



GREAT YARMOUTH
BOROUGH COUNCIL

Cabinet

Date: Monday, 11 September 2023
Time: 14:00
Venue: Supper Room
Address: Town Hall, Hall Plain, Great Yarmouth, NR30 2QF

AGENDA

1 APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2 DECLARATIONS OF INTEREST

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

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

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

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

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

3 ITEMS OF URGENT BUSINESS

To consider any items of urgent business.

4	<u>MINUTES</u>	4 - 12
	To confirm the minutes of the meeting held on the 25 July 2023.	
5	<u>23-128 - QUARTER ONE PERFORMANCE REPORT 2023-24</u>	13 - 58
	Report attached.	
6	<u>23-086 - FINAL DRAFT GREAT YARMOUTH BOROUGH-WIDE DESIGN CODE SUPPLEMENTARY PLANNING DOCUMENT</u>	59 - 213
	Report attached.	
7	<u>HR POLICIES</u>	214 - 265
	Grievance Policy – URN 23-102 Disciplinary Policy – URN 23-103 Bullying & Harassment Policy – URN 23-104 Menopause Policy – URN 23-105	
	Reports attached.	
8	<u>23-135 - WELLESLEY 3G - PROPOSED HIRE CHARGES</u>	266 - 269
	Report attached.	
9	<u>APPOINTMENT OF DIRECTOR TO GYS LIMITED</u>	
	Report to follow.	
10	<u>23-047 - COUNCIL TAX SUPPORT - OPTIONS FOR 2024/25 SCHEME</u>	270 - 276
	Report attached.	

- 11 **23-069 - HRA SERVICE CHARGE REVIEW** 277 -
281
- Report attached.
- 12 **23-137 - 2023/24 BUDGET MONITORING REPORT PERIOD 3** 282 -
319
- Report attached.
- 13 **23-117 -NORTH QUAY RIVERSIDE GATEWAY, GREAT** 320 -
YARMOUTH 330
- Report attached.
- **This report contains a confidential appendix, Members will be required to log in to view the confidential papers**.
- 14 **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."
- 15 **CONFIDENTIAL MINUTES**
- Details



Cabinet

Minutes

Tuesday, 25 July 2023 at 14:00

PRESENT:-

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

Ms S Oxtoby (Chief Executive Officer), Ms C Whatling (Monitoring Officer), Mrs P Boyce (Executive Director - People), Mrs N Hayes (Executive Director - Place), Ms K Sly (Executive Director - Finance), Mr I Robertson (Executive Director - Major Projects), Mr C Furlong (Executive Director - Housing Assets), Mrs M Lee (Head of Customer Services), Mr B Ogden (Head of Property & Asset Management), Ms K Price (Head of Health Integration & Communities), Mr S Hubbard (Strategic Planning Manager), Ms L Snow (Finance Manager), Mrs S Wintle (Corporate Services Manager), Mr J Wedon (Information Governance Lead & Data Protection Officer), Ms R Harrison (Technical Assistant) & Mrs C Webb (Democratic Services Officer).

01 APOLOGIES FOR ABSENCE

There were no apologies for absence given at the meeting.

02 DECLARATIONS OF INTEREST

Councillor Wells declared a personal interest in item number 7, as he had supported the bid for improvements to the play area at Marine Parade, Gorleston. However, in accordance with the Council's Constitution, was allowed to both speak and vote on the item.

03 ITEMS OF URGENT BUSINESS

(i) The Chairman proposed that in line with paragraph 26.11.2 of the Council's Constitution, that if the meeting overran the allotted two hour meeting time, that the meeting be extended by a further 30 minutes. This motion was seconded by Councillor Plant and unanimously voted for by Cabinet.

(ii) The Chairman thanked Kate Price and her team for all their hard work to assist the residents who were left homeless following a fire at the weekend in a large property situated in the south of the town.

04 MINUTES

Cabinet confirmed the minutes of the meeting held on 5 June 2023.

05 ANNUAL PERFORMANCE REPORT 2022-23

The Leader of the Council reported the salient areas of the Council's annual performance for the financial year 2022-23. The report was broken down into two sections:-

- (i) Progress of key projects as at Quarter 4 2022-23 (Appendix 1); and
- (ii) Annual performance report of key performance indicators 2022-23 (Appendix 2).

Councillor Candon thanked the officer for a comprehensive, ambitious and positive report. Councillors Bensly & Plant echoed Councillor Candon's sentiments.

RESOLVED:-

- (i) Cabinet is asked to review and approve the Annual Performance report for 2022-23; and
- (ii) All key projects will continue to be monitored over the forthcoming financial year with the aim of maintaining a green status (on target) and where possible attaining a green status for those key projects which are currently amber.

06 2023-24 ANNUAL ACTION PLAN

The Leader of the Council introduced the Annual Action Plan for 2023-24.

The Leader of the Council reported that the Annual Action Plan documented the projects and activities that would be taken forward by the Council during 2023-24. This built upon the previous year's Action Plan and continued the delivery of "The

Plan 2020-2025".

The Annual Action Plan also included a suite of Performance Indicators which related to "The Plan" and on-going service delivery of the Council. This data would be presented quarterly to the relevant Cabinet Portfolio Holders.

RESOLVED:-

That Cabinet review and approve the Annual Action Plan 2023-24.

07 SPENDING OF DEVELOPER CONTRIBUTIONS (SECTION 106-SECTION 111) ON OPEN SPACE - RECOMMENDATIONS FOR SPEND

Councillor Candon, Portfolio Holder for Economic Development & Growth, set out the recommendations for the first tranche of spend of developer contributions (Section 106/Section 111 agreements) for open space following approval of a revised process last Autumn.

Councillor Plant welcomed the report and reported that he was pleased that the funding had been spread across the Borough.

Councillor Wells thanked the officers for all their hard work and that he was pleased that maintenance costs had been factored in to the funding.

Councillor Bensly highlighted that this was the first tranche of recommendations for funding from s106 obligations. A further round would be opened in August and officers would invite previous unsuccessful applicants to apply again where their project accorded with s106 funding. He asked that this message be passed on to all those applicants who had been unsuccessful in round 1 and offer assistance to improve their applications for round 2.

RESOLVED:-

That Cabinet approves the use of section 106 funds to deliver the following projects:-

- (i) Beaconsfield Road play area Improvement -£57,400 (£41,000 capital, £16,400 future maintenance)
- (ii) Blackfriars West play area Improvements - £56,000 (£40,000 capital, £16,000 future maintenance)
- (iii) Gorleston Marine Parade play area improvements - £39,300 (£29,500 capital, £9,800 future maintenance)
- (iv) Improvements to Wellesley Football Pitch – new dugouts and goals - £18,007.20 capital
- (v) Magdalen Square play area improvements - £47,880 (£34,200 capital, £13,680 maintenance)
- (vi) Mill Lane, Bradwell - Adizone Improvements - £72,324 capital
- (vii) Rollesby Playing Field – new goals and basketball hoop to complete multi-use games area - £8,800 capital

(viii) Pier Plain Play area improvements -£30,800 (£22,000 capital, £8,800 future maintenance; and

(ix) Lichfield Road Play Area Improvements - £31,000 capital

08 NORFOLK COAST PARTNERSHIP MEMORANDUM OF AGREEMENT

Councillor Bensly, Portfolio Holder for Tourism, Cultural and Coastal, reported that the Norfolk Coast Partnership was an Outside Body partnership comprising officer and local councillor membership from the Norfolk Coast Local Authorities to manage the Norfolk Coast Area of Outstanding Natural Beauty (AONB). The Partnership was a longstanding commitment which required a relatively small contribution based on the size of the AONB area and crucially, it met the Council's legislative requirements to manage AONB. A revised MoA had been prepared setting out the roles, responsibilities and increased contributions of the partnership. It had been requested that each Norfolk Coast LA signed up to the agreement.

RESOLVED:-

That Cabinet endorses the content of the Norfolk Coast Partnership Memorandum of Agreement and authorises the Director as signatory.

09 RESILIENT COASTS PROJECT - COASTAL PARTNERSHIP EAST

Councillor Bensly, Portfolio Holder for Tourism, Culture and Coastal reported that the formation of the Resilient Coasts Project Board, as the governing board for the Flood and Coastal Resilience Innovation Programme (FCRIP). Funding for this programme was approved in June 2022.

The initial governing group Joint Coastal Project Board is recommended for amendment to become Resilient Coast Project Board with the Members representing the Coastal Partnership East Board to attend on behalf of the Borough Council.

The Leader of the Council congratulated Councillor Bensly on becoming Chairman of Coastal Partnership East.

RESOLVED:-

That Cabinet approves the creation of a Sub-Group (Resilient Coasts Project Board) of the Coastal Partnership East and that representatives be those that were appointed to the Coastal Partnership East.

10 GREAT YARMOUTH HEALTH AND WELLBEING PARTNERSHIP

Councillor Flaxman-Taylor, Portfolio Holder for Housing, Health and Communities updated Cabinet on the collaborative work of the Great Yarmouth health & Wellbeing Partnership and associated Council-led projects.

The Leader of the Council congratulated all concerned for their excellent partnership working which was an example of best practice.

Councillor Bensly asked how many agencies were involved in the partnership. Councillor Flaxman-Taylor reported that there were 35+ involved at the moment but that it was growing month on month.

Councillor Candon reported that the Council was leading the way and laying a strong foundation for future partnership working and collaboration.

RESOLVED:-

That Cabinet:-

(i) Endorses the Activity Plan as set out in Appendix 1 in respect of the GY Health & Wellbeing Partnership projects funded by Norfolk Public Health and Adult Social care respectively and support the use of officer time in the development of detailed action plans under the workstreams; and

(ii) Promote membership of the Community Partnerships, networks and projects to local organisations in Members' wards.

11 GREAT YARMOUTH COMMUNITY INVESTMENT FUND

Councillor Flaxman-Taylor, Portfolio Holder for Housing, Health and Communities provided an update for Members on the impact of the GY Community Investment Fund (CIF) grant spend in 2022/23 and sought approval for the Fund to continue in partnership with the Norfolk Community Foundation in this current year 2023/24 and 2024/25 subject to budget reviews.

This report also included an update on the Great Yarmouth Community Champions' Programme seed funding for the two community-operated Food Clubs with additional VCSE investment.

Councillor Candon informed Cabinet that he would welcome the opportunity to work with Councillor Flaxman-Taylor to improve the skills agenda in the Borough.

RESOLVED:-

That Cabinet:-

(i) Notes the impact of the GY Community Investment Fund and its ability to leverage additional funding from other external sources which benefits the Borough's community groups; and

(ii) Supports the continuation of the GY CIF in partnership with the Norfolk Community Foundation including a contribution of £50,000 for 2023/24 and 2024/25 (subject to budget reviews).

12 ANNUAL DEBT REPORT 2022-23

The Leader of the Council informed Cabinet that this was an annual report detailing the Council's collection performance and debt management arrangements for 2022/23. The report included a summary of debts written off in each debt area showing the reasons for write-off and values, collection performance for Council Tax and Non-Domestic Rates, level of arrears outstanding and level of provision for bad and doubtful debts.

