely to have a detrimental effect on the quality of life on those in the locality, be persistent or continuing in nature, and unreasonable. Before making a PSPO, a council must consult the local police. DPPOs will continue to be valid for a period of three years following commencement of the PSPO in October 2014. Once that three year period expires, they will be treated as a PSPO and enforceable as such. Where a local authority occupies or manages premises, or where premises are managed on its behalf, and it licenses that place for alcohol sales, the PSPO will not apply when the licence is being used for alcohol sales (or 30 minutes after), but the place will be subject to the PSPO at all other times. This allows local authorities to promote community events while still using a PSPO to tackle the problems of anti-social drinking.

It should be noted that when one part of a local authority seeks a premises licence of this kind from the licensing authority, the licensing committee and its officers must consider the matter from an entirely neutral standpoint. If relevant representations are made, for example, by local residents or the police, they must be considered fairly by the committee.

Anyone making a representation that is genuinely aggrieved by a positive decision in favour of a local authority application by the licensing authority would be entitled to appeal to the magistrates' court and thereby receive an independent review of any decision.

[Details of the current PSPO for the Great Yarmouth area can be found at:
https://www.great-yarmouth.gov.uk/public-space-protection-orders](https://www.great-yarmouth.gov.uk/public-space-protection-orders)

For full guidance on the PSPO please see the statutory guidance on the 2014 Act:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/352562/ASB_Guidance_v8_July2014_final_2_.pdf

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Appendix 3 – LIST OF RESPONSIBLE AUTHORITIES

Police: Norfolk Constabulary Licensing Team Bethel Street Police Station Bethel Street Norwich NR2 1NN Telephone 01603 276024 Fax 01603 276025 Email: licensingteam@norfolk.pnn.police.uk	The Fire Authority: Group Manager Norfolk Fire Service Fire Station Friars Lane Great Yarmouth NR30 2RP Telephone: 01493 339901 Fax: 01493 339940 Email: Gtyar@fire.norfolk.gov.uk
Environmental Health: Great Yarmouth Borough Council Environmental Protection Section Environmental Health Town Hall Great Yarmouth, NR30 2QF Telephone: 01493 846478 Fax: 01493 846415 Email: health@great-yarmouth.gov.uk	Planning Authority: Great Yarmouth Borough Council Planning and Development Town Hall Great Yarmouth, NR30 2QF Telephone: 01493 846100 Email: plan@great-yarmouth.gov.uk
Child Protection:- NSCB Room 60, Lower Ground, County Hall, Martineau Lane, Norwich, NR1 2DH Telephone : 01603 223409 Child Protection: Norfolk Safeguarding Children Board Room 60, Lower Ground County Hall Martineau Lane Norwich NR1 2DH	Trading Standards: Legal Process Unit Trading Standards Norfolk County Council, County Hall Martineau Lane Norwich NR1 2UD Telephone: 0844 800 80130344-800-8020 Email: trading_standards@norfolk.gov.uk
Health AuthorityPublic Health: Director of Public Health Norfolk County Council, County Hall, Martineau Lane, Norwich, NR1 2DH Telephone 01603 638378 Email: licensingapplications@norfolk.gov.uk	Licensing Authority Great Yarmouth Borough Council Licensing Team Town Hall Great Yarmouth, NR30 2QF Telephone: 01493 846530/846304 Email: licensing@great-yarmouth.gov.uk

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Home Office:
[Alcohol Licensing Team](#)
[Lunar House](#)
[40 Wellesley Road](#)
[Croydon CR9 2BY](#)
[Email: Alcohol@homeoffice.gsi.gov.uk](mailto:Alcohol@homeoffice.gsi.gov.uk)

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Appendix 4

OPERATING SCHEDULES AND POOLS OF CONDITIONS

The operating schedule should be precise and clear about the measures to promote each of the Licensing Objectives. The operating schedule shall include:

- 1 The licensable activities to be conducted on the premises
- 2 The times during which it is proposed that the licensable activities are to take place
- 3 Any other times when the premises are open to the public
- 4 Where the licence is required only for a limited period, that period must be specified
- 5 Where the licensable activities include the supply of alcohol, the name and address of the individual to be specified as the Designated Premises Supervisor; and
- 6 Where the licensable activities include the sale of alcohol, whether the alcohol will be for consumption on or off the premises

When applicants are preparing their operating schedules or club operating schedules, they should consider what measures are ~~necessary~~ [appropriate](#) to promote the four licensing objectives (crime and disorder, public safety, public nuisance and the protection of children from harm). In this respect, applicants should conduct a thorough risk assessment to identify necessary measures to include. Any risk assessment should consider the individual circumstances of the premises (including local knowledge) and take into account a range of factors including:

- 1 The nature and style of the venue;
- 2 The activities being conducted there;
- 3 The location; and
- 4 The anticipated clientele.

Any individual preparing an operating schedule or club operating schedule is at liberty to volunteer any measure, such as those below, as a step they intend to take to promote the licensing objectives. When measures are incorporated into the licence or certificate as conditions, they become enforceable under the law and any breach could give rise to

prosecution.

CRIME AND DISORDER

It is acknowledged that each premise will need to consider different areas for the prevention of crime and disorder, depending on the size of premise, characteristics and activities taking place. The following is a range of measures that could be included:

- 1 The provision of CCTV. The presence of CCTV cameras can be an important means of deterring and detecting crime and disorder at and immediately outside licensed premises. Where appropriate, risk assessments should identify the precise siting of each camera, the requirement to maintain cameras in working order, and to retain recordings for an appropriate period of time. The police should be able to offer advice on the use of CCTV to prevent crime.
- 2 Details of a venue drugs policy.
- 3 Details of any search procedure/policy including the storage procedures for confiscated drugs.
- 4 Protocols for actions taken by door supervisors in relation to illegal drugs or violent behaviour, particularly when police officers should be called immediately.
- 5 Text or radio pagers should be considered for public houses, bars and nightclubs operating in the town centre and seafront areas with a high density of licensed premises. They may also be appropriate and necessary in other areas.
- 6 Measures to prevent, or substantially limit, alcohol abuse caused by drinking games and continuous drinks promotions. The Licensing Authority supports the advice given by the British Beer and Pub Association and the Portman Group, thus discouraging binge drinking, particularly by the under 25's
- 7 ~~Membership of 'nightsafe' and 'pubwatch' schemes. Nightsafe is a local multi-agency partnership co-ordinated with the police and the Licensing Authority would encourage that premises in the town (and, in the future, other areas if this initiative is extended to other parts of the Borough) to be members of this initiative. It would also encourage that all appropriate premises where alcohol is sold to be members of the 'pubwatch' scheme.~~
- 7 To be affiliated with the relevant radio scheme where available. The police and Licensing Authority would encourage premises to use the initiatives currently in operation such as the NightSafe Radio Link operated by the Town Centre Partnership and the Gorleston High Street CCTV radio link. Membership of a Community Alcohol Partnership is also recommended
- 8 Recruiting Security Industry Authority (SIA) licensed door supervision staff from a reputable company with SIA approved contractor status.
Having procedures in place to check the SIA register of licensed door supervisors to ensure their premises and customers are only protected by door supervisors with an SIA licence.
- 9 Bottle bans and provision of toughened or shatter proof glasses, particularly when used in designated outside areas. In the interests of both crime and disorder and public safety, the Licensing Authority advise, where appropriate, that where alcohol is consumed in designated outside areas, provision is made to

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ensure that glasses will be of a type which, when broken, do not enable the remnants to be hazardous, or used as a weapon. Drinking glasses or bottles that may be left (both inside and outside the premises) can be misused and the operating schedule should detail how frequently designated areas will be cleared of any glasses or bottles.

4 10 Proof of age procedures in place. The police and local authority support and promote the challenge 25 scheme.

Those involved in the design, development or refurbishment of premises should refer to the guidance 'Secured by Design Licensed Premises' which includes advice on establishing and maintaining a safe and secure environment in licensed premises.

Where relevant representations have been made and in order to comply with the licensing objectives, the Licensing Authority may attach conditions ~~(drawn from the pools of conditions in the Guidance issued under section 182 of the Licensing Act 2003)~~ relating to:

- 1 The use of text pagers or radios
- 2 Door supervisors
- 3 Banning of bottles
- 4 Plastic containers and toughened glass
- 5 CCTV
- 6 Open containers not to be taken from the premises
- 7 Restrictions on drinking areas
- 8 Capacity limits
- 9 Proof of age cards
- 10 Display of crime prevention notices
- 11 Drinks promotions

PUBLIC SAFETY

Employers have a statutory duty to comply with the requirements of the Health and Safety at Work etc. Act 1974, associated regulations and especially the requirements under the Management of Health and Safety at Work Regulations 1999, and the Regulatory Reform (Fire Safety) Order 2005 to undertake risk assessments. Employers should assess the risks, including risks from fire, and take measures necessary to avoid and control them. Conditions enforcing these requirements are therefore unnecessary as it would be duplication.

Special issues may arise in connection with cinemas, theatres, special effects, outdoor and large scale events (see Guidance issued under Section 182 of the Licensing Act 2003).

In addition, those preparing operating schedules or club operating schedules, should consider:

- 1 Model National and Standard Conditions for Places of Public Entertainment and

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Associated Guidance

- 2 The Event Safety Guide – a guide to health, safety and welfare at music and similar events (HSE 1999) ('The purple book')
- 3 Managing Crowds Safely (HSE 2000)
- 4 5 Steps to Risk Assessment: Case Studies
- 5 The Guide to Safety at Sports Grounds (The Green Guide)
- 6 Safety Guidance for Street Arts, Carnival, Processions and Large Scale Performances
- 7 The London District Surveyors Association's 'Technical Standards for Places of Public Entertainment'
- 8 The Council's 'Event Safety Guide' for large scale events (capacity over 500),. This is available from [the Head Environmental Health, Maltings House, Maltings Lane, Gorleston Environmental Services, Town Hall, Great Yarmouth \(health@great-yarmouth.gov.uk\)](mailto:health@great-yarmouth.gov.uk)

The following standards should also be considered:

- 1 BS 5588 Part 6 (regarding places of assembly)
- 2 BS 5588 Part 9 (regarding ventilation and air conditioning systems)
- 3 BS 5588 Part 9 (regarding means of escape for disabled people)
- 4 BS 5839 (fire detection, fire alarm systems and buildings)
- 5 BS 5266 (emergency lighting systems)

In most premises existing legislation will provide adequately for the safety of the public or club members and guests. However, where this is not the case, consideration might be given to include the following matters in the operating schedule:

- 1 Safety checks that are carried out before the admission of public and how such checks are recorded.
- 2 Escape routes – unobstructed and doors easily opened.
- 3 Safe evacuation of disabled people.
- 4 Operation of emergency lighting.
- 5 Curtains, hangings, decorations and upholstery – not to obstruct.
- 6 Capacity limits. The maximum number of persons allowed on the premises at any one time should include staff and patrons. The figure stated should take into account current fire safety guidelines and health and safety guidelines to ensure overcrowding is not a problem. Examples of where an occupancy limit may be required would be in a nightclub or large pubs but would also depend on the type of entertainment provided.
- 7 Access for emergency vehicles.
- 8 Night club owners and dance event organisers are encouraged to seek guidance to ensure the health and safety of anyone attending the events from the safer clubbing guide by visiting www.drugs.gov.uk. This would include chill out areas and access to free drinking water.

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- 9 Adequate and appropriate risk related supply of first aid equipment and personnel.
- 10 The provision of ventilation to ensure patrons do not become overheated.
- 11 Electrical safety inspection of the mains system including the provision and testing of shock protection systems such as a residual current device
- 12 Any temporary electrical installation being used to be checked by a competent electrician and a temporary electrical installation report or a certificate of compliance to be obtained
- 13 premises with a gas installation to have an annual CORGI certificate of inspection in respect of that installation and in respect of any gas appliance.
- 14 Suitable and sufficient levels of lighting so as to ensure safety of patrons using the premises.
- 15 The specific safety hazards and associated risks concerned with special effects such as dry ice and fog machines, pyrotechnics, foam parties, firearms, lasers and strobe lighting.
- 16 The specific safety hazards concerning striptease and lap dancing entertainment.
- 17 The risk to patrons hearing from loud events, and any control and/or advance warning of this.

Where relevant representations have been made and in order to comply with the licensing objectives, the Licensing Authority may attach conditions ~~(drawn from the pools of conditions in the Guidance issued under section 182 of the Licensing Act 2003)~~ relating to:

- Safety checks and provision of log book
- Maintenance of all escape routes and exits including external exits and routes
- Disabled people – safe evacuation
- Lighting (normal and emergency lighting)
- Curtains, hangings, decorations and upholstery – maintained and flame retardant
- Accommodation limits – capacity limits
- First aid – adequate and appropriate first aid equipment and materials available on the premises and trained attendants being on duty
- Temporary electrical installations
- Fire action notices
- Electrical installations (including RCD protection) – safety inspections
- Ventilation
- Use of special effects and giving notification to the licensing authority
- Additional safety measures for indoor sports entertainment ~~such as a medical practitioner being on site during boxing matches, or similar~~ and any boxing or wrestling entertainment such as providing a written health and safety risk assessment to the Environmental Services Department at least 21 days prior to the event -and having an appropriate number of staff trained in rescue and life saving procedures at water sports entertainments.
- Alterations to the premises
- Additional safety measures in connection with theatres and cinemas

PUBLIC NUISANCE

The Licensing Authority appreciates that the Environmental Protection Act 1990, the Noise Act 1996 and the Clean Neighbourhoods and Environment Act 2005 provide some protection to the general public from the effects of noise nuisance. However, operators should be aware that some activities might cause a disturbance to members of the public and should take into consideration such issues as noise, light, odour, litter and anti social behaviour when completing their operating schedule. Consideration might be given to include the following matters in the operating schedule:

- 1 The hours during which the premises are permitted to be open to the public and/or restrictions when certain licensable activities are to take place.
- 2 The steps the applicant has taken or proposes to prevent noise and vibration escaping from the premises including music, noise from ventilation equipment, and human voices. Such measures may include keeping doors and windows shut, the installation of sound proofing, air conditioning, acoustic lobbies etc.
- 3 The steps the applicant has taken or proposes to prevent queuing, or, if queuing is inevitable, to divert queues away from neighbouring premises, or otherwise to manage the queue to prevent disturbance or obstruction.
- 4 The steps the applicant has taken or proposes to take to ensure staff and patrons leave the premises quietly.
- 5 The arrangements made or proposed for parking by patrons, and the effect of parking on local residents.
- 6 Whether taxis and private hire vehicles serving the premises are likely to disturb local residents.
- 7 Whether the premises would result in increased refuse storage or disposal problems or additional litter in the vicinity of the premises.
- 8 The steps the applicant has taken or proposes to take to ensure activities such as taking out refuse including glass bottles does not cause nuisance to neighbours.
- 9 The steps the applicant has taken to ensure security and other lighting does not create a nuisance to neighbouring residents.