Councillor Wells was concerned how the cost of living crisis would affect future debt write-off. The Head of Customer Services reported that the Council was still operating a Council Tax Hardship Fund for 2023/24 and was working closely with Citizens Advice & DIAL to look at debt as a whole and work out the best outcome for the customer and it was hoped to sustain this moving forwards.

RESOLVED:-

That Cabinet approve the annual report giving details of the Council's write-offs in accordance with the Council's Recovery Guidelines and performance in relation to revenues collection.

13 TEMPORARY ACCOMMODATION - PURCHASE OF HOMES FOR TEMPORARY ACCOMMODATION

Councillor Plant, Portfolio Holder for Operational Property and Asset Management, reported that as per the report contained within the agenda pack, Great Yarmouth Borough Council together with 229 other Local Authorities, had been notified that assistance was required to support the resettlement of Afghan families as part of the Government's Afghan Citizens Resettlement Scheme.

The scheme prioritised those who have assisted the UK efforts in Afghanistan and stood up for values such as democracy, woman's rights, freedom of speech, and rule of law. Priority was also given to vulnerable people, including women and girls at risk, and members of minority groups at risk (including ethnic and religious minorities and LGBT+).

There are a significant number of these families still within bridging accommodation across the Country in need of a self-contained home. Whilst The Council accepted and acknowledged the current housing pressures facing those already living within the Borough, the homes required to support Afghan Families will be let on a temporary basis until such time as the families secure more permanent homes and will therefore not impact upon the wider Council efforts to provide housing to those who qualify.

Central Government also acknowledged the current position and shortage of homes, and therefore, had allocated £526k to enable the Council to seek 5 properties to meet this requirement.

The benefits of accepting the grant funding were three-fold:-

(i) The Council had to provide these homes with or without the funding. The funding would enable the acquisition of 5 additional homes so as not to impact on current

temporary accommodation provision or the Borough existing social housing stock.

(ii) Under the terms of the funding agreement, once the resettlement programme ends, the homes acquired could be retained by the Council as part of its temporary accommodation portfolio and would therefore provide long-term assets that can be used to support those in need of emergency accommodation.

(iii) The grant funding will support the scheme financially. Whilst there would be an element of Council borrowing, the rental income generated from the homes was sufficient to cover all expenditure on repairs, management, interest payments on the borrowing and repay the capital invested.

In addition to these benefits, this scheme highlighted the Borough's collective responsibilities as a society and an opportunity to fulfil our humanitarian obligations by providing safe and welcoming homes to those who have faced conflict and lost everything as a result.

Councillor Plant recommended that the Council accepted the funding allocated from Central Government, authorise the total expenditure of £1,230,000 and delegate authority to the Executive Director for people and Section 151 Officer in relation to the acquisition of the 5 homes required for the scheme.

RESOLVED:-

That Cabinet:-

(i) Agrees to the purchase five properties to deliver additional Temporary Accommodation as part of the Government's Afghan Resettlement Scheme.

(ii) Recommends to Full Council the approval of the expenditure of up to £1,230,000 supported by up to £704,000 of Council borrowing to deliver this granted-aided Temporary Accommodation Scheme.

(iii) Notes that in accordance with the Property Acquisitions and Disposals Policy, the decision to acquire this Temporary Accommodation is delegated to the Executive Director – People and the Section 151 Officer, and

(iv) Subject to Government confirmation, agrees to accept the Local Authority Housing Fund grant funding and conditions, delegating the signing of the Government's Memorandum of Understanding to the Executive Director – People in association with the Portfolio Holder for Operational Property and Asset Management.

14 BUILDING RATIONALISATION

Councillor Plant, Portfolio Holder for Operational Property and Asset Management.

Councillor Plant reported that the way in which the Council worked and the way our residents expected to access our services had changed significantly over recent years. As part of its wider transformation agenda, the Council sought to use our building assets more effectively, co-location teams in the best place and making our services easier to access for our residents. Within these proposals, was a commitment to deliver a saving in the 2023/24 budget for the rationalisation of council office buildings from four to three. Buildings occupied currently included the Town Hall, Greyfriars House, Novus House and The Catalyst.

The report identified opportunities to relocate the staff to offer dedicated customer support at Novus House and Civic and office spaces at the Town Hall, making best use of council resources by reducing the cost of our buildings.

Councillor Wells reported that he fully supported the proposal but asked if the Council could dovetail the de-carbonisation of the buildings at the same time if this was possible. Councillor Plant informed Cabinet that County was undertaking this with buildings in their ownership but that our property portfolio was very different as it included several Listed Buildings.

Councillor Bensly stressed the importance of staff engagement to avoid unnecessary worry.

The Chief Executive Officer assured Cabinet that all staff were engaged in the process and that she had emailed staff across all sections once the report had been made public last week, and at present, she had received very little feedback. The Chief Executive Officer reported that this idea had stemmed from a suggestion from the Staff Engagement Group (SEG).

RESOLVED:-

- (i) To vacate Greyfriars House office accommodation, relocating customer facilities and staff across Town Hall, Novus House and The Catalyst buildings; and
- (ii) To approve a capital budget allocation of £225k to facilitate the relocation works.

15 BEACON PARK OPTIONS FOR RELOCATION OF PLAY FACILITIES

Councillor Plant, Portfolio Holder for Operational Property & Asset Management reported that with the anticipated removal of the Beacon Park Playground due to the new build for the James Paget University Hospital. This report aimed to summarise options to create new play provision at alternative sites around the area.

Councillor Wells reported that officers had engaged with both Ward Members and the three Members who represented the Magdalen Ward during this process which had worked extremely well.

Councillor Flaxman-Taylor wished her thanks to Rachel Harrison be minuted for all her hard work which had achieved the best outcome for all local residents.

RESOLVED:-

- (i) That Cabinet approves the relocation and improvement of facilities located at the Magdalen Recreation Ground; and
- (ii) To recommend that a budget of £400k be made available for removal of existing equipment and improvements at the approved site.

16 2022/23 FINANCIAL OUT TURN REPORT

The Leader of the Council reported that this report presented the provisional outturn for the 2022/23 financial year for the General Fund and Housing Revenue Account (HRA) including the respective capital programmes and financing. The report seeks an update to the 2023/24 capital programme following re-profiling between financial years and presents a revised reserves statement. The outturn position for the General Fund is a deficit of £974,522 compared to the budgeted deficit of £227,795, this will require an additional use of reserves in 2022/23 of £746,727 above the level previously planned. The HRA outturn shows a surplus of £1.841m, against a budget deficit of £3.129m, resulting in a favourable variance of £4.970m and a higher year end balance than previously forecast. The commentary in the report and appendices details the variances against the budget.

Councillor Plant referred to paragraphs 2.1 & 2.2 of the report and emphasised the importance of continued lobbying of Central Government for funding.

Councillor Wells highlighted the additional spend of £113k for refuse fleet vehicles as the fleet had been in dire need of investment for a significant period of time.

Councillor Wells asked for clarification as to whether the income from business waste had been factored in to the report. The Finance Manager assured Councillor Wells that it had been factored in.

RESOLVED:-

That Cabinet:-

- (i) Agree the provisional outturn for 2022/23 for the General Fund and Housing Revenue Account,
- (ii) Agree the transfers to and from reserves as detailed in the report and appendices,
- (iii) Agree the financing of the capital programmes (GF and HRA) as detailed within the report and appendices,
- (iv) Agree the updated capital programme for 2023/24 as included in the report and appendices,
- (v) Agree the extra £113k capital spend to allow the purchase of the six diesel and one electric refuse vehicles and associated infrastructure as agreed as part of the fleet strategy work, and that these costs are passed onto GYS as part of the service level agreement around asset lease and replacement; and
- (vi) Agree delegated authority for the Executive Director, Place to enter a contract for the procurement of the main build contract for "The Place" subject to DLUHC agreeing the re-allocation of the project adjustment request as outlined in the report.

17 EXCLUSION OF PUBLIC

That under Section 100 (A)(4) and paragraph 3 of Part 1 of Schedule 12A of the Local

CABINET



URN: 23-128

Report Title : Quarter 1 Performance Report

Report to: Cabinet

Date of meeting : 11th September 2023

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

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

Is this a Key decision ? No

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

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

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

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

RECOMMENDATIONS :

That Cabinet agree:

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

1. Introduction




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

2. Work to Date

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

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

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

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

3. Performance Measures

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

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

New for 2023/24, this report includes new Social Housing Regulator Tenancy Performance measures (see HN09 – HN20). At the time of writing the data is not yet available for these measures, however data for quarter 1 will be retrospectively populated with the quarter 2 data and included in the second quarter performance report.

In total there are 44 targeted and 9 monitored measures reported in the first quarter performance report. The monitored measures are reported for contextual information,

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

A breakdown of the 44 targeted measures is shown below.

Performance Measures against Targets		Totals
	Green – Performance has met or exceeded target	27
	Amber – Performance is below target but within tolerance	12
	Red – Performance is below target and tolerance	5

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

The red status measures are:

- PR13(a): Internal Audit recommendations - Number of priority 1 Internal Audit recommendations outstanding
- PR13(b): Internal Audit recommendations - Number of priority 2 Internal Audit recommendations outstanding
- PR15(a): Corporate Property Portfolio - % Arrears per annum
- EN06: Contamination rate in dry recycling
- HN04: Average cost of a Void repair

4. Financial Implications

None

5. Risk Implications

None

6. Legal Implications

None

7. Conclusion

None

8. Background Papers

None

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


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

KEY PROJECTS – SUMMARY REPORT QUARTER 1 2023/24 (APR - JUN)**Key projects that impact on the corporate priorities in ‘The Plan 2020 – 2025’.**

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

Project	Project Lead	SRO Officer	Current Position
KP01 – Business Incubation Units	Steve Logan (Greyfriars)	Iain Robertson	
KP04 – Wellesley Recreation Ground	Tracey Read	Natasha Hayes	
KP06 – Winter Gardens	Keith Henderson (Artelia UK Ltd)	Iain Robertson	
KP08(a) – Improving the six day covered market	Tom Warnes (Greyfriars)	Iain Robertson	
KP08(b) – Marketplace Public Realm Improvements	Tom Warnes (Greyfriars)	Iain Robertson	
KP11 – The Conge Redevelopment	Claire Wilkins	Iain Robertson	
KP12 – North Quay Redevelopment	Iain Robertson	Iain Robertson	
KP13 – Operations and Maintenance Base	Kate Dinis (Greyfriars)	Iain Robertson	
KP14 – Construction of 18 one bed houses (Jubilee Court)	Claire Wilkins	Iain Robertson	
KP15 – Library relocation & University Campus	Adri Van der Colff (Greyfriars)	Natasha Hayes	
KP16 – Town Wall restoration & walking trail	Tracey Read	Natasha Hayes	
KP17 – Creation of a Sculpture trail	Tracey Read	Natasha Hayes	
KP19 – Transitional Housing Scheme	Claire Wilkins	Paula Boyce	

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

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Business Incubation Units	Project Sponsor	David Glason
Date of Report	27 June 2023	Project Manager	Steve Logan
Reporting Period	Q1 2023/24	Finance Officer	Helena Craske

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

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

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Architect to complete RIBA Stage 3 designs for presentation to client	7 August 2023		Ongoing – exact date is subject to confirmation of OWG meeting date where designs will be presented to the client.	
Submit RIBA Stage 3 package to planning for approval under the LDO.	7 September 2023		Ongoing	

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

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

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

Project Risks – the top 2 highest risks


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

	Capital	Revenue	RAG	Comment
Total Budget Approved	£245,000	£0		
Funded by:				
GYBC	£0	£0		
Town Deal Fund	£245,000	£0		
Total Funding	£245,000	£0		
Actual Spend to date	£174,725	£0	To 30-06-23	

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£	£	£70,275	£	£	£	£	£
FY 24/25	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	25-07-23

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Wellesley Football Ground	Project Sponsor	Natasha Hayes
Date of Report	19 th July 2023	Project Manager	Adri Van der Colff (capital) Tracey Read
Reporting Period	Q1 2023/24	Finance Officer	Helena Craske

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

Develop a clear future strategy for the Wellesley Road Recreation Ground, including current and future usage, potential 3G facilities, onsite buildings, and future management of the site. This will include a full feasibility study of the site to best understand the most appropriate operating model for the future.