Where relevant representations have been made and in order to comply with the licensing objectives, the Licensing Authority may attach conditions (~~drawn from the pools of conditions in the Guidance issued under section 182 of the Licensing Act 2003~~) relating to:

- 1 Hours – for example: restrictions when licensable activities take place such as playing recorded music after a certain time
- 2 Noise and vibration arising from regulated entertainment taking place at the premises will not be at a level to cause a public nuisance to occupiers of properties in the neighbourhood. Measures could include keeping windows and doors shut, limiting live music to particular area, noise limiter to be used, etc.
- 3 Noxious smells

4 Light pollution

PROTECTION OF CHILDREN FROM HARM

An operating schedule or club operating schedule should indicate any decision for the premises to exclude children completely. This would mean there would be no need to detail in the operating schedule steps that the applicant proposes to take to promote the protection of children from harm. Otherwise, where entry is to be permitted, the operating schedule should outline the steps to be taken to promote the protection of children from harm while on the premises. In this case, consideration might be given to include the following matters in the operating schedule:

- 1 Age restrictions – the hours of day during which age restrictions should and should not apply. Additional measures for cinemas.
- 2 Proof of age schemes to avoid illegal sales of alcohol taking place (such as 'NO ID – NO SALE', acceptance of PASS accredited Proof of Age Cards)
- 3 Staff training to identify measures taken to ensure that alcohol is not sold to persons under 18 or that other people do not purchase alcohol for under 18's (apart from exemptions)
- 4 Procedures for lost and found children at large scale events.
- 5 Additional measures that are taken at events that are presented especially for unaccompanied children.
- 6 Measures that are put in place to ensure that children are not exposed to unsuitable entertainment
- 7 Compliance with the Portman Group Code of Practice on Naming, Packaging and Promotion of Alcohol Drinks. The Licensing Authority commends the code, which is reproduced below.

The Portman Group Code of Practice

The Portman Group operates, on behalf of the alcohol industry, a Code of Practice on the naming, packaging and promotion of Alcoholic Drinks. The Code seeks to ensure that drinks are packaged and promoted in a socially responsible manner and only to those who are 18 years old or over. Complaints about products under the Code are considered by an Independent Complaints Panel and the Panel's decisions are published on the Portman Group's website, in the trade press and in an annual report. If a product's packaging or point-of-sale advertising is found to be in breach of the Code, the Portman Group may issue a Retailer Alert Bulletin to notify retailers of the decision and ask them not to replenish stocks of any such product or to display such point-of-sale material, until the decision has been complied with. The Code is an important weapon in protecting children from harm because it addresses the naming, marketing and promotion of alcohol products sold in licensed premises in a manner, which may appeal to or attract minors. The Borough Council commends the Code.

Where relevant representations have been made and in order to comply with the licensing objectives, the Licensing Authority may attach conditions ~~(drawn from the pools of conditions in the Guidance issued under section 182 of the Licensing Act 2003)~~

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relating to:

- 1 Restrictions on access for children to licensed premises where there may be significant gambling, adult entertainment, heavy drinking, etc. taking place.
- 2 Age restrictions on when children are not permitted to use the premises
- 3 Performances especially for children
- 4 Children in performances
- 5 The Portman Group Code of Practice on the Naming, Packaging and Promotion of Alcoholic Drinks.
- 6 Proof of Age Cards.

Comments received on draft Licensing policy

No.	Organisation	Comments	Accepted into policy?	Reason why or why not?
1	Local Councillor	<p>Comments:</p> <ul style="list-style-type: none"> Page 3. 1.2 para 2. Last figures known are March 2005?. I would think we would have more up to date figures, can you investigate please. I take it the heading on each page will change to the year '2021 edition' Last paragraph on page 30 is labelled 1 – should it be 9? Page 10 bullet point 3 – it is unclear how many times in a calendar year a premises can have a TEN. (1, 12 or 5), just a typo I think. 	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Noted</p>	<p>Will amend to 3,070 businesses as per figure from ONS 2018</p> <p>this heading will be amended</p> <p>this will be amended</p> <p>this bullet point will be amended to ensure it is clear</p>
2	Premise Licence Holder	<p>I suppose it may not be treated officially but the road our premises sits on is the main join road to the seafront. Queens road. The bend outside my house is very fast and the road leading to the seafront is faster still. I mean 70-100mph evenings. i'm afraid this road is a danger site. I myself have had a car taken out on the road side. That at least was just vehicular. A simple road hump or dare I say it speed camera would sort that out a treat.</p> <p>Also cleaning street patrols, i love our little town. But our rubbish problem is not like anywhere I have seen before. you cant even squint to miss the litter.</p>	Noted.	Comments not relevant to Licensing Act Policy. Passed to relevant department.

		I feel there are so many charities, public and homeowners that would get behind charity street cleans in aim of a better for all aim. Street sweeps, could be a monthly 'Sunday Scrubday' pavements to road crack team of local authority based, charity and occupiers of the shops and buildings should be targeted.		
3	Town Centre Partnership	<p>I have read through the draft policy document and would like to comment on the following statement found on page 30.</p> <p><i>7. Membership of 'nightsafe' and 'pubwatch' schemes. Nightsafe is a local multi agency partnership co-ordinated with the police and the Licensing Authority would encourage that premises in the town (and, in the future, other areas if this initiative is extended to other parts of the Borough) to be members of this initiative. It would also encourage that all appropriate premises where alcohol is sold to be members of the 'pubwatch' scheme.</i></p> <p>My understanding is that the 'Nightsafe' brand is no longer promoted by Norfolk Police and the only remaining element of this initiative is the 'NightSafe Radio Link' for licensed premises that is operated from the CCTV control room. I would like to see the 'NightSafe Radio Link' included among the Crime and Disorder considerations for licensee's as it provides an effective tool to tackle disorder by providing a radio link between the each of the participating licensed premises and the CCTV control room so that all are aware of any incidents and persons/groups of interest all of which can be communicated to the Norfolk Police control room via a direct video link and the police radio in the Great Yarmouth</p>	Yes	Paragraph will be updated to remove the mention of 'nightsafe' and to support the use of the Nightsafe radio link

		CCTV control room. The NightSafe Radio Link is facilitated by a digital transmitter that covers the Great Yarmouth town centre and seafront areas.		
4	Norfolk Constabulary	<p>‘regarding the commitment to reduce crime and disorder under Appendix 4 and the measures that could be included we would request the addition of a number of conditions. The Borough of Great Yarmouth currently has two Community Alcohol Partnerships, supported through membership by both Norfolk Constabulary and Great Yarmouth Borough Council. These groups support the promotion of the challenge 25 scheme and aim to embed this across the Borough into all licenced premises making this standard practice and an expectation. It would be beneficial if the adoption of this scheme be included as a mandatory or an additional condition within any new licence approval or reviews. To further support the reduction of crime and disorder we would also support the mandatory or additional condition of all licenced premises being affiliated with the relevant radio scheme to the area the premises is located i.e. off sales within the Great Yarmouth area subscribe to the Shop Safe Radio scheme and on license Sales the Night Safe Radio Scheme Operated by the Town Centre Partnership and the equivalent where it exists in the town of Gorleston i.e. Gorleston High Street CCTV radio link and that participation in this scheme is supported by the premises itself’.</p>	<p>The following has been noted from the email received:</p> <p>The police have requested: A standard condition on any new licence, or imposed at any review, that the Challenge 25 scheme be operated.</p> <p>A business should be a part of a Community Alcohol Partnership A business be affiliated to the relevant radio scheme.</p>	<p>The current guidance discourages standard conditions to be added as standard, other than mandatory conditions. It is therefore not advised to cover this with a blanket condition. The police are still able to raise objection during the application process and enter in discussions with the applicant at this stage.</p> <p>The proof of age procedure and memberships to both a Community alcohol partnership and relevant radio scheme will be mentioned in on page 30. (please see comment above)</p>

URN: 20-082

Subject: Council Tax Support Scheme 2021/22

Report to: Council 26th November 2020

Report by: Miranda Lee, Head of Customer Services

SUBJECT MATTER

This report seeks Council approval of the Local Council Tax Support Scheme for 2021/22

RECOMMENDATION

That Council:

Approves the recommendation to continue with the existing scheme for 2021/22 which is subject to Council approval - a maximum award of 91.5% of the Council Tax Liability for Working Age but including:

- 1) Automatic assessment of entitlement and award of Council Tax Support based on receipt of a Universal Credit notification
- 2) Council Tax Support claims to remain open for a period of 26 weeks from the date that a claim becomes 'nil qualifying'
- 3) Exemption for customers who are entitled to the Disability Premium, Enhanced Disability Premium or Severe Disability Premium, and Carers Allowance to the self-employed minimum income floor calculation

1. Introduction

- 1.1 The Committee Report of the 21st July 2020 requested permission to commence consultation in relation to the 2021/22 Local Council Tax Support Scheme.
- 1.2 In April 2013 Council Tax Benefit was replaced with a new Local Council Tax Support Scheme. This followed the Government announcement in the Spending Review 2010 that financial support for council tax would be localised.
- 1.3 Initially the amount of funding provided to local authorities to run the scheme was approximately 10% less than what was previously spent on the council tax benefit scheme. For the first 2 years funding had been specifically ring-fenced for allocation towards the scheme.
- 1.4 In 2014, the Government announced that future funding towards the Council Tax Support Scheme would be included within the overall Revenue Support Grant and would not be separately identified or ring-fenced from within the grant.
- 1.5 In designing a local scheme for 2021/22 the council has to consider:

- The amount of funding the Council decides to allocate towards the scheme
- Support for pensioners must be protected and would not be affected by the local scheme meaning that the rules around a localised scheme would only apply to those of working age

2. Current Position

- 2.1 Consultation in relation to the 2021 scheme has now closed with only 12 individual responders taking part in the survey.
- 2.2 As in previous years the consultation was available through the council's website. Consultation was based on retaining the existing scheme for 2021/22 for a working age with pensioners being protected.
- 2.3 The consultation ran for a 12-week period. Due to the lack of response the results of the consultation are negligible in helping to determine the scheme, however out of the responses received most favoured retaining the existing scheme for a further year and were in favour of the additional changes. The results of the consultation are contained within Appendix 1.

3. Options Considered for the 2021/22 Scheme

- 3.1 The following options have been considered for the 2021/22 scheme with the aim to keep the scheme like previous years, however, to include:
 - Introduction of a clause to enable an automatic assessment of entitlement and award of council tax support based on receipt of a Universal Credit notification without the need for the customer to submit a separate application for council tax support (this should help to increase take up and reduce the time in which an assessment can be made as well as removing the necessity for the customer to submit a separate claim)
 - Introduction of a new clause to enable all council tax support claims to remain open for a period of 26 weeks from the date that a claim becomes 'nil qualifying' due to a change of circumstances (this means should circumstances change again within the 26 week period, the customer will not need to submit a new claim)
 - Introduction of an exemption for customers who are entitled to the Disability Premium, Enhanced Disability Premium or Severe Disability Premium and Carers Allowance to the self-employed minimum income floor calculation which is based on the minimum wage

4. Requirement for Change

- 4.1 Schedule 1A of the Local Government Finance Act 1992 states:
 1. For each financial year, each billing authority must consider whether to revise its scheme or to replace it with another scheme: and
 2. the authority must make any revision to its scheme, or any replacement scheme, no later than 31 January in the financial year preceding that for which the revision or replacement scheme is to have effect.

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

5 Financial Implications

- 5.1 Initially an element of Government funding for Local Authorities to administer their local schemes was funded from within the Revenue Support Grant (RSG).
- 5.2 Since the introduction of Business Rates Retention, Great Yarmouth Borough Council has been part of the Norfolk Business Rates Pool which enables growth from Business Rates to be retained. Since joining the Pool no funding from the RSG has been received. GYBC has been invited to form a business rates pool for 2021/22, however, there is an option to revoke pool arrangements following the publication of the provisional local government finance settlement.
- 5.3 As Council Tax Support is a discount it reduces the Councils tax base, along with a reduction in the tax base for Norfolk County Council and the Norfolk Police & Crime Commissioner.
- 5.4 The individual Council needs to decide how much of this grant will be used to cover the cost of the 2021/22 scheme.
- 5.5 For illustrative purposes the following gives the financial breakdown of the cost for the recommended scheme.

Table 1

Estimated cost of scheme	£9,321,793
Precept Split	
Norfolk County Council	£7,084,563
Police	£1,305,051
GYBC	£838,961
Parish	£93,218

Council Tax Hardship Fund

- 5.6 As part of a range of additional funding and support measures introduced by the Government to assist through the COVID-19 pandemic, GYBC received £1,305,536 to administer a Council Tax Hardship Fund. So far £823,694 has been allocated to assist people with their Council Tax payments and for wider welfare provision. The balance remaining is £481,842.
- 5.7 Any surplus of funding remaining from this financial year can be rolled forward to 2021/22.

6 Risk Implications

The cost of the scheme

- 6.1 Whilst we can predict anticipated costs of the scheme for 202/22 based on continuing with the existing scheme for 2020/21, any increases in demand, changes in composition of current

caseload or unforeseen changes to other welfare benefits during the year could represent a financial risk by increasing the cost of the overall scheme. Ongoing uncertainty of financial effects on residents through the COVID-19 pandemic could also increase the demand on this scheme.

Council Tax Collection

- 6.2 Collection rates of council tax have been impacted with the introduction of the localised scheme but not as much as first anticipated. Tax base has been calculated to take into consideration the costs of the Council Tax Support Scheme with some provision for impact on collection rates. Ongoing uncertainty of financial effects on residents through the COVID-19 pandemic will could continue to impact collection.