As well as the design and management of a borough wide sports and activity participation survey the evidence from stakeholders will help us develop options to present to committee.

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Submit a funding bid to the Football Association		June 2022	Complete	
3G pitch works commence on site. Construction work commenced		September 2022	Complete	
3G pitch works completed		December 2022	Complete	
Tennis Pavilion works tendered (funding in place) Appoint Contractors		August 2022	Complete	
Tennis Pavilion works commence on site		September 2022	Complete	
Tennis Pavilion works Completion of renovation/ repurposing	April 2023	May 2023	Complete	
CCTV installation (funding in place)		July 2022	Complete	
Site improvement works funding secured		February 2021	Complete	
Site improvement works tendered. Appoint contractors		April 2022	Complete	
Stakeholder engagement – ongoing. Feedback through Members working group	Ongoing		In progress	
Exploration of further funding opportunities. Feedback through Members working group	Ongoing		In progress (for Grandstand)	
Operator for the 3G pitches to enable them to fully open	Ongoing		In progress	
Feasibility study commissioned and carried out	Ongoing		In progress	

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> Tennis Pavilion work completed – awaiting new electrical supply installation, temporary supply installed so fit for use Official re-opening event took place 17th June License agreement put in place with GYTFC to use the facility on a 'test' basis, rolling monthly agreement 	<ul style="list-style-type: none"> New site management arrangements in place by next quarter Railings installed and other wider site improvements including electrical and water upgrade installations completed Finalise removal of dug outs Further detail and application to Football Foundation Energy Saving Funding to be submitted

<ul style="list-style-type: none">Stakeholder meetings continue to take place regularly with GY Athletics Club and GY Town Football Club.Options for contractual arrangements are being put in place for ongoing site managementApplication made to Youth Investment Fund for £1m for full refurbishment of Grandstand facilities - unsuccessful	<ul style="list-style-type: none">Agreement in place for operation of 3G pitchesFeasibility study commissioned		
Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.			
Slight delays to original completion date of Tennis Pavilion due to poor structure of dilapidated Grade II listed building. These delays, along with unexpected costs for additional groundworks are likely to cause an overall forecasted overspend of £8k.			
Project Risks – the top 5 highest risks			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Reinstatement of fresh water supply to the tennis pavilion. Upgrade of electrical supply to the tennis pavilion required.	UK Power Network has completed electrical installation. Awaiting installation date from Essex & Suffolk Water. GYB Services have installed pipework. Ongoing dialogue with ESW to that new water connection is installed by project close at the end of April	
2	Tennis Pavilion works over budget by £8k		
3	Funding required to complete works to Grade II listed Grandstand	External funding streams to be explored by project team alongside continued correspondence with Football Foundation re funding opportunities.	
4	Stakeholder engagement and ensuring that all users, neighbours, and residents are invested in the project and buy into its aims.	Stakeholder engagement is critical to the success of any option appraisal or potential proposal. The Wellesley is a well-loved asset within the borough with long standing uses. Any ongoing work will engage and involve key stakeholders.	
5	Inflation may affect future works to the Grandstand and any other improvements to the wider site	QS to be involved in all project development re costings for funding applications	

Financial Summary


	Capital	Revenue	RAG	Comment
Total Budget Approved	£1,065,371	£		

Funded by:

GYBC	£303,000	£	Capital Budget as per budget setting 2021/22. Allocation following feasibility study.	
Football Foundation	£747,078	£		
UK Prosperity Fund	£15,293			
Total Funding	£1,065,371	£		
Actual Spend to date	£1,013,028	£	To 30-06-23	

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Project Manager projections:	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 22/23 Actuals	£	£	£	£	£	£	£	£
FY 23/24	£	£	£25,000	£	£	£	£27,000	£
FY 23/24 Actuals	£							
FY 24/25	£8,000	£	£	£	£	£	£	£
FY 24/25 Actuals	£							
Totals:	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	25-07-23

Project Highlight Report Winter		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Conservation & Restoration of the 'People's Palace', the Winter Gardens	Project Sponsor	Iain Robertson
Date of Report	27 June 2023	Project Manager	Keith Henderson (Artelia)
Reporting Period	April to June 2023	Finance Officer	Jane Bowgen

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

To restore, re-purpose the Grade II* Listed building, transforming both the internal and external spaces into an all-year seafront attraction for both the local community and the visitors to Great Yarmouth.

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status/Comment	RAG
RIBA Stage 2 Complete Concept Design	29 th July '22	October '22	Completed	
RIBA Stage 2 Addendum following Historic England site visit & feedback	31 st Jan 23	February 2023	Completed	
Complete RIBA 2 Addendum	Feb '23	February 2023	Completed	
RIBA Stage 3 Commence	March 2023	WiP	On Track	
Operational Strategy	Feb / March '23	WiP	On Track	
Procurement of operator	March '23	March '24	On track	
Listed Building Application	May '23	August '23	On Track	
Development Grant Application (Delivery Stage)	August 2023	WiP	On Track	

Key activities achieved this reporting period	Areas of work for next reporting period
Project Management: <ul style="list-style-type: none"> Risk Register reviewed and circulated Programme & cost plan under review Positive communications with Historic England RIBA 3 design workshops delivered. 	Project Management: <ul style="list-style-type: none"> Continuation of RIBA 3 designs and surveys Approval of RIBA 2 interpretation design Finalisation of Development stage documents Submission of HF progress report
Finances: <ul style="list-style-type: none"> Business modelling profiled with Business Planner Procurement Strategy under development by QS Fundraising Strategy in progress. Town Deal Fund PAR submitted – await reallocation approval Business Rate Pool claim approved (claim 1) 	Finances: <ul style="list-style-type: none"> Business Rate Pool claim 2 due Jan 2024 Submission of NLHF payment request

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

There are no project changes in this reporting period.

Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Financial risk to Council managing project of this magnitude and national importance.	The cost plan and budget continues to be tested and reviewed at regular design stages by the appointed design team and overseen by a qualified client-side project manager.	
2	Programme delays experienced due to Historic England interventions and scheduling of decision-making requirements.	Project Manager has worked with GYBC to update Programme and PEP, decision points incorporated and MWG diarized to ensure this remains on track. Delivery Stage submission extended by agreement with NLHF.	
3	Commercial Operator withdraws from project.	Liaison has continued following positive outcome and a partnership discussion is ongoing to continue the development of the agreement in line with the other preferred partners. Regular engagement continues with potential operators. Agreement to launch procurement January 2024.	
4	Late changes to client brief: Changes lead to abortive work, increased design costs not budgeted for and delays to the project whilst re-design is undertaken. Knock on impact in submitting listed building application, securing operator. Potential impact on programme and risk of missing May 2023 application deadline. Grant Agreement may need to be extended.	Continued dialogue with NLHF and other stakeholders. Change control process to be put in place and managed by Artelia. All changes to the brief or scheme to be reviewed with the project team first to understand potential implications. Project governance requirements are factored into the programme to ensure decisions for change can be captured.	
5	Construction costs continue to escalate and failure to procure suitable specialists in timber, iron/metalwork, glazing components	Continued monitoring of market conditions and execute proactive procurement strategy	

Financial Summary

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

Funded by:


GYBC	£1.079m	£0.003m	£1.082m Borrowing, Revenue contribution and EMR.
National Lottery Heritage Fund	£8.708m	£1.268m	£9.976m grant
Business Rate Pool	£0	£0.440m	
Town Deal	£6.075m	£0	£2m additional funding subject to approval May 23
Public Sector	£0	£0.250m	

Non-Cash volunteers	£0	£0.090m	
Other	£0	£0.258m	
Total Funding	£15.862m	£2.310m	
Actual Spend to date	£0	£0.478m	Development Stage only (budget £811k)
April 2023	£0	£0.019m	Development Stage internal PM (budget £21k)

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	
FY 22/23									
FY 23/24	-	£0.156m	-	£0.156m			£0.296m	£0.005m	£0.613m
FY 24/25	£0.897m	£0.030m	£0.897k	£0.030m	£1.536m	£0.033m	£1.536m	£0.033m	£4.990m
FY 25/26	£1.905m	£0.043m	£1.905m	£0.043m	£1.342m	£0.058m	£1.342m	£0.058m	£6.692m
FY26/27	£0.469m	£0.268	£0.469m	£0.268	£0.469	£0.268	£0.469	£0.268	£2.946m

Financial data verified by (name of finance officer)	Date
J Bowgen	05/05/2023

Project Highlight Report			 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Covered Market	Project Sponsor	Iain Robertson	
Date of Report	23 rd June	Project Manager	Tom Warnes	
Reporting Period	May / June 23	Finance Officer	Helena Craske	
Project Status			GREEN – no problems or only minor issues	
Project Overview				
A unique redevelopment of the Market Place as a key part of the wider ambitions to regenerate the town centre. The project provides significantly improved market facilities in the heart of the Market Place, with new units under an architecturally striking canopy, designed to ensure the market is more inviting and better complements the historic setting. The overall the aim is for a beautiful building with more covered seating that will better meet the needs of traders, be more attractive to local shoppers and day trippers, create jobs and vibrancy.				
Project Timetable (Key upcoming milestones)				
Milestone	Target date	Achieved Date	Status	RAG
Market stalls to phase 2	June	Minor items to complete	On programme	
Phase 3 roof and skylights	March	Complete	A few glazing panels remain to be installed. Broken on delivery, no programme implication.	
Toilet block	1 st June	Ongoing	5.4 weeks behind.	
Paving	August	Ongoing	Delayed due to toilet block works.	
Completion of Project (Phases 2&3)	Aug 2023	Expected end August '23	On programme	
Key activities achieved this reporting period		Areas of work for next reporting period		
Project Management: Programme reviewed, delay and omission of south end paving gives completion date of 18 th August.		Project Management: Meeting to be held with Pentaco to discuss a revised programme.		
Budget: Professional fee claims still under review, referred to NP Law. Meeting held with Chaplin Farrant to progress this. Review of budget carried out, including prof fees and contingency.		Budget: Looking at forecast figures for final account, with only a couple of months of the contract left to go.		
Design: South gates manufacturing drawings produced and will shortly be moving into production.		Design: Minor details to be dealt with as they arise, but all design items are now complete.		
Procurement: Larch cladding has an extended delivery period, but Pentaco have ordered what they require for phase 2/3, and will be delivered shortly.		Procurement: Cladding has 16wk lead time.		