7 Recommendations

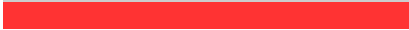

- 7.1 To continue with the existing scheme for 2021/22 - a maximum award of 91.5% of the Council Tax Liability for Working Age but including:
- 1) Automatic assessment of entitlement and award of Council Tax Support based on receipt of a Universal Credit notification
 - 2) Council Tax Support claims to remain open for a period of 26 weeks from the date that a claim becomes 'nil qualifying'
 - 3) Exemption for customers who are entitled to the Disability Premium, Enhanced Disability Premium or Severe Disability Premium and Carers Allowance to the self-employed minimum income floor calculation

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:	Yes
Section 151 Officer Consultation:	Yes
Existing Council Policies:	S13a Council Tax Support Scheme
Financial Implications (including VAT and tax):	Yes, as outlined
Legal Implications (including human rights):	Schedule 2 Local Government Finance Act 1992
Risk Implications:	Yes, as outlined
Equality Issues/EQIA assessment:	
Crime & Disorder:	
Every Child Matters:	

Council Tax Support 2021/22

1. Council Tax Support Consultation Introduction

1. Have you read the background information about the Council Tax Reduction Scheme?								Response Percent	Response Total
1	Yes							91.67%	11
2	No							8.33%	1
Statistics	Minimum	1	Mean	1.08	Std. Deviation	0.28		answered	12
	Maximum	2	Variance	0.08	Std. Error	0.08		skipped	0



2. Page 2

2. Do you think the Council should retain the current scheme for 2021?								Response Percent	Response Total
1	Yes							66.67%	8
2	No							8.33%	1
3	Don't know							25.00%	3
Statistics	Minimum	1	Mean	1.58	Std. Deviation	0.86		answered	12
	Maximum	3	Variance	0.74	Std. Error	0.25		skipped	0



3. We are considering changing our scheme to include an automatic Council Tax Support assessment based on receiving a Universal Credit notification, without the need of completing an application form. The benefits of this are: (1) There would be no requirement to complete an application for council tax support. (2) This would help to reduce the time to assess entitlement to a council tax support award. This will not disadvantage any customers: Do you think that the council should include this in the scheme?

							Response Percent	Response Total
1	Yes		<div></div>				83.33%	10
2	No		<div></div>				16.67%	2
3	Don't know						0.00%	0
Statistics	Minimum	1	Mean	1.17	Std. Deviation	0.37	answered	12
	Maximum	2	Variance	0.14	Std. Error	0.11	skipped	0
Comments: (1)								
1	25/09/2020 09:08 AM ID: 148866615		I'm on esa support and disability allowance and pip. My hubby is in seasonal work and they will finish him any time so we are behind on mortgage by 6 months and I'm trying so hard to pay this £118 every month I feel that it should be reduced when you are getting 8/18 people living in sublet condition that will pay less as their more in the household					

4. Our current scheme allows Universal Credit customers to allow their Council Tax Support claim to remain open for a maximum of 26 weeks from the date a claim is no longer entitled to an award due a change in circumstance. This currently does not apply to non-Universal Credit customers. For fairness and consistency, we are considering a change to our scheme to allow all Council Tax Support claims that do not qualify at the time to remain open for a maximum of 26 weeks. The benefits of this are: (1) This will mean that the scheme is fairer and consistent to all applicants. (2) Individual changes of circumstances can be informed as they occur without the need of a new application, during this period. This will not disadvantage any customers. Do you agree with this change to the scheme?

							Response Percent	Response Total
1	Yes						91.67%	11
2	No						0.00%	0
3	Don't know						8.33%	1
Statistics	Minimum	1	Mean	1.17	Std. Deviation	0.55	answered	12
	Maximum	3	Variance	0.31	Std. Error	0.16	skipped	0

5. We are considering changing our scheme for self-employed customers who have a minimum income floor applied to their assessment to protect vulnerable groups. For example, a self-employed customer who has an entitlement to a disability premium. Do you think we should introduce a protection for certain vulnerable groups?

							Response Percent	Response Total
1	Yes						91.67%	11
2	No						8.33%	1
Statistics	Minimum	1	Mean	1.08	Std. Deviation	0.28	answered	12
	Maximum	2	Variance	0.08	Std. Error	0.08	skipped	0

Comments on any other groups to consider (2)

1	31/07/2020 15:30 PM ID: 145908229	After receiving a letter before the Coronavirus pandemic stating that you are now presuming everyone is on a 30 hour minimum wage contract so will no longer be getting council tax help. I was shocked as I am nowhere near earning that and would not need any help if I was, So it seems silly to me to assume this is the case as this is not the case in my situation or in plenty of other peoples situations. Most people work between 5 - 20 Hours a week so would not be reaching the minimum floor anyway. I feel this is unfair not just to me but to others also. Luckily I am still currently getting help due to the Coronavirus situation and being on universal credit until I am able to get back to my Self employed work but I am very Anxious about what will happen when all this is over and things get back to normal. This Minimum Floor needs reassessing as most people dont earn anywhere near this and as stated before would not need help if they did.
2	25/09/2020 09:08 AM ID: 148866615	I'm in the highly vulnerable and sheild section hubby works on a camp so he has to be so careful as I'm on a lot of meds and have emu nine system and injections surpress it so a cold can knock me off my feet I'm not ableist to work so have to rely on hubby to bring home the wages

6. What is your age group?

							Response Percent	Response Total
1	under 18						0.00%	0
2	18-24						0.00%	0
3	25-34			<div><div></div></div>			25.00%	3
4	35-54			<div><div></div></div>			66.67%	8
5	55+			<div><div></div></div>			16.67%	2
Statistics	Minimum	3	Mean	3.92	Std. Deviation	0.62	answered	12
	Maximum	5	Variance	0.38	Std. Error	0.17	skipped	0

URN: 20-113

Subject: Council Tax Discounts 2021/22

Report to: Council 26th November 2020

Report by: Stuart Brabben, Revenue Services Manager

SUBJECT MATTER

This report seek approval of the levels of council tax discount that shall apply for 2021/22 as set out in this paper.

RECOMMENDATION

That Council approves:

- 1) The council tax discounts as shown in Section 3.1 which will apply for 2021/22, this includes the discount change outlined in section 2.2

1. Council Tax Discounts

- 1.1 Under Section 11A of the Local Government Finance Act 1992 as enacted by Section 75 of the Local Government Act 2003, Section 11B of the Local Government Finance Act 1992, as enacted by Section 11 and Section 12 of the Local Government Finance Act 2002 and in accordance with the provisions of the Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 and the Council Tax (Prescribed Classes of Dwellings) (England) (Amendment) Regulations 2012 the mechanism for levying council tax discount on unoccupied and empty domestic properties is set out. The regulations allow Councils some discretion in setting the level of council tax charged in respect of these unoccupied properties and second homes.
- 1.2 For the financial year 2021/22 it is proposed that there is one change to these discounts following a change in legislation on Long-Term Empty Premiums in 2018.

2. Long Term Empty Property Premium

- 2.1 The Council has discretion to be able to add a premium charge to properties that have been empty over more than two years. This premium was introduced in 2013 as part of the Government's range of measures to bring empty homes into use. Empty homes are wasted assets and are often a blight on the local community, harming the local amenity of neighbouring properties. Therefore, putting empty homes more quickly back into productive use will increase housing supply.

- 2.2 Currently this premium can be up to 100% for those properties that have been empty between 2 years and five years and 200% for those properties empty for more than 5 years. However, from 2021/22 regulations allow a further discretion, which means that the Council can now increase the premium to 300% for properties that have been empty for more than ten years. It is recommended that this increase is approved.
- 2.3 The table below shows the empty property charges for 2021 including the increase in premium to 300% for properties empty for more than ten years.

Table1

Financial Year	Premiums for Long-Term Empty Property (Discount Class C)	Premium Value
2021	Properties empty for greater than two years less than 5 years	100%
	Properties empty for more than 5 years but less than 10 years	200%
	Properties empty for more than 10 years	300%

3. Recommended Council Tax Discounts to be applied for 2021/22

- 3.1 The table below shows the recommended Council Tax discounts to be applied in 2021/22.

Table 2

Discount Class	Equivalent in 2020/21	2021/22
Class C: Properties vacant (unoccupied and unfurnished) for one month or less	100% discount	100% discount
Class C: Properties vacant (unoccupied and unfurnished) for one month and one day or more and up to 2 years	0% discount (full 100% charge)	0% discount (full 100% charge)
Class C: Properties vacant (unoccupied and unfurnished) for 2 years and 5 years	200% charge (100% Empty Property Premium)	200% charge (100% Empty Property Premium)
Class C: Properties vacant (unoccupied and unfurnished) for more than 5 years	300% charge (200% Empty Property Premium)	300% charge (200% Empty Property Premium)
Class C: Properties vacant (unoccupied and unfurnished) for more than 10 years	300% charge (200% Empty Property Premium)	400% charge (300% Empty Property Premium)
Class B: Furnished properties and	0% discount (Full 100%	0% discount (Full

second homes that are no one's main residence	charge)	100% charge)
<p>Class D: Property that is vacant (unoccupied and unfurnished) and</p> <p>(a) it requires or is undergoing major repair work to render it habitable,</p> <p>(b) It is undergoing structural alteration or</p> <p>(c) it has undergone major repair works to render it habitable or structural alteration and less than six months have elapsed since the date on which the work was substantially completed and the dwelling has remained vacant since that date.</p>	0% discount (full 100% charge)	0% discount (full 100% charge)
<p>Class A: Properties that fall into Class A of Section 11A of the Local Government Finance Act 1992 and the Council Tax (Prescribed Classes of Dwellings) (England) (Amendment) Regulations 2012</p> <ul style="list-style-type: none"> - A property that is not the sole or main residence of an individual, - which is furnished, and - the occupation of which is restricted by a planning condition preventing occupancy for a continuous period of at least 28 days in a relevant year 	10% discount	10% discount
<p>Care Leavers Discount</p> <p>A care leaver is defined as a person aged 25 or under, who has been looked after by a</p> <p>local authority for at least 13 weeks since the age of 14; and who was looked after by the local authority at school-leaving age or after that date.</p>	100% Discount	100% Discount

4. Financial Implications

- 4.1 Extra revenue could be generated by this change to Long-Term Empty Premiums, but the main purpose of the increase is to get empty properties back into use.

5. Recommendations

- 5.1 The Council is asked to approve the council tax discounts as shown in Section 3.1, Table 2 that will apply for 2021/22, this includes the discount change as outlined in section 2.2.

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:	Yes
Existing Council Policies:	N/A
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:	

URN: 20-114

Subject: Council Tax Base 2021/22

Report to: Council 26th November 2020

Report by: Stuart Brabben, Revenue Services Manager

SUBJECT MATTER

This report asks the Council to approve the calculation of the 2021/22 tax base totalling 28,910 This is the total number of domestic properties in the Borough using band D as the average property band

RECOMMENDATION

Council is asked to approve::

- 1) The calculation of the 2021/22 tax base totaling 28,910 and the estimated tax bases for the Borough and for each parish, as shown in Appendix A

1. Introduction

- 1.1 The Council Tax base is a technical calculation that must be formally set each year. It is the first stage of the Council Tax setting process that will be finalised once the budgets have been agreed.

2. Tax Base Calculation

- 2.1 Dwellings have been valued in accordance with the following valuation bands:

Valuation	Range of Values	Proportion of 'Band D charge'
A	Up to £40,000	6/9=2/3
B	Over £40,000 up to £52,000	7/9
C	Over £52,000 up to £68,000	8/9
D	Over £68,000 up to £88,000	9/9=1
E	Over £88,000 up to £120,000	11/9
F	Over £120,000 up to £160,000	13/9
G	Over £160,000 up to £320,000	15/9
H	Over £320,000	18/9=2

The tax bill for each band is calculated in proportion to band D, which is deemed to be the

average for these purposes. Accordingly, a taxpayer whose home is in band A will pay two-thirds of what someone whose home is in band D will pay; a taxpayer whose home is in band H will pay twice what someone whose home is in band D will pay.

- 2.2 A tax base calculation must be done in accordance with the Local Authority (Calculation of Council Tax Base) Regulations 1992 and Local Authority (Calculation of Council Tax Base) Regulations 2012 as amended, for each parish based on the number of taxable dwellings calculation in terms of band D equivalent.
- 2.3 The calculation involves the following:
 - (a) The number of current chargeable dwellings for each band shown in the valuation list;
 - (b) The number of discounts and disabled reductions which apply to those dwellings;
 - (c) The estimated changes during the coming year, for example, for new properties, discounts and appeals;
 - (d) The proportion which dwellings in a band bear to dwellings in band D (as shown in paragraph 1.1); and
 - (e) The estimated collection rate (97.5%).
- 2.4 For the purposes of this report the Local Council Tax Support Scheme has been estimated for maximum award of 91.5% for working age claimants
- 2.5 A prediction for growth in the tax base calculation has been estimated because of new properties being added the remainder of this year and next year. However, the overall tax base for the Borough has decreased by 138 Band D equivalents compared to last year. The reason for this is due to an increase in the non-collection rate for 2021/22 to 2.5% because of the predicted effect of the COVID pandemic on collection.

3. FINANCIAL IMPLICATIONS

- 3.1 To comply with a statutory requirement as the first stage of the Council Tax setting process

4. RECOMMENDATIONS

- 4.1 To approve the calculation of the 2021/22 tax base totalling 28,910 and the estimated tax bases for the Borough and for each parish, as shown in Appendix A.

5. BACKGROUND PAPERS

- 5.1 Local Authority (Calculation of Tax Base) Regulations 1992 and 2012 & The Local Authorities (Calculation of Council Tax Base) (Amendment) (England) Regulations 2003.

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

Area for consideration	Comment
Monitoring Officer Consultation:	
Section 151 Officer Consultation:	Yes

Existing Council Policies:	
Financial Implications (including VAT and tax):	To comply with a statutory requirement as the first stage of the Council Tax setting process.
Legal Implications (including human rights):	Yes, as outlined
Risk Implications:	
Equality Issues/EQIA assessment:	
Crime & Disorder:	
Every Child Matters:	

TAX BASE -EQUIVALENT BAND'D' for 2021/22 -OVERALL TAXBASE

Appendix A

	Current Data base after discounts	~~~~~Adjustments for Assumptions~~~~~					Non- collection 2.50%	TAX BASE	Current % in parish
		+ New Props	Less Appeals	Less Seasonal	Discount Changes	Adjusted total			
<u>PARISH:</u>									
Gt Yarmouth/Gorleston	13,047	54	0	0	6	13,107	-328	12,779	43.99%
Ashby with Oby	23	0	0	0	0	23	-1	22	0.08%
Belton with Browston	1,153	0	0	0	0	1,153	-29	1,124	3.89%
Bradwell	3,738	108	0	0	0	3,846	-96	3,750	12.60%
Burgh Castle	467	2	0	-12	0	457	-11	446	1.57%
Caister on Sea	2,857	0	0	0	0	2,857	-71	2,786	9.63%
Filby	345	4	0	0	0	349	-9	340	1.16%
Fleggburgh	403	0	0	0	0	403	-10	393	1.36%
Fritton with St Olaves	267	0	0	0	0	267	-7	260	0.90%
Hemsby	1,561	17	0	-130	0	1,448	-36	1,412	5.26%
Hopton	1,039	0	0	0	0	1,039	-26	1,013	3.50%
Martham	1,165	39	0	0	0	1,204	-30	1,174	3.93%
Mautby	147	0	0	0	0	147	-4	143	0.50%
Ormesby St Margaret	1,820	36	0	-89	0	1,767	-44	1,723	6.14%
Ormesby St Michael	116	0	0	0	0	116	-3	113	0.39%
Repps with Bastwick	155	1	0	0	0	156	-4	152	0.52%
Rollesby	352	0	0	0	0	352	-9	343	1.19%
Somerton	116	0	0	0	0	116	-3	113	0.39%
Stokesby	122	0	0	0	0	122	-3	119	0.41%
Thurne	52	0	0	0	0	52	-1	51	0.18%
West Caister	75	0	0	0	0	75	-2	73	0.25%
Winterton	642	3	0	-49	0	596	-15	581	2.16%
TOTAL	29,662	264	0	-280	6	29,652	-742	28,910	100%

URN:

Report to: ELT – 4 November 2020
Policy and Resources Committee – 17 November 2020
Council – 26 November 2020

Subject: Medium Term Financial Strategy 2021/22

Report by: Finance Director

RECOMMENDATIONS:

- 1) It is recommended that Members consider and approve the following:**
 - a) The updated Medium Term Financial Strategy (MTFS) and the key themes of the business strategy as outlined at section 8;**
 - b) The revised reserves statement as included at Appendix A of the MTFS;**
 - c) To set up a small working group of five members to develop and agree the Additional Restrictions Grant scheme and criteria and delegate authority to the Section 151 Officer and Head of Customer Services.**
- 2) That Members recommend to Council:**
 - a) The allocation of £1 million to the capital programme to support the digital strategy as outlined in section 8 of the MTFS;**

1. INTRODUCTION

- 1.1. The Medium-Term Financial Strategy has been refreshed and updated to reflect the latest external pressures and challenges facing the Council that will impact on the financial position of the Authority moving forward, most significantly the impact of Covid 19.
- 1.2. The strategy provides an updated position on the Council's financial projections for 2021/22, highlighting the budgetary pressures on the Council during this period. It reflects the delay of the major policy changes previously planned for implementation in 2021/22 namely the outcome of the fair funding review and review of business rates along with the impact of covid on the overall financial projections. Whilst the assumed roll forward of the 2020/21 finance settlement will provide additional resources above the level previously assumed, this has not yet been confirmed and makes the ability to accurately forecast funding shortfalls even more challenging.
- 1.3. Whilst there continues to be uncertainty around the funding allocations for 2021/22 onwards, it would be prudent to continue with a business strategy that focuses on a number of key themes

as outlined within the MTFS at section 8 that seeks to identify future income streams and efficiency savings to fund the future forecast deficits.

- 1.4. The Financial Strategy is the first of a number of pieces of work which culminate in setting the annual budget and Council Tax for the forward financial year in February 2021.

2. COVID 19

- 2.1. The financial impact of Covid 19 for the current financial year was detailed in the period 5 budget monitoring report presented to the Policy and Resources Committee in October 2020. The ongoing impact for 2021/22 and future years is not yet fully known and adds challenge and uncertainty to the setting of the 2021/22 budget. Members will be aware that funding allocations have been made in the current financial year to mitigate the financial impact to the Council from increased costs and reduced income. In addition, funding has been allocated to Local Authorities to administer grants payable to businesses in line with national criteria and also local criteria for discretionary grant schemes.

- 2.2. Following the announcement of a second national lockdown from 5 November 2020 further funding announcements has been made available to support and help businesses that are forced to close. The following schemes have been confirmed, although further details are still to be announced (at the time of production of the report):

- 2.2.1. Local Restrictions Support Grants - Grants worth up to £3,000 per month can be distributed to business premises forced to close. Businesses required to close in England due to restrictions will be eligible for funding based on their rateable value of their properties along the following:

- For properties with a rateable value of £15k or under, grants to be £1,334 per four weeks;
- For properties with a rateable value of between £15k-£51k grants to be £2,000 per four weeks;
- For properties with a rateable value of £51k or over grants to be £3,000 per four weeks.

- 2.2.2. Additional Restrictions Grant (ARG) – Grant funding has been allocated to Local authorities for 2020/21 and 2021/22 to provide support to businesses. This will be a discretionary scheme and this report is seeking approval to set up a working group of five members to develop and agree the ARG scheme and criteria.

- 2.3. Further guidance on both of the latest schemes are expected to be published and these will be used to administer the mandatory scheme and inform the development of the local scheme.

3. FINANCIAL AND BUSINESS STRATEGY

- 3.1. The MTFS outlines in detail a number of key themes that continue to remain a priority to reduce the forecast funding gap these are:

- 3.1.1. Strategic Asset Management
- 3.1.2. Economic and Housing Growth
- 3.1.3. Property Investment and Commercialisation
- 3.1.4. Technological Investment
- 3.1.5. Partnerships

3.1.6.GYBC Operating model.

- 3.2. The above themes are presented in more detail within section 8 of the MTFS and savings and additional income proposals will be brought forward for consideration as part of the 2021/22 budget that are aligned to these key priorities. The updated forecast gap is still in the region of £1m for the general fund ahead of the detailed working on the budget for 2021/22. The forecast does assume a transfer from reserves in the year of £500,000 leaving a gap of £500,000 for which work is currently on
- 3.3. This report is also seeking approval of £1million to added to the capital programme to be funded from borrowing to accelerate the technological and digital investment work that is in line with the digital strategy as approved previously. This investment will build on some of the changes to the ways of working that have been adopted in response to covid and ensuring that the necessary investment in technology supports the needs of the customers and business alike.

4. CONCLUSIONS

- 4.1. The continued uncertainty around the future of local government funding and the Covid 19 pandemic makes the forecasting of future funding gaps challenging. Covid 19 has had a significant impact on the Council's finances in the current year and the impact for short to medium term and the speed of the recovery is not yet known. The level of reserves that the Council hold can be used in the short term to mitigate the financial impact, although future budget planning will need to consider the available reserves moving forward and seek to replace reserves as applicable.
- 4.2. The Council remain committed to the ambitious plans for regeneration of the borough including the Future High Street and Towns Fund for which applications and submissions have been made to government. These and the already approved capital programme of works including the re-provision of the Health and Leisure centre are essential to support the wider economic recovery.

5. FINANCIAL IMPLICATIONS AND RISKS

- 5.1. The commentary with in the MTFS has highlighted the financial challenges that continue to face the Council. Regular review of reserves, both general fund, earmarked and Housing revenue Reserves are essentially to inform the in-year decisions and also part of the budget setting report.
- 5.2. The financial support that has been allocated to Local Government to date has mitigated some of the immediate impacts of Covid 19 to Council's financial position although there will need to be a call on reserves for both the general fund and housing revenue account in the current financial year and most likely in 2021/22 to offset the financial impact.

6. BACKGROUND PAPERS

- 6.1. 2020/21 Budget monitoring reports
- 6.2. 2019/20 Outturn report and accounts
- 6.3. Funding announcements and financial modelling

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
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Monitoring Officer Consultation:	Via ELT
Section 151 Officer Consultation:	Included within the detail of the report
Existing Council Policies:	N/A
Financial Implications (including VAT and tax):	Included within the detail of the report
Legal Implications (including human rights):	N/A
Risk Implications:	Included within the detail of the report
Equality Issues/EQIA assessment:	N/A
Crime & Disorder:	N/A
Every Child Matters:	N/A



Medium Term Financial Strategy 2021/22

Author	Karen Sly
Date	October 2020
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1. INTRODUCTION

- 1.1. The Medium-Term Financial Strategy (MTFS) sets out the Council's budget strategy and framework to deliver the budget for the following year. The MTFS term is refreshed annually in response to changing pressures and opportunities and supports the preparation of the 2021/22 budget.
- 1.2. The MTFS supports the delivery of the Council's priorities by setting out the framework within which resources are available to the Council over the medium term and the financial challenges facing the Council in terms of future funding gaps.
- 1.3. The MTFS of an authority is a strategic document that supports the delivery of the Corporate Plan [The Plan 2020-2025](#) . Great Yarmouth Borough Council's sets out the Council's commitment to drive and facilitate in the following four strategic areas:
 - A strong and growing economy
 - Improved housing and strong communities
 - High-quality and sustainable environment
 - An efficient and effective council.
- 1.4. The plan expands on the above key priorities, highlighting the Council's ambition, and approach to delivery.
- 1.5. The MTFS provides a high-level assessment of available resources and outlines the medium-term financial projections. It provides a high level summary of the financial projections taking into account a number of local and national factors which inform the assumptions upon which the projections are based, including known spending pressures and commitments, forecast of future funding reductions and the economic outlook.
- 1.6. The MTFS outlines the demands on the capital programme of both ambition and resources, the impact on the revenue account (for both housing and non-housing) and on the level of reserves held by the Council.
- 1.7. Finally, the strategy addresses both the sustainability of the Council's financial position and examines the more significant risks inherent in the proposals.
- 1.8. The Covid-19 (C19) pandemic has had a significant impact on the Council's finances. The immediate impact in the current financial year is evident from the direct impact to expenditure in response to the pandemic and also shortfall in income compared to the levels budgeted, there will also be a longer term impact as the Council, its residents and local economy seek to recover from the pandemic. The financial impact is explored in more detail within the strategy.

2. BACKGROUND AND CONTEXT

- 2.1. This section provides an overview of the wider financial issues and current assumptions made in the strategy and financial projections.
- 2.2. In April 2020 suspension of major policy changes was confirmed, these included the Fair Funding Review (FFR), the move to 75% business rates retention and the business rates reset. A three-year comprehensive spending review (CSR) was announced earlier in the year and was previously due to take place in July 2020, this was put back to the Autumn with results expected to be announced by the end of November. The multi-year CSR was due to set the public spending envelope for the period from 2021/22 to 2023/24 for revenue and to 2024/25 for capital if there is to be a multi year spending review.
- 2.3. The Autumn Budget was cancelled in September due to the continued uncertainty about the UK's economic outlook and not being the right time for outlining longer-term plans. The most recent announcement in mid October confirmed there would be a one year Spending Review setting the department's resource and capital budgets for 2021/22 only.
- 2.4. Until the detail of the spending review is known there is little certainty on what the future public spending envelope will look like. There are significant fiscal pressures facing the economy, whilst some will be assumed to be short-term ie the immediate response to Covid, others will be longer term for example the wider spending pressures in health and care, the ongoing recession. Any spending review will be balancing additional taxes, spending cuts and borrowing. It would be a prudent approach for any medium term financial strategy to set priorities that will support and deliver savings and additional income for the Borough Council.
- 2.5. For Local Government the funding outlook remains uncertain, for example will the new Homes Bonus scheme continue, will there be a further one-off allocation or a replacement incentive, changes to business rates retention and 100% pilots. The continued uncertainty further curtails the ability to provide accurate financial projections and forecasts over the medium term, for the purpose of the MTFS and the planning for the 2021/22 budget setting it has been assumed that there will be a further¹ roll forward of the 2020/21 finance settlement into 2021/22. Until announcements are made on the likely funding for Local Government estimates have been based on previous funding allocations, although for the period from 2021/22 onwards it would be prudent to plan for funding reductions and to ensure that the MTFS provides a sound framework for the business strategy moving forward that seeks to grow the income base and seeks efficiencies that will mitigate future funding gaps.
- 2.6. Despite the national uncertainty, the refresh of the MTFS is required to inform the detailed budget setting process for the 2021/22 budget ahead of approval of the budget in February 2021.

¹ 2020/21 was a roll forward of the 2019/20 finance settlement due to previous delays.

3. RESOURCES

- 3.1. This section provides an overview of financial resources available to the Council. Financial resources can be split between internal and external. The internal resources are those that are available from local decision making, for example decisions around the level of council tax, sales, fees and charges to be levied, capital receipts from asset disposals and use of available reserves. The external resources include government grants which could be general or service specific and to a certain extent business rates as whilst the Borough Council is the collecting authority for the rates, it does not set them and has very little discretion over reliefs that can be granted, however local decisions that support future growth in business rates will see a direct benefit returned to the council through the business rates retention scheme.
- 3.2. **REVENUE SUPPORT GRANT (RSG)** – RSG is a central government grant provided to Local Authorities to be used to finance revenue expenditure. Previous budget years have seen the level of RSG reduce as part of the multi-year finance settlement covering 2016/17 to 2019/20. The finance settlement for 2020/21 included a roll-over of the 2019/20 RSG resulting in a grant of £2.062million. The Council continue to be one of the largest receivers of RSG compared to similar tiers of authorities, this is primarily due the previous method of funding allocation for local government reflecting the local characteristics including deprivation and spending. At this time it is assumed that there will be a roll-over of the 2020/21 finance settlement for 2021/22.
- 3.3. **BUSINESS RATES RETENTION** – The current system of business rates retentions means that 50% of the rates collected locally is retained locally for the provision of services. Under the current scheme business rates collected are shared between central and local government. The current splits are 50% local (40% Borough and 10% County) and 50% central government.
- 3.4. The system includes a mechanism of tariffs and top ups to reflect local spending needs, and resources allocated from business rates, essentially districts pay a tariff and counties (i.e. NCC) receive a top-up. The business rates baseline is increased annually by RPI (in line with the actual business rates payable) and the tariffs and top-ups are also increased by RPI annually. The baseline allocation forms part of annual budget finance settlement announcements.
- 3.5. Local Authorities can keep up to 50% of the growth in business rate income above the baseline, the remaining 50% is paid (levy) to central government, unless the Local Authority is in a business rates pool and then the amount that would have been paid to central government is retained within the business rates pool.
- 3.6. The system includes a ‘safety net’ element which provides protection to those authorities when the year-on-year income falls by more than 7.5%, i.e. they fund the drop to the 7.5% and are protected beyond the 7.5% reduction.
- 3.7. Business rates’ pooling provides a mechanism for the growth from business rates, to be retained locally and used as agreed by the authorities within the pool. The Council has been part of the Norfolk Business Rates pool since 2018/19. The continuation of the pool for 2021/22 is currently being considered.
- 3.8. Mandatory business rate reliefs and those introduced by the government which reduce the amount of business rates collected locally are normally reimbursed via a section 31 grant. As part of the covid support provided to businesses there have been extensions to retail relief for the 2020/21 financial year. The Council is then compensated for the income that would have been collected via a section 31 grant. Extensions to the reliefs beyond 2020/21 due to Covid has not been confirmed, however when considering future revenues retained from the rates

retention system there are a number of factors that need to be taken into account that will impact on the amount retained locally, including the following:

- 3.9. Bad Debt Provision – It would be prudent to assume that a greater level of bad debt provision is required due to non-payment of business rates, whilst the reliefs are provided in the current year, if these do not continue the ability of some business to pay their business rates could be impacted.
- 3.10. Empty Property Relief – Again following covid there may be an increase in the number of businesses that close and whilst rates are still payable on empty properties there becomes an increased chance of businesses moving into administration and business rates no longer being collectable.
- 3.11. Appeals – All businesses have the ability to appeal their rateable value (RV) for their business premises. Appeals are made to the Valuation Office Agency (VOA) who set the RV for the properties. The outcome of appeals if found in the favour of the appellant can have the impact of reducing the rates collectable moving forward and can also be subject to back dating. The annual budgeting process does make allowance for appeals and a provision is allowed for. Depending on the size of the property decisions in year can have an impact on the actual rates collected in the year. In previous years the Council has been carrying the increased risk in relation to the outstanding appeal on the power station within the borough. The outcome of the power station appeal was confirmed in 2019/20 which resulted in a reduction to the RV, the impact in 2019/20 pushed the Council into a safety net position, the impact in the year was also mitigated by the use of the appeals provision.
- 3.12. Business rate information on reliefs and income received or expected is collected via the National Non Domestic Rate (NNDR) returns submitted in January (projection) and May (actual). The above factors will be used to inform the 2021/22 budget forecast for retained business rates. The business rates baseline funding and tariff is included in the annual finance settlement announcement and these increase by inflation each year.
- 3.13. **NEW HOMES BONUS (NHB)** – New homes bonus has been part of the funding for local government since 2011/12. The scheme was originally introduced to incentivise and reward councils and communicates for building new homes in their areas. The future of the scheme is not yet known, the 2020/21 finance settlement allowed for a further year of the scheme pending the wider review as part of the fair funding review, as this review has been delayed by a further year
- 3.14. The grant is calculated by multiplying the national average council tax by the net additional homes growth (net of movements in long-term empty properties and demolitions), in addition there is an additional supplement of £350 per affordable dwelling.
- 3.15. The system splits the grant between local authority tiers; 80% to the lower tier (GYBC) and 20% to the upper tier (NCC) with annual allocations of NHB Grant being announced as part of the finance settlement based on annual returns ².
- 3.16. Since the introduction of the scheme, the grant has reduced from being payable for six years to four years and from 2018/19 a 0.4 % threshold below which no bonus would be payable was introduced. 2020/21 was the first year since the introduction of the 0.4% threshold that the Council received a new NHB grant.