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Utilities: Awaiting confirmation of installation date of gas manifold works from Fulcrum. Electric meters being installed only a handful remain to be completed.	Utilities: Gas installation to be completed, along with the final electric meters.		
Construction: Phase 2 progressing well, with the market units now pretty much complete. Final decorations are taking place, along with commissioning of roller shutters etc. Phase 3 progressing well, roof and rooflights are complete, with a few glazed panels left to install. Efforts are now being concentrated on finishing the toilet block and installing the paving throughout.	Construction: Finishing up of works to be carried out, followed by commissioning, snagging and cleaning.		
Comms: No comms update in the period.	Comms: Advise market traders of upcoming phases of work etc. Maintain communication with all stakeholders.		
Snagging: Ongoing snagging issues are being addressed. East and west gate latch has been re-designed and is awaiting installation. North gate locking lugs have been installed and gate is functioning as required. Pentaco, GYBC & GPM meet traders on the 26 th June to arrange times for access to complete flooring remedials. Cost to carry out remedials to phase 1 doors has been received and is under review.	Snagging: Phase 1 bi-fold doors cladding requires rectification. East and west gates latching mechanism to be completed in this period. Clerk of works now looking to have snagging meetings prior to completion of phase 2/3.		
Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.			
Project delayed by identification and removal of further UKPN cable. Estimated 6 weeks delay at this stage.			
Project Risks – the top 5 highest risks			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Delay due to further UKPN cable found in area of phase 3 foundations	Extent of delay determined as 5.4weeks. 5 weeks of this can be mitigated by revision of paving to south end of project.	
2	Cladding issues. No further issues, but phase 1 cladding boards need replacing, due to being left with fixings showing in them.	Bi-fold doors design issues resolved for phase 2/3. Phase 1 remains to be closed out.	
3	Proposed paving for phases 2&3 is not acceptable due to issues with cleaning.	Revised blocks selected for phase 2/3, of same make & colour blocks with smoother texture that will appear the same but be cleanable.	
4	South gate design signed off.	South gate has been instructed and fabrications drawings completed ready for manufacturing.	

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5	Utilities companies do not provide electric and gas meters in line with programme requirements.	Over half of the electric meters have been installed and the remaining ones booked in. Fulcrum have completed their works, but Cadent still need to return to complete the connection, awaiting confirmation of date.	
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Financial Summary

	Capital	Revenue	RAG	Comment
Total Budget Approved	£6,905,000			
Funded by:				
GYBC Borrowing	£2,000,000			
GYBC Borrowing/Capital Receipts	£535,000			
FHSF	£3,250,000			
Business Rate Pool	£1,100,000			
Total Funding	£6,905,000			
Actual Spend to date	£6,015,549		To 30-06-23	

Project Manager Projections:

Forecasts spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	
FY 22/23	£	£	£	£	£	£	£	£	£
FY 23/24	£	£	£640,571	£	£248,880	£	£	£	£
FY 24/25	£	£	£	£	£	£	£	£	£
Totals:	£	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	25-06-23

Project Highlight Report				 GREAT YARMOUTH BOROUGH COUNCIL
Project Name	Marketplace Public Realm Improvements		Project Sponsor	Iain Robertson
Date of Report	23 rd June 2023		Project Manager	Tom Warnes, Greyfriars PM
Reporting Period	April - June 2023		Finance Officer	Helena Craske
Project Status			AMBER – Problems but within contingency plan	
Project Overview				
The project aim is to deliver public realm enhancements surrounding the new market building which aims to improve the functionality and sense of place for the area whilst preserving the historic character. This will be achieved through engagement with stakeholders to inform design. Repairing, removal and reconstruction of paved surfaces. New integrated trees and planters. New street furniture and lighting.				
Project Timetable (Key upcoming milestones)				
Milestone	Target date	Achieved Date	Status	RAG
Design Freeze and detailed design	March 23	June 23	Only electrical and streetlight design remains to be finished.	
Contractor producing Construction cost, via engagement through Scape framework.	Mar23 – May 23	Ongoing	Process taking longer than expected with Morgan Sindall.	
Contractor Mobilisation	August 23		Delayed	
Construction Start	Summer 23		Scheduled	
Construction Finish	Autumn 24		TBC	
Key activities achieved this reporting period		Areas of work for next reporting period		
Design: <ul style="list-style-type: none">Detailed design completed, with the exception of the streetlight and electrical design.Morgan Sindall reviewing design information and producing queries for design team.		Design: <ul style="list-style-type: none">Continue to answer queries from Morgan Sindall as they arise throughout the next phase of the Scape framework while MS put their contract price together.		
Commercial: <ul style="list-style-type: none">Commercial team holding weekly meetings with Morgan Sindall during this phase of the Scape framework.Sub-contractor packages out to tender and due for return at the end of June. These will need reviewing and including with MS contract price.		Commercial: <ul style="list-style-type: none">Continue to work with Morgan Sindall to produce a firm construction cost.Review contract figure produced by MS and look to VE and reduced scope of works to meet budget needs.		
Programme: <ul style="list-style-type: none">Programme updated to reflect slippage and updated design programme.Strategy in place to mitigate design delay, procurement to be based on majority of design package, with electrical and streetlight design to		Programme <ul style="list-style-type: none">Proactive management of design deliverables.Construction period being reviewed, opportunities to be looked at in depth.Alternative materials ruled out by Highways, as it needs to meet their current spec. MS reviewing methodology.		


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be priced separately once complete. Provisional cost to be put against this item in the interim.			
<ul style="list-style-type: none">MS have raised the issue of construction methodology as part of their work to produce a construction cost and programme. The bedding material for laying the paving on means smaller areas being achieved daily and therefore extends the overall programme significantly.			
Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.			
No project scope creep to report. Spec from detailed design gives rise to cost and programme changes, as identified below in risks.			
Project Risks – the top 5 highest risks			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Uncertainty of rising construction costs and risk costs. The project is currently exceeding budget.	Morgan Sindall engaged through Scape framework and working to produce accurate construction cost. Areas for Value Engineering and reduction in scope to be identified.	
2	Programme slippage due to methodology required in the marketplace. Morgan Sindall have identified that the bedding material has limitations on installation and will take longer due to only being able to work through smaller areas at a time. Potential extended construction programme	Meetings held regularly with Morgan Sindall to identify how logistics can be revised and improved. Potential Value Engineering options and scaling back on scope of work could provide time savings as well as cost savings.	
3	Unidentified ground constraints – There is a risk that the ground conditions/utilities encountered are not as anticipated.	Undertake trial holes have been undertaken to prove the design concept. Residual risk is low, however still the possibility of services being encountered during construction.	
4	Alignment with other projects, 6 Day Market build ongoing if further delays arise this could impact a potential start date.	Ongoing co-ordination with 6-day team and Palmers project team. 6 Day phase 2&3 programme now available, look for opportunities to dovetail all programmes and shared deliverables.	
5	Mixed messaging on scheme completion could cause uncertainty with local businesses.	A robust communications plan developed and implemented to ensure that stakeholders expectations are managed.	

Financial Summary				
	Capital	Revenue	RAG	Comment
Total Budget Approved	£4,608,309	£		
Funded by:				
GYBC	£	£		
Future High Street Fund	£4,427,184	£0		
HAZ	£181,125	£0		
Total Funding	£4,608,309	£		
Actual Spend to date	£496,540	£	To 31-05-23	

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	
FY 22/23	-	-	-	-	-	-	-		£
FY 23/24			£700,000		£700,000		£700,000		£
FY 24/25	£700,000		£700,000		£700,000		£408,309		£

Financial data verified by (name of finance officer)	Date
H Craske	22-06-23

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	FHSF Intervention 3 The Conge	Project Sponsor	Iain Robertson
Date of Report	22 nd June 2023	Project Manager	Claire Wilkins
Reporting Period	1 st March 23 to 30 th June 2023	Finance Officer	Helena Craske

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

Transforming The Conge: by 2025, The Conge is transformed with new high quality residential development connecting it to the renewed Market Place. Funding relates to the SOUTH side only.

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status/Comment	RAG
Appointment of Strategic Partner	January 23		Development and Partnership Agreement between GYBC and preferred bidder finalised and awaiting signature	
Vacant possession of South Side	January 23	March 23	All buildings are now vacant	
Demolition contract procured	By 31 st March 23	30 th March 23	Contractor appointed following tender exercise.	
Demolition of buildings to the South	Commence July 23	October '23	Internal strip out is complete. Start of main demolition reliant upon utilities disconnection. Delays due to birds nesting, utilities disconnection, party wall agreement.	

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> - Strategic Partner legals finalised - Site assembly to South achieved - Demolition contractor appointed and started on site 	<ul style="list-style-type: none"> - Announcement of Strategic Partnership - Commencement of demolition works - Commencement of site design works

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

Cost - Within budget
Timescales - Actions to date within deadlines to meet grant funding requirements

Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Lengthy delays or failure to secure vacant possession could result in loss of funding and lapse of planning permission.	Vacant possession secured within period therefore moving forwards this risk no longer applies	
2	Viability gap	Use of FHSF and other secure grant funding to increase viability to south side of The Conge. Strategic Partner to bring additional funding to address remaining viability gap, will remain a risk until grant secured.	

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


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

Funded by:			
GYBC	£220,000		
Future High Street Fund	£444,727		
Other grant funding	£219,155		
Total Funding	£883,882		
Actual Spend to date	£624,287		To 30-06-23

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£	£	£259,595	£	£	£	£	£
FY 24/25	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
Helena Craske	25.07.23

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	North Quay Riverside Gateway	Project Sponsor	Iain Robertson
Date of Report	27 June 2023	Project Manager	Greyfriars (Infrastructure)
Reporting Period	April to June 2023	Finance Officer	Helena Craske

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

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

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Procurement team appointed and workshops established to drive forward procurement of development partner via Developer Awareness Event	Sept '23	WiP	On track	
CPO team appointed. Cabinet Report required for final approval to make CPO with Statement of Reasons	April '24	WiP	On track	
Land Assembly team appointed. Cabinet Report to seek approval to Land Assembly & Early Engagement Strategy in line with the CP) Code	July 23	WiP	On Track	
Infrastructure & public realm 'Gateway' team appointed (incl Vauxhall Bridge, technical work, surveys, archaeology, utilities, flood defences, remediation) to drive forward creating linkages to North Quay and The Conge, Town Centre from the Rail Hub	Mar-Dec 23	WiP	On track	
Reclaim Public Highway – NCC enforcement	Oct 2023	WiP	On track	
Contract Award Development Partner	March 24	WiP	On Track	
Planning permission for scheme	March 25	WiP	On Track	
CPO Vesting Order	March 26	WiP	On Track	

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> DLUHC engagement Sharpe Pritchard & LSH initiate ITT to secure development partner 2024 Prepare for developer awareness event and procurement launch September 2023 Cabinet report to approve Land Assembly & Early Engagement Strategy NCC to pursue enforcement of encroachment onto highways land. 	<ul style="list-style-type: none"> Procurement tender documents to be drafted Agree CPO boundary Prepare for September launch event Complete critical path programme Acquisition strategy to be implemented and programmed Ongoing engagement with Environment Agency / Coastal Partnership East re: Innovative Resilience Fund and ongoing repairs and maintenance to flood defenses Progress scope of gateway infrastructure work Secure enforcement of highway rights regarding the land south of Vauxhall Bridge

	<ul style="list-style-type: none"> Communications strategy to be finalised and approved
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Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.