² Council Tax Base Returns submitted to government annual covering twelve months October to September. The calculation of the bonus does not take into account planning permissions or any other elements of the planning processes.

- 3.17. **COUNCIL TAX** – The current band D equivalent for the boroughs Council tax is £166.48. Alongside the annual Local Government Finance Settlement the Government sets the annual increase in council tax above which would trigger a referendum. Council tax capping in recent years has meant that annual increases in council tax for borough and district authorities have been limited to the higher of 3% or £5 for a band D. Announcements on referendum limits for council tax increases are announced annually as part of the annual Local Government finance settlement.
- 3.18. The Council tax base is an assessment of the number of dwellings expressed in Band D equivalents after allowing for non-collection, discounts and new property growth. The tax base for 2020/21 is 29,048 (28,560 2019/20). The forward projections had previously allowed for the tax base growth of 500 band d properties per annum. The tax base is due to be presented for approval in November, the impact of the covid pandemic will have an impact on the tax base for 2021/22 due to an increase in the demand for local council tax support which reduces the tax base as it is treated as a discount, in addition the impact of non collection in the current year will have an ongoing impact to 2021/22 and this too be reflected in the position.
- 3.19. As part of the financial support offered to Local Government there is the option for 2020/21 collection fund deficits to be phased over three years. Local tax income (council tax and business rates) is collected by the billing authority and paid into the local collection funds. Where there is a shortfall in tax receipts in any financial year compared to the level expected, this can lead to a deficit on the collection fund which should usually be recovered the following financial year. As part of the financial support to local government the government has proposed a scheme whereby repayments to the collection fund to meet the 2020/21 deficits could be phased over a three-year period to mitigate the immediate pressures on the revenue budgets in the short term. The impact of collection fund deficits will fall to the main precepting bodies, Parish and Town Councils are already protected from the impact of collection fund deficits as any deficit relating to the parish share is the responsibility of the billing authority.
- 3.20. The level of council tax discounts has a direct impact on the net collectable council tax and therefore income that is received in the general fund. The **Local Council Tax Support Scheme (LCTS)** is essentially a discount that supports those households and individuals that are on low income.
- 3.21. **SALES, FEES AND CHARGES** – Income from sales, fees and charges from the provision of services continue to be an essential source of funding for local authorities. These include income from a number of demand led services for example, car parking, planning and building control and waste services. The impact of Covid 19 on the demand for these services has had a significant impact in the 2020/21 financial year and whilst it can be assumed for budget setting purposes that these services will recover, the timescales for these is not certain. The forward financial projections allow for annual increases to fees and charges in line with the current fees and charges policy³. The general principles of the policy are annual increases of RPI plus upto 2% to cover the cost of service delivery.
- 3.22. The update financial forecasts will be informed by estimates of all of the above financial resources and this is included in section 4.

³ Fees and charges policy 2020/21 to 2024/25 [Policy Document](#)

4. FINANCIAL FORECAST UPDATE

- 4.1. The production of a detailed financial forecast for the position from 2021/22 onwards is very difficult at this time. The continued uncertainty around government funding, council tax collection, the impact of business rates retention coupled with the challenges around recovery does make the forecasting of future funding gaps somewhat challenging.
- 4.2. The forecast update has been informed by the base budget for 2020/21 allowing for inflation increases and known commitments, at this time it is difficult to forecast what the impact Covid will have on the budget assumptions for 2021/22, for example income from sales fees and charges, the current support scheme from the government is only confirmed for the current financial year.
- 4.3. Some of the impacts in the current financial year can be expected to continue and therefore the future budget will be updated to reflect these, the following provides some commentary around the more significant impacts compared to the current financial year that have been taken into account when arriving at the forecast funding gap and size of the budget challenge that needs to be mitigated.
- 4.4. **INTEREST RECEIVABLE AND PAYABLE** – The Bank of England made two cuts to the UK Official Interest rate over a period of weeks in March 2020 in response to the Covid 19 virus from 0.75% to 0.1% where the rate has remained since that time. This has in return reduced the amount of investment income received on the Council's investments. The forecast impact in the current financial year is expected to be £110,000 and it would be prudent to assume that this will continue for 2021/22.
- 4.5. The borrowing requirements for the Council continue to be undertaken in line with the treasury management strategy and due to slippage in the capital programme some of the planned borrowing will be re-profiled to 2021/22 and 2022/23, this is therefore expected to reduce the forecast interest payments in 2021/22 and overall is expected to mitigate the impact of reduced interest receivable. However planned capital programme that is assumed to be funded by borrowing will be incurred resulting in additional borrowing costs compared to the current financial year, which is currently estimated to be £120,000.
- 4.6. **MINIMUM REVENUE PROVISION (MRP** – allowance in the revenue account for the repayment of debt incurred for capital expenditure) – The MRP is set annually taking into account planned capital spend within the approved capital programme, due to the capital programme covering more than one financial year the future MRP budgets can be projected. An initial review of the capital programme taking into account slippage in the timing of the schemes will delay the commencement of the MRP and based on current assumptions, this assumes additional MRP of £163k compared to the current year.
- 4.7. **PAY AWARD AND PENSIONS** – The 2020/21 budget assumed an annual increase in the employee pay award of 2% per annum. The actual award for 2020/21 was 2.75%, the impact in future years of this is in the region of £100,000 per annum which has been factored into the forward projections. Forecasts for 2021/22 onwards assumed pay awards of 2%. The nature of the Local Government Pension Scheme cost for the Council means that there is an employer contributions payable on actual employee costs incurred in the year as well as a lumpsum element. The lumpsum element is set for three financial years and for 2021/22 represents growth of £135,000 compared to the 2020/21 based budget.
- 4.8. **COUNCIL TAX** – As flagged earlier as part of the resources section, the impact of covid has increased the demand for local council tax support and thereby reduce the amount of council

tax collectable, furthermore the impact of reduced collection will reduce the borough councils element of council tax collectable for budget purposes. Rates of unemployment will continue to have a direct impact on the level of demand for the council tax support scheme, again reducing the net collectable amount of council tax income. The governments support of allowing collection fund deficits means that the impact can be smoothed over a number of years to mitigate the impact in 2021/22. As part of the budget process a prudent estimate for additional council tax income for the coming financial year would be made informed by increases in the tax base as well as increases to the band D equivalent council tax. Previously the future budget forecasts have allowed for annual growth of the tax base of 500 band D equivalents plus the maximum allowable increase of £5 (band D) council tax for the borough element of the council tax. This would generate in the region of £231,000 additional income per annum compared to the prior year. Due to the impact on recovery of council tax and increase in demand for council tax support, these have both reduced the level of tax base growth for the coming year and therefore a prudent estimate of £145,000 has been factored in to the financial forecasts for council tax income for 2021/22 on the assumption of maintaining the current tax base (29,048) and the £5 increase in the borough element of the council tax. Due to the unprecedented impact on the tax base position and the financial forecast it would be prudent to allow for a transfer from general reserves to offset the shortfall in the collection in the 2021/22 financial year which could be in the region of £90,000.

- 4.9. **EXTERNAL GRANT AND FUNDING** – The 2020/21 finance settlement was a roll over of the prior year, at this time following the announcements of the deferring of the fair funding review and business rates review the forecast for 2021/22 has assumed a further rollover of the 2020/21 finance settlement. This is expected to deliver some additional funding compared to what had previously been anticipated under continued funding reductions, and a small increase compared to the current year of approximately £30,000 In addition, assuming there is a further year of the new homes bonus legacy payments, whilst this will deliver funding for 2021/22 for a further year, based on the indication of the tax base forecasts for 2021/22 there will be no “new” NHB and only legacy payments for 2021/22 which is £195,000 less than 2020/21.
- 4.10. **BUSINESS RATES** – The base budget for the 2020/21 budget had assumed some continued levels of growth from business rates for the financial year. The impact of Covid on business rates income for future years is difficult to predict, whilst the extensions to reliefs and grants that have been available in the 2020/21 financial year have sought to mitigate some of the impact, it would be prudent to assume that there may be some direct impact in 2021/22. The updated forecasts assumes a reduction of £250,000 compared to the current financial year. The Council does continue to hold a collection fund earmarked reserve that can be used to smooth the impact between financial years of fluctuations in business rates, however this does not provide a sustainable solution in the medium to long term.
- 4.11. **NET COST OF SERVICES** – As part of the detailed budget work, the service budgets for income and expenditure will be pulled together taking into account inflationary increases for both expenditure and income. Fees and charges income will be increased in line with the fees and charges policy which allows for annual increases of RPI plus upto 2% with the aim to recover costs. For 2021/22 the RPI rate of 1.1% has been used which will see increases in fees and charges of upto 3.1%. The detailed income estimates will inform the detailed budget workings to be presented as part of the budget report in February 2021 which will also be informed by the latest assumptions for service demand and also taking into account covid.
- 4.12. At this stage the impact of inflationary increases for both spend and income have been assumed to mitigate each other unless there are known additional budgetary pressures for which proposals to reduce the impact to the bottom line will need to be considered. This could include

further savings and additional income proposals being factored into the medium term forecast and use of reserves in the short term to smooth the impact. Such additional pressures at this time include additional waste disposal costs, additional external audit fees or which further work and review is due to be carried out.

- 4.13. **SUMMARY** – After allowing for the factors above the following table summarises the current forecast gap for 2021/22.

Updated Financial Forecast 2021/22	£000
2020/21 Budget Gap	150
+ Interest Income Receivable and Interest Payable	180
+ Minimum Revenue Provision	165
+ Employee Costs (Pay award and Pensions)	235
- Council Tax	(145)
+ Financial Settlement – Revised Forecasts	115
+ Business Rates	250
Forecast Financial Gap 2021/22	950

- 4.14. Detailed work on the 2021/22 budget has already commenced with the Management Team to critically review budgets and look at options to reduce the forecast gap for 2021/22. The key themes for the MTFs are included at section 8 and these will be the priorities to be taken forward for reducing the future budget gap.

5. HOUSING REVENUE ACCOUNT

- 5.1. Since the introduction of self-financing in 2012, the HRA business plan has continued to be challenged by a number of changes. Right to buy discounts have increased, rent-setting policy has changed and other future new proposals affecting the HRA have been announced and are in the process of being consulted on. Recently the impact of covid on the HRA has seen an increase to the level of arrears as the financial impact of covid continues to make debts more difficult to collect.
- 5.2. The recent strategy for the HRA has been to keep the HRA reserves levels sufficient in order to mitigate any loss of revenue. The Council continues to be prepared for further reductions in resources available to manage, maintain, improve and add to its housing stock and further managing the implications from the stock condition survey.
- 5.3. Community Housing continues to review all of its revenue spending to look at where savings can be made. The Capital programme, which is funded partly by contributions from revenue, is monitored regularly during the year and is reviewed in detail to update the position of the 2020/21 budget.
- 5.4. Since the full stock condition was carried out in 2017/18 the HRA has continued to see increased capital programme on the stock and as a result the stock condition has improved, and repairs and maintenance demand has greatly reduced.
- 5.5. Additional borrowing currently maintains the affordable housing programme to comply with the right to buy agreement. The requirement is to use retained receipts within three years of a dwelling sale, to support up to 30% of the scheme cost of replacement homes. A consultation from Central Government with Local Authorities was completed to consider introducing flexible options in the future to help spend Retained receipts. This consultation closed in October 2018 and no further guidance has been provided following submission.
- 5.6. The majority of fees and charges relating the Housing Revenue Account have been increased in line with the corporate formula adopted by the Council, RPI + 2%, to close the gap in terms of recovery of costs.
- 5.7. **RENT SETTING POLICY** - The Welfare Reform and Work Act 2016 introduced a 1% reduction per year for four years to social housing rents starting in April 2016 with 2019/20 being the final year subject to 1% rent reductions. From 2020/21 onwards rent setting is based on increases of CPI + 1%. For 2020/21 this equated to 2.7%, on both social and affordable rent in line with the new Rents for Social Housing policy for 2020/21.
- 5.8. **RIGHT TO BUY DISCOUNTS AND RETAINED RECEIPTS** - 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.
- 5.9. The HRA is still part of a retention agreement, where the HRA can retain receipts, to support up to 30% of the cost of replacement homes if incurred in a three-year period. If retained receipts are not used, the Council is liable for repayment of the receipt plus interest, so it is important to monitor and project RTB sales and RTB receipts in order to plan for their appropriate use and mitigate any repayment liabilities.
- 5.10. Great Yarmouth Borough Council have set out a plan and ambition to use retained receipts to develop affordable council housing and to further increase the supply of affordable housing using a combination of four options:

- Grant contribution to Housing Association development
- Development of new build homes
- Purchasing empty homes on the open market
- Purchase of suitable properties on the open market.