No project changes this period.

Project Risks – the top 5 highest risks

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Failure to secure sufficient land holdings	Land Assembly team appointed	
2	Lack of developer interest following open procurement	Ongoing engagement with potential developer partners via LSH	
3	Viability - insufficient funding to deliver the project	LSH viability options & engagement with potential funding partners	
4	CPO – Committee does not approve resolution or local objections raised	Project team to work closely with nplaw and appointed consultants to draft resolution	

Financial Summary

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


Funded by:

GYBC – Levelling up Match	£2,200,000	£0	
GYBC Cap. Programme	£2,500,000	£0	
Town Deal Fund	£2,600,000	£0	Deadline for spend Mar 2026
Levelling Up Fund	£20,000,000	£0	Awarded January 2023. Deadline for spend Mar 2026
Total Funding	£27,300,000	£0	
Actual Spend to date	£502,952	£0	Actual spend to 30-06-23

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£	£	£2,147,048	£	£	£	£1,500,000	£
FY 24/25	£	£	£11,000,000	£	£	£	£10,850,000	£
FY 25/26	£	£	£650,000	£	£	£	£650,000	£

Financial data verified by (name of finance officer)	Date
Helena Craske	25-07-23

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Great Yarmouth Operations & Maintenance Facility	Project Sponsor	David Glason
Date of Report	23 June 2023	Project Manager	Jon Barnard
Reporting Period	Q1 2023	Finance Officer	Helena Craske

Project Status	AMBER – Problems but within contingency plan
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Project Overview

The objectives of the Proposed Scheme are:

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

This will be achieved through:

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

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

Project Timetable (Key upcoming milestones)

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


Discharge of Pre-Construction Planning Conditions	September 2023		Delayed	
Construction commencement	September 2023		Delayed	
Pontoon installation	January 2024		Delayed	
Contractor demobilisation	September 2024		Delayed	
Key activities achieved this reporting period		Areas of work for next reporting period		
<ul style="list-style-type: none">Ground Investigation completed; discussions ongoing with the Environmental Agency & the Great Yarmouth Borough Council Environmental Services to collaboratively discharge planning condition 20		<ul style="list-style-type: none">Submit Remediation Strategy to discharge condition 20		
<ul style="list-style-type: none">Document prepared for submission to the MMO to discharge condition 5.2.6		<ul style="list-style-type: none">Submit document to MMO to discharge condition 5.2.6		
<ul style="list-style-type: none">Wave data received		<ul style="list-style-type: none">Finalise pontoon designs		
<ul style="list-style-type: none">Procurement of subcontractors ongoing		<ul style="list-style-type: none">Continue to progress subcontractor onboarding		
Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.				
Programme adjustments have been made to accommodate ongoing site preparation, including additional ground contamination investigations. Construction completion is now expected in September 2024. Assessments of Project Manager Instructions are being undertaken by the contractor to inform an updated projection and associated forecasting.				
Project Risks – the top 5 highest risks				
Issue No	Significant Risk/Issue Description	Mitigation actions		RAG
1	Ground Investigation (GI) – Additional GI is required before construction can commence.	1) Perform additional GI & submit Remediation Strategy to discharge condition 20 as soon as possible.		
2	Underground Tanks - Previously unidentified underground tanks require investigation, emptying of the liquid within, and demolishing / backfilling.	1) Agree strategy to demolish / backfill the tanks. 2) Empty tanks of liquid & sediment. 3) Conclude tank investigations (CCTV surveys). 4) Seal openings as necessary. 5) Demolish / backfill tanks.		
3	Pontoon Design - Pontoon designs may require option engineering due to results from latest wave analysis data indicating more onerous conditions than earlier survey data.	1) Pontoon designers to assess all available data. 2) Option engineer pontoon designs if necessary. 3) Designers of concept pontoon design to review & confirm suitability of any option engineered designs.		
4	Fill Material – An additional 12,000m3 of imported fill material may be required	1) Confirm volume of imported fill required. 2) Order imported fill material to avoid possible inflationary impacts.		
5	Marine Management Organisation (MMO) Condition Discharge – The MMO will prohibit piling during the winter months and condition 5.2.6 of the MMO Licence will not be discharged.	1) Submit document to the MMO to evidence that construction activities throughout the winter months will not cause adverse effects to Red Throated Divers. 2) Request that approval is expedited.		

	Capital	Revenue	RAG	Comment
Total Budget Approved	£21.4m	£0	Amber	

Funded by:			
New Anglia Local Enterprise Partnership	£6m	£0	
Great Yarmouth Borough Council	£1.5m	£0	
Norfolk County Council	£1.5m	£0	
Norfolk Pooled Business Rates Pool	£1m	£0	
Norfolk County Council prudential borrowing to be repaid from Great Yarmouth Enterprise Zone Pot B business rates funding	£11.4m	£0	
Total Funding	£21.4m	£0	
Actual Spend to date	£3.6m	£0	

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 21/22	£	£	£	£	£	£	£1,536,337	£
FY 21/22 Actuals	£	£	£	£	£	£	£1,536,337	£
FY 22/23	£	£	£	£	£	£	£1,095,190	£
FY 22/23 Actuals	£	£	£	£	£	£	£1,095,190	£
FY 23/24	£	£	£	£	£	£	£14,366,521	£
FY 23/24 Actuals	£962,619.40						£962,619	
FY 24/25	£	£	£	£	£	£	£6,725,207	£
FY 24/25 Actuals	£							
Totals:	£	£	£	£	£	£	£23,723,255	£

Financial data verified by (name of finance officer)	Date

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	Beach Coach Station (Jubilee Court)	Project Sponsor	Iain Robertson
Date of Report	15 th July 2023	Project Manager	Alex Williamson (Broadland Housing) & Tom Warnes GPM
Reporting Period (Quarter months)	Q1 to 30 th June 23	Finance Officer	Jane Bowgen

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

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

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status	RAG
Formal sign offs complete – Building Control, NHBC and Practical Completion / handover	17th June 23		On track for handover	
All properties occupied	18 th June 23		On track for occupation	

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> Landscaping works and planting completed Final internal fixing and decoration complete Commissioning of solar panels completed EPC's Completed – 16 B rated, 2 A rated for energy efficiency due to orientation and position within block Allocation of homes and viewings completed Snagging to all blocks complete 	<ul style="list-style-type: none"> Handover of all completed homes Occupation of completed homes

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


Time – Plumbing sub-contractor availability and installation of additional fire detection measures in the final stages of the project have caused slippage from June to mid July

Cost – Project remains within the overall budget.

Project Risks – the top 5 highest risks

No	Significant Risk/Issue Description	Mitigation actions	RAG
1	At the time of writing this report there are no identified risks at all as the project is 1 working day from completion!		

Financial Summary as at 31.03.23			
	Capital	Revenue	Notes on Background
Total Budget Approved	£3,564,602	£0	Committee Approval May 2021
Funded by:			
GYBC	£2,197,005	£0	Borrowing
Homes England	£776,076	£0	Funding to be apportioned to 12 homes
Right to Buy Retained Receipts	£384,249	£0	Funding to be apportioned to 6 homes
Brownfield Land Release Fund	£207,272	£0	Held by GYBC from the outset of the project
Actual Spend to date	£2,879,669		See cost plan for full breakdown
Total Funding Utilised	£2,879,699		
Financial data verified by;			Date
Jane Bowgen			20/07/2023

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	GY ULC & Library Relocation	Project Sponsor	Natasha Hayes
Date of Report	23 June 2023	Project Manager	Adri Van der Colff
Reporting Period	15 April – End of June 2023		Helena Craske

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

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

Project Timetable (Key upcoming milestones)

Milestone	Target date	Achieved Date	Status/Comment	RAG
RIBA Stage 3 completed	August 2022	October 2022	Completed	
Internal strip-out and external demolition completed	December 2022	December 2022	Completed	
Planning consent achieved	February 2023	February 2023	Completed	
Main contractor to be engaged through SCAPE framework with Stage 1 costs – to move to next stage	March 2023 (revised from Feb 2023)	March 2023	Completed	
Roofing contractor appointed for enabling works for replacement roof	March 2023 (revised from Feb 2023)	n/a	Now included in the main contractor package	
Public consultation completed and report issued	March 2023	March 2023	Completed	
Roof repair works to commence	September 2023 (revised from May 2023)	n/a	Now included in main contractor's package expected to start on site September 2023	
Lease and Agreement to Lease to be finalised and signed off	June 2023 (revised from March 2023)	September 2023	All partners agreed to lease. Will be signed once costs finalised.	
Appoint main contractor	July 2023 (revised from June 2023)	Ongoing	On track – price expected 18/07/2023	

Main contractor start on site	August 2023	Ongoing	On track	
Project completion	September 2024	Ongoing	On track	
Key activities achieved this reporting period		Areas of work for next reporting period		
<ul style="list-style-type: none">RIBA 4 design completed.Ongoing value engineering discussions with SCAPE contractor to ensure project is delivered within budget without compromising functionality.Tenants agreed lease arrangementsAnthrax and lead paint surveys completed£1,005,000 redirected from other Town Deal projects to accommodate inflationary uplift formally approved by Town BoardNew name 'The Place' and results of public consultation made public – well receivedStructural beams and opening to be installed on site to start for Building Control 2022 regulations purposes		<ul style="list-style-type: none">Price for main contractor through SCAPE framework expected 18th July 2023 – price negotiations and ongoing value engineering discussions underway to ensure that contract price is within budgetPrice for furniture package expected end of JuneStart on site for roof package August 2023 (pending nesting birds)£1,005,000 redirected from other Town Deal projects to accommodate inflationary uplift to be approved by Town Deal (central government)		
Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.				
The scheme is currently being designed to RIBA Stage 4 with the input of the SCAPE contractor. Various work packages are out to subcontractors to obtain fixed price (due July 2023). The name 'The Place' was publicised as well as results of public consultation involving more than 500 people. An audio-visual partner has been appointed and price obtained. Furniture is currently out for detailed design and pricing. Work is ongoing with design and user teams to ensure that functionality is met in the most cost-effective way.				
Project Risks – the top 5 highest risks				
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG	
1	The inflationary market and supply and lead-in issues are resulting in programme and cost issues across the industry.	Market-tested prices will be obtained in July 2023 for cost certainty. Fixed contract price to prevent contractors from offloading further inflation costs on the client. £1,005,000 from other Town Deal projects redirected to accommodate anticipated increase from RIBA Stage 3. Anticipated that price will come in on budget.		
2	It may not be possible to incorporate all sustainable technology to give the building a good EPC rating and help tenants save on their energy bills. This is due to sharp inflationary increases in mechanical equipment.	Value engineering may need to be implemented if cost of new technology (e.g. air source heat pumps) is prohibitive. Tenants have been made aware of this potential scenario. Currently this looks unlikely.		
3	There may be significant structural /load-bearing issues with the Palmers building which makes it unsuitable as a library. The existing drains may also not be adequate.	Strip-out revealed that the structure is broadly sound and suitable for the new intended purpose. Structural and civil surveys are ongoing to underpin detailed design.		

4	It may not be possible to reach an acceptable negotiated contract price with the SCAPE contractor, in which case an alternative procurement route via Find-a-Tender (post-Brexit OJEU open tender) will have to be pursued, which could result in delays.	Ongoing discussions with SCAPE contractor. Further work with contractor for design development to achieve efficiencies and identify value engineering opportunities. It is expected that the price will be accommodated within the budget.	
5	Risk of recession and contractors and subcontractors going bankrupt.	Solid and well-established contractor with solid supply chains to be appointed.	

Financial Summary

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


Funded by:

GYBC	£694,312	£0	
Norfolk Strategic Fund (business rates)	£0	£190,000	Grant for project development costs
One Public Estate Phase 8	£0	£77,000	Grant for project development costs for the next stage RIBA 3 development.
Future High Street Fund	£3,390,659	£0	Capital funding grant
Town Deal Fund	£7,463,947	£0	Capital funding grant could be increased by £1,005,000 to accommodate inflation, but this is still subject to approval
Norfolk County Council	£2,000,000	£0	Capital contribution to project (library element)
East Coast College / University of Suffolk partnership	£3,500,000	£0	Capital contribution to project (university element)
Total Funding	£17,048,918	£267,000	
Actual Spend to date	£2,741,793	£267,000	Revenue - Project development to RIBA Stage 2 Capital – Figures to 30/06/2023

Project Manager projections:

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 22/23	£	£	£	£	£	£	£	£
FY 23/24	£	£	450,000	£0	£950,000	£0	£1,577,204	£0
FY 24/25	£4,000,000	£0	£4,511,154	£0	£1,075,312	£0	£1,743,455	£0

Financial data verified by (name of finance officer)	Date
Helena Craske	22-06-2023

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	KP16 - Town Wall Restoration	Project Sponsor	Natasha Hayes
Date of Report	19 th July 2023	Project Manager	Tracey Read
Reporting Period	Q1 2022/24	Finance Officer	Jane Bowgen

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

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

Project Timetable (Key upcoming milestones)

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

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> Project Planning Phase Completion of Town Wall repairs at Market Place (HAZ) Conservation plan completed Opportunities for Enhancements report completed 	<ul style="list-style-type: none"> Development to RIBA 3 Enhancement and repairs underway at Blackfriars Road (HE) ongoing Liaise with Historic England and discussions around Ancient Monument consent Liaise with Planning Officers

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

N/A

Project Risks – the top 5 highest risks

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

Financial Summary


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

Funded by:

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

Forecast spend	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
Project Manager projections:	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 23/24	£	£	£	£	£	£	£	£0.054m
FY 24/25	£	£	£	£	£	£	£	£
FY 25/26	£	£	£	£	£	£	£0.335m	£
Totals:	£	£	£	£	£	£	£	£

Financial data verified by (name of finance officer)	Date
J Bowgen	20/07/2023

Project Highlight Report		 GREAT YARMOUTH BOROUGH COUNCIL	
Project Name	KP17 - Sculpture Trail	Project Sponsor	Natasha Hayes
Date of Report	19 th July 2023	Project Manager	Tracey Read
Reporting Period	Q1 2023/24	Finance Officer	Jane Bowgen

Project Status			GREEN – no problems or only minor issues
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Project Overview
<p>Sculpture and public art trails radiating from the town centre will create visual rhythms of connectivity supporting wayfinding and signposting. The project will strategically populate the urban area with sculpture and public art creating an outdoor gallery carefully located for navigation and to connect the town.</p> <p>The project will deliver 30 permanent works of public art/sculpture in various forms including traditional sculpture and street art. This will be complemented with an annual sculpture event where a significant art exhibition is staged for a 4-week period.</p>

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

Key activities achieved this reporting period	Areas of work for next reporting period
<ul style="list-style-type: none"> Project Planning Phase. Wayfinding trail identified: potential locations being identified to be aligned to other key assets and cultural points and interest. Artist briefs being drafted. Procurement strategy drafted Review of available budget against inflationary pressures and some non-monetary match TCMWG presentation being drafted to include locations, procurement strategy, timeframes, risks etc. Communications plan being drafted. Greyfriars to PM installation programme 	<ul style="list-style-type: none"> TCMWG to agree wayfinding route, sculpture locations, procurement strategy and programme Project specific OWG to be initiated – currently falls within Vacant Historic Buildings/Wayfinding OWG Phasing/programming to be finalised Communications plan to be finalised Artist briefs to be finalised Artwork Selection Panel to be convened

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

N/A

Project Risks – the top 5 highest risks			
Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	In house capacity and resource	Cultural officer supporting with project	
2	Inflation & costs of materials	Monitor and value engineering	

3	Planning permission required	Officers to work closely with GYBC Planning Team to ensure all, if any, conditions can be met	
4	Procurement of artists	Advertise and promote widely	
5	Public perception/negativity	Robust communications plan	

Financial Summary

	Capital	Revenue	RAG	Comment
Total Budget Approved	£0.295m	£		Town Deal Connectivity Public Wayfinding

Funded by:

GYBC	£0m	£0	
Town Deal Programme	£0.227m	£0	
Future High Street Fund	£0.050m	£0	Mkt place sculpture - Match funding noncash
Great Yarmouth Preservation Trust	£0.020m	£0	Blackfriars Road Sculpture GYPT spend - Match funding noncash
Norfolk County Council	£0.05m	£0	Contribution to mkt place sculpture. (was £60k now £5k as per DB) – match funding noncash
Total Funding	£0.302m	£0	
Actual Spend to date May 2023	£0.020m	£0	GYPT match spent.

Forecast spend Project Manager projections:	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
FY 23/24	£	£	£	£	£	£	£0.055	£
FY 24/25	£	£	£	£	£	£	£	£
FY 25/26	£	£	£	£	£	£	£0.227	£
Totals:	£	£	£	£	£	£	£0.275	£

Financial data verified by (name of finance officer)	Date
J Bowgen	20/07/2023

Project Highlight Report



Project Name	Transitional Housing Scheme	Project Manager	Claire Wilkins
Date of Report	19.07.23	Project Sponsor	Paula Boyce
Reporting Period (Quarter months)	Q1 to 30 th June 2023	Finance Officer	Helena Craske – Capital

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

Purchase of 6 properties 'off the shelf' to be used as 'Transitional Housing' to meet the needs of those with low or medium support needs who are rough sleeping or at risk of rough sleeping.

Key activities achieved this reporting period	Areas of work for next reporting period
- First 3 homes are now furnished and occupied.	- Progression of the purchase of the remaining homes to deliver the complete project.

Project stage tolerance status

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

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

Phase 2 (3 or 4 homes) – Replacement homes identified after original agreed purchases fell through. Extension of time on the funding to be agreed together with an additional funding request to support delivery of a fourth home within agreed budget. Progression is dependent upon external funder's support in Quarter 2.

Issue No	Significant Risk/Issue Description	Mitigation actions	RAG
1	Failure to secure replacement 3 dwellings to complete Phase 2 within funding timescales and within budget.	Potential replacement properties identified, costing exercise being undertaken to inform negotiations. Outcome & decision needed in Q2.	
2	Interest rate increases since the outset of the project are having significant impact on viability of proposed purchases.	Additional funding requested to support delivery, outcome awaited in Q2 - hence potential impact on timeline.	

Financial Summary			
	Capital	Revenue	Notes on Background
Total Budget Approved	£1,499,718		Total Budget approved is for delivery of 12 properties in total however grant funding for 6 only has been awarded.
	£687,990		Relates to purchase of the 6 homes
Funded by:			
GYBC	£325,115		
Homes England Grant and GYBC Capital contribution	£362,875	£45,682	Revenue grant funding to subsidise cost of support worker
Actual Spend to date	£327,908	£0	To 30-06-23
Total Funding Utilised	£327,908		
Income Achieved	£0		
Savings Achieved	£0		
Financial data verified by;			Date
Helena Craske (Capital)			25-07-23

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 1 (APR – JUN) 2023/24

OPERATIONAL MEASURES

Indicators	This Quarter	Target	Qtr 1 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
							Last Period	Last Year
PR01: Average time to assess Housing Benefit: New claims (Quarterly)	14 days	16 days	15 days	13 days	16 days	G	↓	↑
PR02: Average time to assess Housing Benefit: Change in circumstances (Quarterly Cumulative)	9 days	10 days	16 days	9 days	10 days	G	↔	↑
PR03: Collection rates Council Tax (Quarterly Cumulative)	28.4%	28.4%	28.4%	96%	96%	G	N/A	↔
PR04: Empty Homes								
a) Number of long term empty homes (6 months or more)	599	Less than 600	601	584	Less than 600	G	↓	↑
b) Number of long term empty homes (Over 2 years) (Snapshot at last day of quarter)	150	Less than 160	149	144	Less than 160	G	↓	↓
PR05: Collection rates NNDR (Quarterly Cumulative)	26.1%	24.9%	29.0%	97.8%	97.5%	G	N/A	↓
PR06: Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered (Quarterly Cumulative)	87.11%	90%	63.20%	80.16%	90%	A	↑	↑
PR07: Contact centre telephone calls: Average wait time by customers contacting the Contact Centre (Quarterly)	1m 17s	1m 30s	5m 06s	2m 30s	1m 30s	G	↑	↑
PR08: Percentage of FOI and EIR requests responded to within 20 working days (Quarterly Cumulative)	87%	92%	87%	88%	92%	A	↓	↔
PR09: % of completed Full Performance Reviews (Quarterly Cumulative)	73%	75%	N/A	85%	90%	A	N/A	N/A