- 5.11. **HRA DEBT CAP SUMMARY** - In 2018 it was announced that in order to help solve the 'housing crisis', the Government would scrap the borrowing cap limitations on how much councils can borrow against their HRA Assets. The budget stated that the HRA debt cap would be removed with immediate effect and the new determination came into force on 30 October 2018. The Great Yarmouth Borough Council's HRA has previously been subject to a borrowing cap limitation of £89 million. Following the removal of the borrowing cap, the Council is now able to borrow above its original borrowing limit but must remain within its own affordability.
- 5.12. The Council continues to actively review the best way to utilise the additional borrowing capacity within the HRA, to deliver further affordable homes within the Borough. The council plans to utilise revenue savings to finance additional borrowing within the HRA, along with the use of accrued 1-4-1 receipts, which may have otherwise been repaid to government along with the relevant interest.
- 5.13. Overall, the aim is to increase the levels of new housing within the existing housing stock, and to increase net rental income received. The HRA continues to model the implications to the housing business plan, as well as identifying potential sites for the delivery of additional housing. Increased borrowing for the HRA will need to be able to demonstrate affordability and informed decisions taken to understand the longer term impact to the HRA funding.
- 5.14. There are two key strands to the Councils HRA investment plans:
- Maintaining and improving the housing stock;
 - New Affordable council housing, including new housing to replace sales under RTB in line with Government guidance.
- 5.15. 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.

6. RESERVES

- 6.1. This section provides an overview of reserves held by the Council along with the strategy approach to the use of and replacement of reserves.
- 6.2. The Policy Framework for Reserves is reviewed annually alongside the setting of the annual budget. The Council holds a number of useable reserves both for revenue and capital purposes which fall within one of the following categories.
- General Reserve
 - Earmarked Reserves (General Fund and Housing Revenue Account)
 - Capital Receipts Reserve
 - Housing Revenue Account Reserve.
- 6.3. The General Reserve is held for two main purposes - to provide a working balance to help cushion the impact of uneven cash flows to avoid temporary borrowing and as a contingency to help cushion the impact of unexpected events or emergencies. It is this latter reason that will see a use of the general reserve in 2020/21 due to the impact of Covid 19 and the financial impact in the current year that is not currently due to be covered by government support unless there are further funding allocations.
- 6.4. As part of setting the budget each year the adequacy of all reserves is assessed along with the optimum level of general reserve that an authority should hold. The optimum level of the general reserve takes into account a risk assessment of the budget and the context within which it has been prepared including the following factors:
- sensitivity to pay and price inflation;
 - sensitivity to fluctuations in interest rates;
 - the level of savings that have been factored into the budget and the risk they will not be delivered as anticipated, both level and timing;
 - potential legal claims where earmarked funds have not been allocated;
 - emergencies and other unknowns;
 - impact of demand led pressures which impact on both income and expenditure;
 - future funding fluctuations;
 - level of earmarked reserves held;
 - a level of general reserve that is within 5% to 10% of net expenditure.
- 6.5. A financial assessment is made of all the factors to arrive at a recommended level for the general reserve, which for the 2020/21 financial year was assessed to be £2.8 million.
- 6.6. The general reserve balance at 1 April 2020 was £3.49 million, based on the latest financial monitoring position taking into account the immediate impact of Covid, the balance at 31 March 2021 is expected to be £2.8million, ie still within a reasonable tolerance of the recommended balance, although the ongoing impact of Covid may require further transfers from the general reserve in 2021/22 to mitigate the impact. The medium term financial strategy would seek to replace use of the general reserve over the next two to three years.

- 6.7. **EARMARKED RESERVES** provide a means of building up funds to meet known or predicted liabilities and are used to set aside sums for major schemes, such as capital developments or asset purchases, or to fund restructurings as part of invest to save proposals. Whilst earmarked in nature until the amounts are budgeted to be taken from the reserves, commitments have not yet been made from these reserves. Earmarked reserves can also be held for service projects and business units, which have been established from surpluses to cover potential losses in future years, or to finance capital expenditure. Earmarked reserves also provide a mechanism to carry forward underspends at the year-end for use in the following financial year where no budget exists.
- 6.8. For each earmarked reserve a number of principles should be established:
- the reasons for, or the purpose of the reserve
 - how and when the reserve can be used – short to long term
 - procedures for the reserve's management and control.
- 6.9. The establishment and use of earmarked reserves is reviewed at the time of budget setting, throughout the year as part of the budget monitoring processes and also as part of the year-end reporting. Review of earmarked reserves throughout the year takes into account the continuing relevance and adequacy of the reserve and also the level of the general reserve.
- 6.10. An updated reserves statement is included at Appendix A. This reflects the latest position for the use of all reserves in the current and future financial years where known. There is still some uncertainty around the exact timing of the use of a number of the reserves, for which some are held as a contingency to mitigate a potential liability although the timing and likelihood of this is dependent upon future events.
- 6.11. The following provides a commentary on some of the more significant reserves that the Council currently holds and maintains:
- 6.12. **INVEST TO SAVE** – This earmarked reserve provides resources to fund one-off/upfront costs for projects that will deliver on-going savings. Examples include, officer restructures, where one-off redundancy or pension strain costs might be payable where a business case delivers an on-going revenue saving within two to five years, or for an investment in IT hardware, software or equipment or one-off costs which will deliver savings through more efficient ways of working (for example the programme of digital transformation projects). The balance at the beginning of the year was £1.55m and the forecast balance at 31 March 2021 is £1.27million.
- 6.13. **COLLECTION FUND NATIONAL NON DOMESTIC RATES RESERVE** – This reserve is used to offset the fluctuation in the level of retained business receipts received in the year to mitigate the impact to the revenue account. The reasons for the fluctuations include timing of the outcome of appeals and actual collection of rates. The balance at 1 April 2020 was £1.88 million, the actual use of the reserve in the year will depend upon the business rates position at the year end.
- 6.14. **ASSET MANAGEMENT RESERVE** – This reserve was established to earmark funds that will support the provision of current and future assets, of the reserve £1.257m has been committed to smooth the impact to the revenue account of the new leisure facility, the current forecast unallocated balance is £183k.
- 6.15. All reserves, general and earmarked, will be reviewed over the coming months as part of setting the detailed budgets for 2021/22, with a view that where commitments have not been

identified and funds or reserve balances are no longer required, these will be re-allocated to the general reserve to mitigate the impact of Covid to the Councils financial position.

- 6.16. **CAPITAL RECEIPTS RESERVE** - The Council also holds a reserve which includes the balance of receipts generated from asset disposals. Capital receipts are generated when an asset is disposed of and can only be used to fund expenditure of a capital nature, i.e. not for on-going revenue expenditure. The balance of capital receipts is used to fund the current approved capital programme. The balance at 31 March 2020 was £2.032million.
- 6.17. Using reserves to finance one-off spend for example in relation to projects, and where the funds can be used to lever in other external funding enables flexibility and also does not tie up in-year budget allocations. However when utilising reserves to fund annual budget deficits, it should be remembered that use of reserves provides only a short-term measure to reduce the funding gap and whilst it can be used to mitigate the impact in the short-term for example in response to changes to funding regimes and in response to unplanned impacts eg Covid, this does not provide a sustainable solution in the medium to long term.

7. CAPITAL

- 7.1. This section provides an overview of the current capital programme and resources available to it for the financing of current and new capital schemes.
- 7.2. The capital programme is updated regularly throughout the year as part of the budget monitoring report process. A copy of the current capital programme is included at Appendix B.
- 7.3. **GENERAL FUND CAPITAL PROGRAMME** - The following tables provide a summary of the current capital programme for 2020/21, together with current forecasts for 2021/22 ahead of consideration of new capital proposals for 2021/22 along with a breakdown of the relevant scheme financing.

2020/21	Forecast Expenditure	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts
Service Area:	£'000	£'000	£'000	£'000	£'000
Resources	533	533	0	0	0
Neighbourhood Management	98	73	0	0	25
Customer Services	592	592	0	0	0
Inward Investment	9,388	7,450	1,938	0	0
Housing	2,020	568	1,255	60	137
ICT	500	500	0	0	0
Property & Asset Management	4,011	3,691	220	100	0
Total	17,142	13,407	3,413	160	162
2021/22	Forecast Expenditure	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts
Service Area:	£'000	£'000	£'000	£'000	£'000
Neighbourhood Management	102	102	0	0	0
Inward Investment	16,420	13,670	2,750	0	0
Housing	3,202	1,823	0	880	499
ICT	558	558	0	0	0
Property & Asset Management	7,377	6,377	1,000	0	0
Total	27,659	22,530	3,750	880	499

- 7.4. The current capital programme is funded from the following sources of finance:
- Capital Receipts – generated from asset disposals (both new and existing within the capital receipts reserve);
 - Grants and contributions received from external sources including third parties and government;
 - Revenue – by means of making a revenue contribution to capital;
 - Prudential Borrowing – by means of loans made to the council by PWLB and other sources;
 - Internal Borrowing – by using of the council's cash balances as opposed to borrowing externally.
- 7.5. Prudential borrowing to fund capital expenditure can only be undertaken when an authority can demonstrate the need to borrow. The need to undertake prudential borrowing is demonstrated through its Capital Financing Requirement, which is driven by the balance sheet of the authority and takes into account reserves (including general and earmarked). Financing

costs of the borrowing are charged to the revenue account and therefore any decision to undertake external borrowing would need to take account of the debt costs including interest and the Minimum Revenue Provision (MRP) and overall demonstrate affordability.

- 7.6. As an example, if a £5m capital project is approved the revenue impact from an MRP charge to the revenue account will be made in line with the current MRP Policy – probably over the useful life of the asset – which would amount to £200,000 per annum (assuming a 25 year life).
- 7.7. If a decision is to be taken to use revenue reserves or capital receipts to finance the expenditure, no MRP charge would be necessary, as the expenditure would be financed immediately by a revenue contribution to capital.
- 7.8. **HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME** - The following provides a summary of the 2020/21 and 2021/22 capital programmes for the HRA along with the financing of these programmes.

Summary of the Housing Revenue Capital Programme

	Budget Expenditure	Borrowing	Revenue	Capital Receipts
	£'000	£'000	£'000	£'000
2020/21	18,105	8,730	7,087	2,288
2021/22	13,080	4,100	6,848	2,132

- 7.9. As part of the 2021/22 budget process capital bids will be considered for approval. Bids will be prioritised in line with the priorities of the business strategy and those that report the delivery of future efficiencies, savings and growth. In addition, as flagged earlier the digital strategy remains a priority and therefore these proposals will be considered internally via the IT Investment group ahead of releasing the funds from the IT capital programme.
- 7.10. Significant capital schemes may be brought forward for approval outside of the annual budget setting process for example Future High Street Fund and Town Deal funding. These are two significant programmes of work that are seeking externally funding to deliver wider regeneration schemes within the borough. As these schemes progress

8. FINANCIAL AND BUSINESS STRATEGY

- 8.1. This section outlines the short to medium term priorities to reduce the forecast deficit. The preceding sections set out the updated financial forecast and some of the context within which the forthcoming budget setting will be set.
- 8.2. Despite the lack of certainty around future funding levels, the Council's strategy must continue to look for opportunities to maximise income through growth in homes and businesses and the associated return that these will deliver through council tax and business rates, along as the wider benefits of growth. It must continue to take advantage of new funding streams, including one-off funding where there is a direct benefit to the Borough that will support this growth for example through the future high street fund and towns fund, and also proactive opportunities to seek funding locally through the pooled business rates fund and Local Enterprise Partnerships which align wider objectives to the delivery of local growth and also other funding partners for example Homes England, Sport England and Heritage funding streams.
- 8.3. At the same time, it should also continue to ensure that it is operating in the most efficient way to identify and deliver saving opportunities.
- 8.4. The following outlines in more detail the **key themes of the financial and business strategy**. Each of the themes should not be seen in isolation and where applicable should support other themes in the overall delivery:
- 8.5. **STRATEGIC ASSET MANAGEMENT** – The Council holds a significant asset base, some are directly used for the provision of services and others that support the wider priorities within the plan. Some assets for example commercial properties deliver a return to the Council from rentals and lease payments. In the same way that these properties are reviewed in terms of the financial return to the Council, other assets that are utilised in the delivery of services should be reviewed to ensure that they too support the delivery of services and the wider priorities within the plan. Regular review all Council's asset holdings to ensure that income streams are being maximised and costs minimised should be a continued focus of the work to identify development opportunities, new investment or recognise assets which are under performing for potential disposal, with a view to adding value to strategic assets. **The key aim is to identify the most efficient way to utilise the Council's assets and maximise the return that the Council receives from them.** Delivery of this theme is informed by the Asset Management Strategy and will also cover opportunities to grow the asset base and demonstrate linkages with external funding opportunities and grants. To support this theme it is important that the Council has the correct policies and tools in place that are aligned and support effective and timely decision making in respect of assets. The Acquisition and Disposal Policy will be reviewed further to ensure that it is aligned to the Use of Retained Right to Buy Receipts Policy which was updated in 2019⁴ and also supports transparent decision making processes. The policy will therefore be updated and presented to a future meeting of the Policy and Resources Committee.
- 8.6. **ECONOMIC AND HOUSING GROWTH** – As flagged earlier in the document income from homes and businesses within the borough provides an essential source of income to fund the provision of local services. **A key aim must be to maximise income from housing and business rates through enabling growth and retaining existing baselines.** With an expected greater reliance on income from business rates locally in the future it is important to enhance and protect funding from business rates. There needs to be opportunities to encourage new growth in the Borough, including the enterprise zones and other areas. This will also support new housing

⁴ Introduction of price limit of £350,000 for the acquisition of homes to meet specific needs for adaptation and amending the payback for all acquisitions to 40 years.

growth which will deliver one of the main sources of funding for services from the collection of Council Tax. The Council already has mechanisms in place to support the priority to maximise housing growth both within its own stock through the Housing Revenue Account and also the wider delivery of homes through its company, Equinox.

- 8.7. Optimising the Council tax base continues to be the means by which Council Tax income can be maximised. This could be through growth in property numbers, increased collection and reductions in discounts and through proactive work to ensure that all eligible council tax properties are identified. It is recognised that there are factors outside of the Councils control in terms of managing collection for the 2020/21 financial year due to the covid pandemic, however the longer term delivery of new homes and bringing homes back into use continue to be a priority and recently has seen additional funding allocated to the capital programme to support this aim.
- 8.8. **PROPERTY INVESTMENT AND COMMERCIALISATION** – This theme is closely linked to the strategic Asset management priority, but also seeks to identify other external opportunities for investment in properties to achieve either an income stream or improved returns on investment. These would not necessarily be for investment purposes alone but seeks to regenerate areas which may require up front regeneration funding interventions, with a wider opportunity and growth potential.
- 8.9. Opportunities could be indirect through treasury management property investments or direct delivery by the Council or through an appropriate vehicle. These could support, for example, regeneration within the Borough to deliver growth and linkages to the economic growth theme as detailed above. Any direct investment would be subject to a business case, taking into account all risks and the full revenue implications (including borrowing costs). Currently these opportunities are identified as part of the current asset management plan or proposals taken forward by the appropriate decision making process.
- 8.10. **TECHNOLOGICAL INVESTMENT** – In response to Covid and the shift almost overnight to some services being delivered remotely the Council has responded well and adapted to utilise technology in a more efficient way. Whilst the speed of some of the changes has meant that detailed implementation plans could not be followed, for example the shift to virtual meetings both internal and external by the use of Microsoft teams and zoom, has seen users internally, both members and officers adapt to a different way of working. There is further opportunity for the enhancement and development of IT to ensure efficient and effective service delivery. The Digital Strategy was approved in October 2019 and identified three strategic aims of **Digital Services, Digital Communities and Digital Workforce**. The three aims are supported by the following objectives:
- A. *To make our service provision more efficient via automation, reducing duplication of effort and reducing manual intervention.*
 - B. *To increase the quality of our service, by increasing speed, reliability and consistency.*
 - C. *Increase data sharing across services*
 - D. *Create a single view of residents, land and property*
 - E. *To promote Great Yarmouth as a great place to live, work, do business and visit.*
 - F. *To improve the accessibility and availability of our services.*
 - G. *To provide up to date always available information online for our customers*
 - H. *To have a workforce that has the right information, equipment, systems, training and confidence to do their job in a digital workplace.*
- 8.11. The strategy included an action plan which has been refreshed and included at Appendix C. There are further opportunities for technological investment including system development to

improve access to services, flexible working and digital by design. The current capital programme includes approved funding for ICT investment of £779k, proposals for investment although there will be a requirement for further funding, these will be subject to business cases which will also identify future efficiencies. This MTFS is seeking the earmarking of a further £1million for capital investment in IT subject to business case to expediate the digital strategy (see section 8.14 also).

8.12. **PARTNERSHIPS** - Creating efficiencies through collaborative working with others. Identifying opportunities must continue at a local level with partners and other organisations, ensuring that realistic and deliverable benefits are achieved. In addition, a strengthened approaches to working with communities and partners in the voluntary sector to;

- Drive better outcomes for local residents;
- Reduce avoidable demand on council services;
- Secure investment to drive new partnerships with partners and communities to deliver corporate ambitions;
- Make better use of council assets and resources to offer greater social value to local communities and to develop a partnership approach with public sector partners to working with communities across the borough.

8.13. **GYBC OPERATING MODEL** – It is essential that the Council is effective and efficient. This is one of the four strategic priorities of the Plan. The key to this is the operating model by which the services are delivered to the residents and businesses of the borough. The Council must continue to ensure that the model for delivery of services is the most efficient and effective, providing good value for money and that this is challenged where necessary. Including the review of the joint ventures that are in operation.

8.14. There are various strands to considering what the right operating model is for the Council and these will continue to drive efficiency and saving:

8.14.1. **Organisational Development Strategy** – This work is ongoing and provides an opportunity to continue to review service delivery and the strategic capacity of the organisation. This focuses on the people resource and ensures that the Council has the right people with the right skills, that decisions are taken in the right place, at the same time empowering staff and Members to challenge and drive forward transformation initiatives, being clear on the benefits they will bring and being accountable for their delivery.

8.14.2. **Digital Strategy** – Whilst technological investment is a key theme in itself the digital strategy provides the framework that will support the wider investment. With an ambition to become more efficient via automation, reducing duplication of effort and manual intervention the action plan supports this work to provide an on-line service for residents, businesses and visitors that is supported by a seamless transfer of data in the back office and ensuring that staff have the ability to work in the most effective way with the appropriate tools, support joined-up working, and mobile solutions. Ensuring that investment in services are aligned to the digital strategy that has been adopted. Furthermore building on the work and progress that has been made since March 2020 when all Local Authorities were forced to re-think the provision of services to their residents in a covid secure and predominantly digital way. As the Council has adapted to new ways of working this has highlighted some of the issues with the current IT systems and the limited ability to shift to a remote way of working for staff and to provide on-line services. The digital strategy had previously highlighted the need for some of the back office system upgrades and reviews for example the housing system for which the implementation is underway, other systems include the planning, environmental services and licensing system for which initial business cases have been produced and presented to the ITIG (Information Technology

Investment Group) for consideration. Still need to have a wider review of the digital strategy to ensure that priorities are still applicable and whether we need to re-prioritise to identify those investments that will deliver the benefits including cashable savings.

- 8.14.3. In order to accelerate some of the ICT investment required within the digital strategy, members are being asked to consider approving an additional £1million to the capital programme to be used to fund IT investment business cases that are brought forward to the ITIG for consideration and support ahead of release of the funds from the capital programme. The business cases will cover the need for the investment along with the benefits to the business and also efficiencies. As a guide this level of investment would have an impact of in the region of £40,000 per annum to the revenue account although it is anticipated that this would be more than offset by the cashable savings that the investment would achieve. Furthermore, the benefits of the current way of working for example the greater use of Microsoft Teams and remote working will deliver savings that can be factored into the base budget to reduce the forecast funding gap.
- 8.14.4. **Procurement and Contract Management** – The council has in place a number of contracts/arrangements for the provision of services. These make up a considerable element of both the day to day and capital spend for the Council and therefore there needs to be robust arrangements in place for managing these contracts, whether this is through a joint venture or formal contract management, ensuring key governance principles are adopted including the establishment of clear specifications for service delivery under contract arrangement, pro-active budget and contract management of the service and ensuring value for money is being challenged and achieved.
- 8.14.5. **Enforcement Strategy** – The enforcement board continue to provide a co-ordinated approach to issues such tackling homes and properties which blight areas and may contribute to anti-social behaviour.
- 8.15. As projects that are aligned to the above themes are progressed, the associated savings/additional income will be quantified and factored into the budget and will be brought forward to members for approval as part of the setting of the 2021/22 budget.
- 8.16. **SAVINGS AND ADDITIONAL INCOME** - As part of the budget work for 2021/22 officers have been asked to put forward savings and additional income proposals for consideration as part of the budgets work. These will be presented for approval as part of the budget reports in January and February 2021. It is too early to put monetary amounts against the individual savings proposals as this work is still to be concluded, however a total indicative target of £500,000 would be reasonable at this time, although these may require some lead in time ahead of the full savings targets being factored into the base budget. These proposals will be worked upon in the coming months ahead of consideration by Members as part of the budget reports.
- 8.17. **USE OF RESERVES AND INVEST TO SAVE** - As flagged in the earlier section use of reserves to balance a budget provides only a short-term solution as the funds can only be used once. Reserves can however be used to smooth the impact of funding reductions and fluctuations in funding over the short to medium term and to allow for planning and implementing projects and work streams that will deliver a longer-term financial benefit through reduced costs or additional income.
- 8.18. Similarly, reserves can be used to fund one-off costs for projects that will deliver a longer-term benefit, for example the invest to save reserve. The use of the reserves in this way will be considered as part of the full business case for individual project proposals, taking into account the payback period of the project along with indirect financial implications.

- 8.19. Due to the ongoing impact of Covid it would be reasonable to expect the financial impact to continue into 2021/22, due to this it may be required that the 2021/22 budget is reliant on a transfer from reserves to mitigate the impact of reduced income both from services and also the impact of council tax collection.
- 8.20. **PARISH COUNCIL SUPPORT** – As part of approving the 2020/21 budget in February 2020, Council agreed for a review to be undertaken on the level of concurrent function grants awarded to Parish Councils ahead of the 2021/22 budget setting. The Borough Council is currently providing concurrent function grants totalling £142,000 to parish councils to in the form of grants annually. The concurrent function grants have remained the same since 2016/17. Concurrent functions are discretionary services that can be carried out by the Borough Council but can also be undertaken by parish councils where these exist. They cover services that are provided in some parts of the borough by the borough council and in other areas by the parish councils and can result in parish tax payers being charged twice – double taxation. The payment of grants to the parishes seeks to make a contribution to the costs to mitigate this.
- 8.21. Due to Covid this review work has not been able to be completed and will therefore commence over the coming months as part of the work on the 2021/22 budget.
- 8.22. **KEY ACTIONS** – From the review of the MTFS and business priorities there are a number of work streams that are in place and these will start to deliver savings in 2021/22 and 2022/23 onwards. Furthermore the detail of the 2021/22 budgets will be subject to challenge to identify efficiencies and savings to mitigate future funding gaps. The continued uncertainty on the future funding for local government and covid recovery impact presents a significant challenge, whilst it is expected that the budget challenge work still to be completed will reduce the forecast gap for 2021/22, there will be a need to make a transfer from reserves in 2021/22. The longer term financial position does need to be critically reviewed to ensure that the budget remains achievable in the medium term.
- 8.23. **SUMMARY** - The updated position above is prior to the detailed work on the budget for 2021/22 being completed, which is currently in progress to be presented to Members in February. Work is continuing with services to identify further options to reduce the forecast gap in the short to medium term.

9. RISK AND SENSITIVITY

- 9.1. This section outlines the more significant financial risks facing the Council along with scenarios of the impact of changes to some of the assumptions.
- 9.2. The continuing downward pressure on external resources continues to constrain the level of service delivery that the Council is able to provide. The annual budget and financial planning process aims to ensure that the Council is prepared and able to respond to these pressures at an early stage. That said, there continues to be significant pressures on the Councils budget, both general fund and housing revenue account, and therefore decisions must be made which take account of the overall financial position of the authority.
- 9.3. There is a legal requirement to set a balanced budget annually, for which the process ensures the budget is prepared in an informed manner and may propose changes to service levels, which may require upfront investment. Alongside approval of the budget, the level of reserves and robustness of the estimates are factors that are considered in full ahead of approving the budget and the council tax for the coming year. Whilst reserves can be used to mitigate one-off funding gaps, the use of the reserves should not be seen as a longer-term sustainable option to delivering robust budget and financial management.
- 9.4. The updated financial forecasts are dependent upon a number of key assumptions at a point in time, which are not directly within the control of the Council. The most significant of these are detailed below along with the sensitivities to the financial projections.
- 9.5. **EMPLOYEE COSTS** – As mentioned above the forecasts assume an annual pay award of 2%, the Council is part of a national pay agreement and as a guide for GYBC, 1% equates to approximately £90,000 annually. The base budgets allow for a turnover element from staffing costs, which equate to approximately 1.5% per annum.
- 9.6. **BUSINESS RATES GROWTH** – Within the Local Government Finance Settlement, the Business Rates Baseline funding is assumed to increase annually in line with inflation. Actual increases (or reductions) will result in additional or a reduced level of income retained locally. As a guide a 1% movement each year would result in approximately £50,000 additional income per annum being retained.
- 9.7. **COUNCIL TAX BASE GROWTH AND NEW HOMES BONUS** – The current budget and projections allow for no new NHB allocation for 2021/22. Increases in the tax base generate increases in the locally collected element of the council tax, this is also dependent upon the level of collection. The continued impact of Covid 19 on council tax collection will be reflected in the position for 2021/22 and onwards.
- 9.8. **REVENUE SUPPORT GRANT** – The current assumptions assume a roll over of the 2020/21 funding and until the outcome of the one year comprehensive spending review is announced, this continues to be a significant risk in terms of Local Government funding.
- 9.9. **FUTURE FUNDING AND BUSINESS RATES** – Local Authority funding from central government continues to be under pressure with the continued shift from central government grant (from revenue support grant) to locally generated resources including retained business rates to fund the provision of local services. There are a number of inherent risks, which are borne locally including, the status of properties changing, for example business premises becoming empty and the impact of appeals and the resulting outcomes which can result in backdating of refunds. The granting of business rate reliefs in response to the covid pandemic has assisted businesses with rates liabilities for 2020/21, these have only been granted for the 2020/21 financial year and therefore there is a greater risk of business rates income collection should the reliefs no

longer be available. The Council holds an earmarked reserve which can be used to mitigate any adverse impact to the Council in the short to medium term.

- 9.10. **SAVINGS AND ADDITIONAL INCOME OPPORTUNITIES** – The Council is continuing to deliver against a programme of savings and additional income from current and previous budget decisions. Delivery of the savings at the levels budgeted along with the identification of new opportunities is vital to delivery of the overall budget and achieving a sustainable future financial position. The delivery of these savings is closely monitored by ELT and Members as part of the ongoing budget monitoring process.
- 9.11. **SERVICE DEMAND AND INCOME** - A significant amount of the revenue budget is dependent upon income from demand led services, for example car parking, planning and building control. The time taken for these to recover post Covid 19 will inform the detailed budget work for 2021/22 and will very much be influenced by the current status of the pandemic. The importance of maintaining general and earmarked reserves remains essential to mitigate short term impacts of reduced income.
- 9.12. **INTEREST AND MRP** - The revenue budget takes account of the planned borrowing and financing of the current and future capital programmes. Slippage of capital schemes will impact on the level of borrowing required along with the associated financing costs. In addition, as new schemes and projects are approved this will have an impact on the associated financing costs and will need to be considered as part of the options appraisal and business case.
- 9.13. **FAIR FUNDING REVIEW AND SPENDING REVIEW** – The announcement of the one year spending review will inform the funding allocations for 2021/22. When the timescales for the fair funding review are announced these will inform the future financial forecasting for Local Government.
- 9.14. **HRA** – As flagged previously the removal of the debt cap for the HRA provides greater flexibility and opportunity for the HRA in terms of provisions of replacement and additional housing for the HRA as well as maintaining existing stock. Additional borrowing must still be able to demonstrate affordability and modelling and scenario planning will be undertaken to inform future decisions. Furthermore the impact of covid 19 to the HRA most significantly in terms of rental income and increased arrears will need to be reflected in the updated HRA business plan.
- 9.15. The extent to which the above factors will have an impact on the ongoing financial projections and funding gap will vary. Some will have an ongoing impact, for example a slowing of the tax base growth will impact in 2021/22 and future years and reduces the council tax income that will be generated annually. In the same way an increase in the employee inflation in one year will increase the base budget requirement moving forward cumulatively. The above risks will be considered as part of the annual budget setting process.