Indicators	This Quarter	Target	Qtr 1 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
							Last Period	Last Year
PR10: The number of working days lost due to sickness absence per FTE. (Quarterly Cumulative)	2.69 days	2.1 days	3.08 days	12.25 days	8.5 days	A	N/A	↑
Commentary: The first quarter of the year shows a reduction of 0.7% days lost compared to the same quarter last year. There was also a reduction in the number of long term sickness hours lost. Top three reasons for absence remain the same as last year. A quarter of staff have had one period of absence this year.								
PR11: Council spend on apprenticeships as a % of apprenticeship levy (Quarterly Cumulative)	64%	Monitor	56%	58%	Monitor	N/A	↑	↑
Commentary: There has been one new start in Q1 for a Level 3 Housing Officer, and another planned in Q2 for a Level 3 Construction Support Technical. Future starts for this year include a level 6 Chartered Managers Apprenticeship in September 2023. Two apprenticeships have been successfully completed in Q1 - in Housing where 2 officers completed their Level 3 Housing Officer Apprenticeship. The recent LGA Apprenticeship Maturity Report 3rd Iteration showed that across all English councils £143m apprenticeship levy has expired, with £1.8m at a district council level. GYBC has never had any funds expire and continues to deliver good apprenticeships.								
PR12: % of Audit days delivered (of the annual plan) (Quarterly cumulative)	11%	20%	16%	89%	100%	A	N/A	↓
Commentary: The 2023/24 Internal Audit Annual Plan is underway, however there were some delays with starting the plan, due to finishing the 2022/23 plan. It is expected that progress will pick up, now that the 2022/23 plan is concluded.								
PR13: Internal Audit recommendations								
a) Number of priority 1 Internal Audit recommendations outstanding	14	3	New Measure	New Measure	3	R	N/A	N/A
b) Number of priority 2 Internal Audit recommendations outstanding	36	9	5	32	9	R	↓	↓
Commentary: The number of outstanding priority 1 and 2 internal audit recommendations is high, and internal audit are working with management to ensure recommendations are closed as soon as possible.								
PR14: Corporate Property Portfolio Revenue Growth per annum (Quarterly Cumulative)	15.86%	0.63%	3.58%	13.29%	2.50%	G	↑	↑

Indicators	This Quarter	Target	Qtr 1 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
							Last Period	Last Year
PR15: Corporate Property Portfolio								
a) % Arrears per annum	14.5%	7.5%	5.94%	4.05%	7.5%	R	↓	↓
b) Total Arears amount in £'s	£101,939	£100,000	£59,720	£208,086	£100,000	A	↑	↑
Commentary: Rent collection figures impacted by some larger cases that have reached reminder stage and one account awaiting instructions on new lease.								
PR16: Corporate Property Overall Occupancy levels per annum (Quarterly Cumulative)	85.44%	90%	97.01%	97.01%	90%	A	↓	↓
Commentary: This figure is a reduction from previous reported figures (reduction of 11.57%). This is because we are now using a different reporting software that is undergoing a data cleanse and update. This figure will rise back above target as this cleansing works is completed.								
PR17: Payment of Invoices within 30 days (%) (Quarterly Cumulative)	93.4%	90%	88.9%	92%	90%	G	↑	↑

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 1 (APR – JUN) 2023/24

DEVELOPMENT CONTROL MEASURES

Indicators	This Quarter	Target	Qtr 1 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
							Last Period	Last Year
ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)	100%	80%	100%	96%	80%	G	↑	↔
ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)	94%	80%	89%	84%	80%	G	↑	↑
ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	89%	80%	98%	90%	80%	G	↓	↓
ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	78%	80%	84%	80%	80%	A	↓	↓
ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)	2%	3%	2%	2%	3%	G	↔	↔
ED06: Planning Appeals: Percentage of Non Major Planning applications overturned on appeal over the last 24 months of an authority's total number of decisions on applications (Quarterly Cumulative)	0.7%	6%	0.8%	0.58%	6%	G	↓	↑
ED07: Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period. (Quarterly Cumulative)	100%	100%	85%	87.5%	100%	G	↑	↔
ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)	85.4%	90%	52.66%	78.40%	90%	A	↑	↑
ED09: Enterprise Zone: Beacon Park: % of empty floor space across Beacon Park (Quarterly Snapshot at last day of quarter)	0.74%	3%	0.74%	0.74%	3%	G	↔	↔

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 1 (APR – JUN) 2023/24

ENVIRONMENTAL MEASURES

Indicators	This Quarter	Target	Qtr 1 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
							Last Period	Last Year
EN01: Food Hygiene								
a) % of food premises scoring 3 star food hygiene ratings or above (Snapshot at last day of quarter)	96.9%	90%	96.3%	96.6%	90%	G	↑	↑
b) % of scheduled Cat A food premises inspections completed (Snapshot at last day of quarter)	100.0%	100%	New Measure	New Measure	100%	G	N/A	N/A
c) % of scheduled Cat B food premises inspections completed (Snapshot at last day of quarter)	100.0%	100%	New Measure	New Measure	100%	G	N/A	N/A
d) % of new food premises inspections completed (Snapshot at last day of quarter)	43.2%	100%	New Measure	New Measure	100%	A	N/A	N/A
Commentary: 42 new inspections outstanding. 2 new PT officers have now started with the team so figures should improve for Q2 although there is still a vacant FT officer post in the team that we have been unsuccessfully been able to recruit into at this time.								
EN02: Garden waste service: Number of households taking up garden waste bin service.	10,749	10,500	10653	10916	10,500	G	↓	↑
EN03: Percentage of total domestic waste collected which is sent for recycling (Quarterly Cumulative)	36.4%	35%	35%	32.5%	35%	G	↑	↑
EN04: Number of Flytips reported (Quarterly Cumulative)	305	Monitor	373	1171	Monitor	N/A	N/A	↑
EN05: Number of streets in the Borough meeting street cleanliness levels for:								
a) Litter (formerly NI195a)	100.0%	95%	99%	100%	95%	G	↔	↑
b) Detritus (formerly NI195b) (Snapshot at last month of quarter)	93.3%	95%	97.9%	92.3%	95%	A	↑	↓
EN06: Contamination rate in dry recycling (Quarterly Cumulative)	24.9%	19%	18.7%	19.4%	19%	R	↓	↓
Commentary: An increase in the number of contaminated bins collected has resulted in a reduction in performance. We are working with our colleagues in GYS, communications team and Norfolk Waste Partnership to reduce the level of contaminated waste collected. In addition we are undertaking a trial approach to reduce contamination, this is work in progress and if successful will be rolled out across the Borough.								

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 1 (APR – JUN) 2023/24

HOUSING MEASURES




Indicators	This Quarter	Target	Qtr 1 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
							Last Period	Last Year
HN01: Great Yarmouth Housing rent: GYBC rent collection rate								
a) Rent collected as % of rent and arrears (snapshot at end of quarter)	98%	96%	96.54%	99.5%	97%	G	↓	↑
b) Arrears as a % of rent debit (snapshot at end of quarter)	2%	4%	3.46%	0.5%	3%	G	↓	↑
c) Arrears of Rent and Service Charge (snapshot at end of quarter)	£136,845	£271,469	£219,657	£122,367	£203,601	G	↓	↑
d) Amount of arrears recovered (former years arrears from current tenants) in year £	£42,369	Monitor	£116,914	£120,580	Monitor	N/A	↑	↑
HN02: Number of Number of Social housing applicants on Housing Register	409	Demand led	624	326	Demand led	N/A	↓	↑
HN03: Average Time to Re-let Local Authority Housing (Quarterly Cumulative)	27 days	25 days	29 days	32 days	25 days	A	↓	↓
HN04: Average cost of a Void repair (Housemark Indicator) (Quarterly Cumulative)	£4,426	£3,051	£2,225	£3,341	£3,051	R	↓	↓
<p>Commentary: A significant contributing factor in the cost increase is a rise in the number of tenants returning their properties in poorer condition than would normally be expected. We are reviewing our repairs recharge policy to ensure these tenants are billed appropriately and the cost of bringing their property back to a suitable condition to re-let is recovered from them. Of the 80 voids completed by GYN in Q1 2023/34, 15 needed significant (revenue) works due to their returned condition, these voids had average cost of over 12K and have caused a spike the Q1 average cost. The 65 voids completed with an outturn of less than 7k had the expected average cost of 3.2K. GYBC and GYN are working closely to drive efficiencies into void delivery.</p>								
HN05: Percentage of residents:								
a) very or fairly satisfied with the repairs service they received (Social Housing Regulator TP02 measure)	93%	Monitor	96%	Not Available	Monitor	N/A	N/A	↓
b) very or fairly satisfied with the condition of their new home	81.48%	Monitor	New Measure	New Measure	Monitor	N/A	N/A	N/A

Indicators	This Quarter	Target	Qtr 1 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
							Last Period	Last Year
HN06: Average cost of a standard responsive repair (Housemark Indicator) (Quarterly Cumulative)	£137.20	£167.53	New Measure	New Measure	£167.53	G	N/A	N/A
HN07: Customer Perception - Total number of repairs completed first time as a % of total repairs completed (Quarterly Cumulative)	83.67%	Monitor	New Measure	New Measure	Monitor	N/A	N/A	N/A
HN08: Number of Disabled Facilities Grant (DFGs)								
a) Number of completions	18	Monitor	17	77	Monitor	N/A	N/A	↑
b) Number of calendar days from GYBC receipt of D(OT)2 recommendation to works complete in the quarter.	178	Monitor	New Measure	New Measure	Monitor	N/A	N/A	N/A
HN09: Percentage of tenants either very satisfied or fairly satisfied with the service they received (Social Housing Regulator TP01 measure) (Quarterly)	Data not available until Q2	Monitor	New Measure	New Measure	Monitor	N/A	N/A	N/A
HN10: Percentage of tenants either very satisfied or fairly satisfied with the time taken to complete their most recent repair after reporting it (Social Housing Regulator TP03 measure) (Quarterly)	Data not available until Q2	Monitor	New Measure	New Measure	Monitor	N/A	N/A	N/A
HN11: Percentage of tenants either very satisfied or fairly satisfied that their home is well maintained (Social Housing Regulator TP04 measure) (Quarterly)	Data not available until Q2	Monitor	New Measure	New Measure	Monitor	N/A	N/A	N/A
HN12: Percentage of tenants either very satisfied or fairly satisfied that their home is safe (Social Housing Regulator TP05 measure) (Quarterly)	Data not available until Q2	Monitor	New Measure	New Measure	Monitor	N/A	N/A	N/A
HN13: Percentage of tenants either very satisfied or fairly satisfied that their views are listened to and acted upon (Social Housing Regulator TP06 measure) (Quarterly)	Data not available until Q2	Monitor	New Measure	New Measure	Monitor	N/A	N/A	N/A
HN14: Percentage of tenants either very satisfied or fairly satisfied that they are kept informed about things that matter to them (Social Housing Regulator TP07 measure) (Quarterly)	Data not available until Q2	Monitor	New Measure	New Measure	Monitor	N/A	N/A	N/A