General Fund Reserves Statement - Appendix A

Reserve	Opening Balance 01/04/20	Forecast Movement 2020/21	Forecast Closing Balance 31/03/21	Budgeted Movement 2021/22	Forecast Closing Balance 31/03/22	Budgeted Movement 2022/23	Forecast Closing Balance 31/03/23	Budgeted Movement 2023/24	Forecast Closing Balance 31/03/24
Planning Delivery Grant	62	0	62	0	62	0	62	0	62
Insurance Fund	312	0	312	0	312	0	312	0	312
DFG top-up capital loans and grant fund	350	50	400	0	400	0	400	0	400
Restricted use grant	935	-142	792	-128	664	-40	624	-20	604
Invest to Save	1,553	-104	1,449	-176	1,274	0	1,274	0	1,274
Specific budget	192	-25	167	-27	141	15	156	-20	136
LEGAL	124	-50	74	0	74	0	74	0	74
Repairs and Maintenance	302	0	302	0	302	0	302	0	302
Second Homes Council Tax	0	0	0	0	0	0	0	0	0
Waste Management	25	0	25	0	25	0	25	0	25
Collection Fund (Business Rates)	1,884	0	1,884	0	1,884	0	1,884	0	1,884
Community Housing Fund	543	-30	513	-30	483	-30	453	-30	423
Enforcement	42	0	42	0	42	0	42	0	42

General Fund Reserves Statement - Appendix A

Reserve	Opening Balance 01/04/20	Forecast Movement 2020/21	Forecast Closing Balance 31/03/21	Budgeted Movement 2021/22	Forecast Closing Balance 31/03/22	Budgeted Movement 2022/23	Forecast Closing Balance 31/03/23	Budgeted Movement 2023/24	Forecast Closing Balance 31/03/24
Special Project Reserve	554	-132	422	-244	178	-50	128	-26	102
Benefits/Revenues Reserve	145	0	145	0	145	0	145	0	145
Homelessness	281	104	384	-46	338	-46	292	-46	246
Treasury Management reserve	200	0	200	0	200	0	200	0	200
Asset Management reserve	1,798	-449	1,349	-802	547	-205	342	-205	137
Coast Protection	115	0	115	-75	40	0	40	0	40
Empty Business Property Incentive Fund	100	0	100	0	100	0	100	0	100
Other Reserves	1,331	-78	1,252	0	1,252	0	1,252	0	1,252
Total GF Earmarked Reserves	10,848	-857	9,991	-1,528	8,463	-355	8,107	-347	7,760
General Fund Reserve	3,490	-652	2,838	-500	2,338	0	2,338	0	2,338
Total GF Reserves	14,338	-1,508	12,829	-2,028	10,801	-355	10,446	-347	10,099

General Fund Capital Programme - Detail - 2020/21

Services & Projects	Budget Expenditure £000			2020/21 Expenditure £000		2021/22 Onwards
	Rolled Forward 19/20 Budget	Approved 20/21 Budget	Updated 20/21 Budget	Actuals 20/21 year to date	Forecast 20/21	(Roll forward from 20/21)
Equinox Enterprises Limited Share Capital	533	-	533	-	533	-
Total: Executive	533	-	533	-	533	-
Childrens Playground Refurbishment	87	-	87	-	-	87
Cobholm Skate Park	99	-	99	0	98	1
Wellesley CCTV	15	-	15	-	-	15
Total: Neighbourhood Management	200	-	200	0	98	102
Rebuilding sections of Factory Rd/Belvedere Rd/Nth Denes Rd Gt Yarmouth Cemetery Wall	19	-	19	19	19	-
St Nicholas Minster West Boundary Wall	95	-	95	-	95	-
St Nicholas car park North Boundary Wall	25	-	25	-	25	-
Rebuilding sections of Great Yarmouth Cemetry Wall - East Road	9	-	9	0	9	-
Crematorium Tearooms	444	-	444	5	444	-
Total: Customer Services	592	-	592	24	592	-
Health and Fitness Centre	24,509	-	24,509	1,087	8,090	16,419
The Waterways	33	-	33	29	33	-
Phoenix Pool & Gym car park extension	130	-	130	-	130	-
Winter Programme	-	-	905	-	905	-
Great Yarmouth Preservation Trust Loan	230	-	230	230	230	-
Total: Inward Investment	24,902	-	25,807	1,346	9,388	16,419
Disabled Facilities Grants	61	1,188	1,225	119	1,225	-
Better Care Fund Projects	6	-	53	41	53	-
Empty Homes	511	-	511	-	250	261
DFG Top-up Grants	250	-	250	-	20	230
DFG Top-up Loans	150	-	150	-	20	130
Norfolk & Waveney Equity Loan Scheme	32	-	36	-	32	4
Equity Home Improvement Loans	531	-	545	-	50	495
HMOs /Guesthouse Purchase & Repair Scheme	1,912	-	1,912	3	350	1,562
Community Housing Fund Loans	540	-	540	-	20	520
Total: Housing	3,992	1,188	5,221	164	2,020	3,202
ICT Investment to deliver GYBC ICT Strategy	384	395	779	170	500	279
Total: IT, Communications & Marketing	384	395	779	170	500	279
Public Toilet Refurbishment Programme	45	-	45	0	45	0
Footway Lighting	82	300	382	117	382	0
Gorleston High Street car park resurfacing			6	-	6	-

General Fund Capital Programme - Detail - 2020/21

Services & Projects	Budget Expenditure £000			2020/21 Expenditure £000		2021/22 Onwards
	Rolled Forward 19/20 Budget	Approved 20/21 Budget	Updated 20/21 Budget	Actuals 20/21 year to date	Forecast 20/21	(Roll forward from 20/21)
Esplanade Resurfacing	331	-	296	-	-	296
GY Flood Defence Scheme Epoch 2	50	-	50	-	50	-
Beach Huts	51	-	86	21	86	0
Council Chamber relocation	122	-	122	4	122	0
Gorleston Paddling Pool /Splash Pad	10	-	10	-	10	-
Beacon Park Projects	500	-	500	3	10	490
Market Place Redevelopment	4,477	-	4,477	11	1,000	3,477
North Quay Redevelopment	2,361	-	2,361	-	800	1,561
Winter Gardens	7	900	907	38	500	407
Hopton Section 106 funded playground works	-	-	-	-	-	-
Energy Park - South Denes	1,845	-	1,845	4	1,000	845
Total: Property & Asset Management	9,888	1,200	11,088	198	4,011	7,077
Overall Total	40,491	2,783	44,221	1,903	17,142	27,080

Specific Actions	Lead	Start Date	End Date	Additional Resource Requirements	Update
Strategic Objective - A To make our service provision more efficient via automation, reducing duplication of effort and reducing manual intervention.					
A1 Conduct a systems review, integration and automation project. Reviewing all 80 systems used by council to deliver services as end to end processes to identify and implement automations of manual tasks and integrations between systems to facilitate single views of residents, land and property.	Digital Improvement Manager	Sept 19	Oct 22	External consultancy, Norfolk County Council IMT	Initial review of HR, Housing and EH/Lic/PIIn have been looked at and decisions made that new modern systems will be required to drive the business forward. Other systems will be reviewed when additional resource in position
A2 Setup of integration and automations sever to facilitate automation.	Digital Improvement Manager	Oct 19	Jan 20	Training of IMT developers to work with integration server	Integration server has been built with access granted by NCC. Additional software requirements being considered
A3 Implementation of new HR System to facilitate self-service and electronic payslips to reduce manual intervention.	IMT Manager	Feb 20	May 21	Procurement Officer	Systems have been demo'd and Sarah Tate is considering best options to move this project forward
A4 Implementation of Single Sign On for most commonly used applications across the organisation.	IMT Manager	Feb 20	Jul 21		Single sign on has been prioritised for all new systems in procurement. Other systems are being investigated with Integra having work in progress
A5 Finance Systems review (Integra) integrations and automations	Digital Improvement Manager	Dec 19	Apr 20	External Consultant	Meetings with Finance arranged and postponed due to workload and Covid-19. Not yet been re-addressed.
A6 Customer Services Systems review (Civica OR, Civica DM, CRM) integrations and automations	Digital Improvement Manager	May 20	Sep 20	External Consultant	Civica System Review booked.

Specific Actions	Lead	Start Date	End Date	Additional Resource Requirements	Update
A7 Environmental Services Review Customer Services Systems review (Civica APP, BBits, LaLPac, EROS) integrations and automations	Digital Improvement Manager	Oct 20	Jan 21	External Consultant	Systems have been demo'd and business plan approved by ITIG. James Wilson writing OJEU procurement documents
A8 Housing systems review integrations and automations	Digital Improvement Manager	Feb 21	May 21	External Consultant	Housing procurement complete. Awaiting results of dispute meeting in writing before progressing
A9 Planning systems review integrations and automations	Digital Improvement Manager	Jun 21	Sep 21	Y	Reviewed as part of the new system procurement
A10 Property systems review integrations and automations	Digital Improvement Manager	Oct 21	Jan 22	N	Meeting held with system provider to explore functionality of system for use within other teams, bought forward by a desire to digitally transform
A11 Replacement of OHMS system	IMT Manager	Jun 19	Mar 20	N	Reviewed as part of the new system procurement
Strategic Objective B To increase the quality of our service, by increasing speed, reliability and consistency.					
B1 Replace and upgrade GYBC Local area network infrastructure.	IMT Operations Manager	Oct 19	Nov 20	Norfolk County Council IMT	Work in progress. Test units in place and working. Dates for offices postponed due to COVID. Awaiting new dates
B2 Replace and upgrade GYBC Wi-Fi	IMT Operations Manager	Oct 19	Dec 19	Norfolk County Council IMT	Work in progress. Test units in place and working. Dates for offices postponed due to COVID. Awaiting new dates
B3 Relocation of communications equipment to improve business continuity and disaster recovery.	IMT Operations Manager	Jul 19	May 20	NCC, Updata & GYBC	Work has been completed
B4 Upgrade of Crematorium connection to Fibre Optic	IMT Manager	Jul 19	Sep 19	NCC, Updata & GYBC	Work has been completed

Specific Actions	Lead	Start Date	End Date	Additional Resource Requirements	Update
B5 Renegotiate NCC Shared Service Agreement SLAs	Director of Resources / IMT Manager	Jul 19	Dec 19	Norfolk County Council IMT	GYBC requirements added to agreement. Further discussions required to complete
Strategic Objective C – Increase data sharing across services					
C1 Implementation of integration of systems across services as identified in A1	Digital Improvement Manager	Sep 19	Oct 22		Integration server has been built with access granted by NCC. Additional software requirements being considered
Strategic Objective D - Create a single view of residents, land and property					
D1 (C2) Collaborate with NCC and SNDC on the single citizen view project	Digital Improvement Manager	Sep 19	Ongoing	N	Central government funding for project has been turned down. COVID has led to project been put on hold
Strategic Objective E - To promote Great Yarmouth as a great place to live, work, do business and visit.					
E1 Provision of public Wi-Fi in the Great Yarmouth Market Place	IMT Operations Manager	Oct 19	Jan 20	BID Grant	Procurement has been completed. Work to be completed before December 20. Just waiting for final permissions
E2 Collaborate with NCC to discover and utilise LoRaWAN	Digital Improvement Manager	Ongoing	Ongoing	NCC	Initial discussions have taken place with a view as to how this can be used for GYBC. Discussions to continue
E3 Collaborate with NCC to assist with delivery of the LLFN (Local Full Fibre Network) across Great Yarmouth.	IMT Manager	Ongoing	Ongoing	NCC, Updata	LLFN site surveys are currently taking place by BT. Dates for implementation awaited

Specific Actions	Lead	Start Date	End Date	Additional Resource Requirements	Update
Strategic Objective F - To improve the accessibility and availability of our services.					
F1 Conduct Customer Experience focussed review and rebrand of GYBC website and implement recommended improvements.	Digital Improvement Manager	Sep 19	Feb 20	N	Work has been completed on the website
F2 Implement end to end self-service online portals – as identified in the systems review project (A1)	Digital Improvement Manager	Sep 19	Oct 22	N	Implementation of new Bulky item end ot end service complete. Several end to end grant form digital processes complete including paying out of 20+m grants).
F3 Create a single sign on portal for customers via working in collaboration with NCC and SNDC on the Norfolk Single Citizen Identity project integrating MyAccount with Single Citizen Identity.	Digital Improvement Manager	Sept 2019	Ongoing	Local Digital Fund Bid Grant	Project placed on hold by NCC and SNDC/BDC due to COVID-19.
F4 Deliver three community upskilling and access training workshops. Including promotion of the workshops.	IMT Manager / Neighbourhoods	Apr 2021	Oct 22	Neighbourhoods Team Communications and Marketing Team	Project not anticipated to take place until 21 however highlighted red to raise as risk Covid 19
F5 Integrate Civica Open Portal with GYBC MyAccount as a single sign on.	Digital Improvement Manager	Apr 20	June 20	Civica	New Portal for OR installed and working
Strategic Objective G - To provide up to date always available information online for our customers					
G1 Develop and implement a continuous improvement program for the website.	Digital Improvement Manager	Ongoing	Ongoing	N	Review complete and annual schedule of audit, and address in place.

Specific Actions	Lead	Start Date	End Date	Additional Resource Requirements	Update
Strategic Objective H - To have a workforce that has the right information, equipment, systems, training and confidence to do their job in a digital workplace.					
H1 Implement service-based information dashboards utilising Microsoft Power BI (Business Information).	Digital Improvement Manager	Dec 19	Oct 21	N	Initial conversations held with Finance but put on hold due to year end accounting
H2 Conduct a rolling device refresh to keep technology up to date. Planned roll out to Environmental Services, Inward Investment, Finance and Planning in Y1, Y3 Customer Services, Housing, Organisational Development and Property.	IMT Operations Manager	Ongoing	Ongoing	N	Device refresh for Year 1 of the plan has been initiated with devices being rolled out. Phase 2 procurement initiated 09/10/2020
H3 Instil a continuous improvement cycle for GYBC Intranet 'The Loop'	Digital Improvement Manager	Ongoing	Ongoing	N	
H4 Replace current Avaya telephony solution (due to end of life) with a modern telephony system.	IMT Manager	Apr 20	Dec 21	Y	Project agreed by ITIG and now being implemented. To be completed by 30/11/20
H5 Implement digital skills as part of job descriptions, person specifications and PDR objectives	HR	Ongoing	Ongoing	N	Discussions have been held with HR to ensure that "digital" skill are included within new and existing JD's
H6 Provision of ICT training courses to upskill workforce.	HR	Ongoing	Ongoing	N	Word and excel provisioned. HR requesting skills audit. To be discussed with HR
H7 Facilitate digital training via online learning hub – such as cyber security training.	HR/IMT	Ongoing	Ongoing	N	Cyber security and other digital training continues to be delivered.
H8 Provision of BYOD capabilities via Mobile Device Management Microsoft Intune.	IMT Manager	March 20	Feb 21	N	Project agreed by ITIG and now being implemented. To be completed by 28/02/21