Indicators	This Quarter	Target	Qtr 1 22/23	22/23 Outturn	23/24 Annual Target	Status	Trend	
							Last Period	Last Year
HN15: Percentage of tenants either very satisfied or fairly satisfied that they are treated fairly and with respect (Social Housing Regulator TP08 measure) (Quarterly)	Data not available until Q2	Monitor	New Measure	New Measure	Monitor	N/A	N/A	N/A
HN16: Percentage of tenants either very satisfied or fairly satisfied that their communal areas are kept clean and well maintained (Social Housing Regulator TP10 measure) (Quarterly)	Data not available until Q2	Monitor	New Measure	New Measure	Monitor	N/A	N/A	N/A
HN17: Percentage of tenants either very satisfied or fairly satisfied that GYBC makes a positive contribution to their neighborhood (Social Housing Regulator TP11 measure) (Quarterly)	Data not available until Q2	Monitor	New Measure	New Measure	Monitor	N/A	N/A	N/A
HN18: Percentage of tenants either very satisfied or fairly satisfied with GYBC's approach to handling anti-social behavior (Social Housing Regulator TP12 measure) (Quarterly)	Data not available until Q2	Monitor	New Measure	New Measure	Monitor	N/A	N/A	N/A
HN19: Percentage of GYBC homes that do not meet the Decent Homes Standard (Social Housing Regulator RP01 measure) (Quarterly)	19%	Monitor	New Measure	New Measure	Monitor	N/A	N/A	N/A
HN20: Percentage of repairs the completed within target time (Social Housing Regulator RP02 measure) (Quarterly)	Data not available until Q2	Monitor	New Measure	New Measure	Monitor	N/A	N/A	N/A
HN21: Engage at least 500k 'active' customers per annum across both Freedom Leisure sites (quarterly cumulative)	140,783	125,000	New Measure	New Measure	500,000	G	N/A	N/A

Key

Status

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

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

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

CABINET



URN: 23-086

Report Title : Final Draft Great Yarmouth Borough-Wide Design Code Supplementary Planning Document

**Report to: Executive Leadership Team
Cabinet**

**Date of meeting : 30th August (ELT)
11th September 2023 (Cabinet)**

Responsible Cabinet Member: Daniel Candon

Responsible Director / Officer : Natasha Hayes, Executive Director – Place / Kim Balls, Principal Strategic Planner

Is this a Key decision? No

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

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

This reports sets out recommendations to authorise extension of the current public consultation on the final draft Great Yarmouth Borough-Wide Design Code Supplementary Planning Document.

RECOMMENDATIONS :

That Cabinet :

1. Authorises an extension to the current formal public consultation of the final draft Great Yarmouth Borough-Wide Design Code Supplementary Planning Document (as included in Appendix 1 of this report) by a further 4 weeks.

1. Introduction

- 1.1. The National Planning Policy Framework sets an expectation that all local planning authorities should prepare local design guides or design codes. In turn, the Council has committed to progress a borough-wide design code within its Annual Action Plan.
- 1.2. The Final Draft Great Yarmouth Borough Wide Design Code Supplementary Planning Document (SPD) was approved for formal public consultation under Regulation 13 of the Town and Country Planning (Local Planning) Regulations (2012) by the Development Management Committee on the 12th of July 2023.
- 1.3. On the 21st of July the Final Draft SPD was published for public consultation. The formal consultation period is planned to run for 8 weeks until the 15th of September 2023. To date,

the level of public engagement with the consultation has been quite low with only a limited number of consultation comments received.

- 1.4. Taking into account the low level of comments currently received, and the future importance of the SPD in adding greater detail and interpretation to adopted policies within the development plan, it is recommended to extend the public consultation by a further four weeks, ending on Friday 13th October 2023.
- 1.5. The final draft of the Supplementary Planning Document, as previously endorsed for public consultation, remains unchanged and is attached to this report (Appendix 1).

2. Great Yarmouth Borough-Wide Design Code SPD

- 2.1. The purpose of the Great Yarmouth Borough-Wide Design Code SPD is to supplement the interpretation of existing design-based policies in the Council's adopted Local Plan, providing greater detail and expectations for what constitutes 'good design' across the borough.
- 2.2. The SPD will apply to all scales and forms of development within the borough (aside from new industrial/warehousing/business development within the South Denes and Beacon Park Enterprise Zones, where separate design codes already guide such development in the existing Local Development Orders) including householder applications, small sites, major developments, and regeneration sites.
- 2.3. Further detail on the SPDs structure and component parts can be referred to within the attached Development Committee Report (see Appendix 5).

3. Next Steps

- 3.1. Public consultation on the final draft SPD commenced on the 21st of July 2023 for 8 weeks, however the level of public engagement with the consultation has been quite low with only a limited number of consultation comments received to date. This is likely due in part to holding the consultation over the summer period.
- 3.2. Preparation of the borough-wide design code is a corporate priority and when adopted will have great importance in adding detail and interpretation to adopted design policies within the development plan. Under this context, it is proposed to extend the public consultation on the draft SPD by a further 4 weeks, allowing the public with a greater opportunity to engage.
- 3.3. The extended consultation period will close on Friday 13th of October 2023. Members of the public and stakeholders on the Council's Local Plan consultation database will be informed of the extension of consultation.
- 3.4. Copies of the SPD and supporting document (consultation statement, strategic environmental assessment and habitat regulations screening assessments – appendices 2-4) will be available during (and following) the extended consultation period:
 1. on the Council's website;
 2. in the Town Hall reception;
 3. at Great Yarmouth and Gorleston Library
- 3.5. Electronic copies have already been provided to each Borough Councillor.

- 3.6. People will be encouraged to submit their comments via email or letter, and all submitted comments will be made available after the close of public consultation.
- 3.7. Following consultation, revisions may be made to the SPD to take into account any comments received. Together the summary of received comments and any subsequent proposed changes made to the final SPD version will be reported back to Cabinet, where formal adoption will be requested.

4. Financial Implications

- 4.1. The costs associated with the consultation and the wider costs associated with the preparation of the Supplementary Planning Document, which has been supported by appointed consultants, HAT Projects, have been resourced from within the Strategic Planning budget.

5. Risk Implications

- 5.1. The risks in producing the SPD are limited. Without the document in place, there is a risk that reliance upon the existing design-based policies in the Council's Local Plan (which are fairly broad and provide only limited detail) may lead to development expectations falling short of the high quality design that is deserving of the borough.

6. Legal Implications

- 6.1. The powers to prepare an SPD are outlined within the Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Planning) Regulations 2012. Consultation is a necessity in the preparation of a Supplementary Planning Document and if not done correctly could lead to future scope for challenge.
- 6.2. The previous decision to undertake formal public consultation was made by the Development Management Committee on the 12th July 2023. However, it has been recently advised by the Council's Monitoring Officer that responsibility for decision-making with respect to SPDs rest with the Cabinet.
- 6.3. It is therefore necessary to seek Cabinet's endorsement to extend the consultation period by a further 4 weeks, which is the minimum consultation period prescribed by the above Town and Country Planning Regulations.

7. Conclusion

- 7.1. That Cabinet:
 1. Authorises an extension to the current formal public consultation of the final draft Great Yarmouth Borough-Wide Design Code Supplementary Planning Document (as included in Appendix 1 of this report) by a further 4 weeks.

8. Appendices

Appendix 1 – Final Draft Great Yarmouth Borough-Wide Design Code Supplementary Planning Document

Appendix 2 – Consultation Statement

Appendix 3 – Strategic Environmental Assessment Screening Report

Appendix 4 – Habitat Regulations Assessment Screening Report

Appendix 5 – Development Management Committee Report – 12th July 2023

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

Consultations	Comment
Monitoring Officer Consultation:	To be discussed at ELT – 30 th August 2023
Section 151 Officer Consultation:	To be discussed at ELT – 30 th August 2023
Existing Council Policies:	Local Plan Part 1 Core Strategy, Local Plan Part 2
Equality Issues/EQIA assessment:	EqIA Screening Opinion undertaken – see Appendix 5



Great Yarmouth Design Code

CONSULTATION DRAFT

Supplementary Planning
Document

June 2023

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1. Introduction

1.1 Scope and purpose of the Design Code

The Great Yarmouth Design Code is a tool to help shape great placemaking in the borough. It applies to all scales and forms of development within the borough (aside from areas where the Broads Authority is the Local Planning Authority), including householder applications, small sites, major developments, and regeneration sites.

It is a tool to assist in meeting the Strategic Objectives of the Adopted Local Plan¹, which include designing local environments to be high quality and more resilient to a changing climate; and enhancing the quality of the borough's building environment by improving the character of its townscapes and promoting local distinctiveness.

The Design Code is intended to set out clear principles and standards for how development should be designed in the borough, focusing on the priority aspects of design. It is a concise code that signposts users to other sources of regulation, guidance, assessment tools and best practice. It is not an exhaustive design manual for every detail and is not a substitute for commissioning suitably qualified and experienced professional designers and consultants to prepare proposals and the supporting technical information required.

The Design Code should be read in conjunction with the National Design Guide and the National Model Design Code, which give useful further guidance.

1.2 Status of the Design Code

The Great Yarmouth Design Code is intended for adoption as a Supplementary Planning Document supporting the Adopted Local Plan . In due course, subject to potential reforms of the planning system, the Design Code may be incorporated into the new Local Plan, or be adopted as a Supplementary Plan.

When adopted, the Design Code will have material weight in the assessment of planning applications by the Borough Council as the Local Planning Authority, as well as in appeals.

For areas where a Neighbourhood Plan has been made, this may include design policies and/or a neighbourhood design code. At the current time, a made Neighbourhood Plan will take precedence over this Design Code, should there be a conflict.

1.3 Who should use the Design Code

Users of the Design Code are all those involved with, and with an interest in, the development of the built environment in the borough. This includes and is not limited to:

- Planning officers
- Elected members and Planning Committee
- Statutory consultees
- Local interest groups
- Community members

- Parish Councils
- Property owners
- Architects and designers
- Developers
- Planning agents

1.4 Structure of the Design Code

The Design Code is structured in four parts:

About Great Yarmouth: this section summarises what is distinctive about the landscape and built character of the borough. It is intended as a broad overview which signposts users to more detailed sources of information and character analysis.

Borough wide design requirements: these summarise design standards that apply across the whole borough area. These are organised thematically and are aligned to the structure of the National Model Design Code.

Area specific design requirements: these set out the design requirements and priorities that apply to character areas and character types found in the borough. Character areas are geographically specific locations in the borough, while character types describe patterns of existing development or settlement types, that can be found in a range of locations.

Development type design requirements: these set out requirements that are specific to different types of development proposal.

Required, expected and best practice code elements

Some elements of the design code capture mandatory requirements, set out in national, county-level or local policy, that all development must comply with.

Other code requirements should be met, but are not mandatory as they are subject to discretion and may need to be balanced against other aspects of design. If development proposals do not comply with these code requirements, the onus will be on applicants to demonstrate why compliance is not feasible or appropriate.

The code also includes recommendations that are intended to assist applicants in preparing the best possible design proposals. These represent best practice above and beyond mandatory requirements and policy. We hope that applicants will take the opportunity to use these recommendations to improve their proposals, in order to sustain, enhance and improve the distinctive character of Great Yarmouth.

1.5 How to use the Design Code

Design Code users should use the design code to identify the code requirements that are applicable to the specific proposal under consideration. Not all code requirements will apply to all proposals. Follow the steps below to identify the relevant aspects of the code for your proposal:

- Identify relevant planning policy and existing guidance/SPDs that are relevant to the proposal
- Identify borough wide requirements that are relevant to the proposal (and refer to relevant standards)
- Identify which character area(s) are relevant to the site, and apply the design objectives for those area types
- Identify what type of development is being proposed, and apply the related design code requirements

2. About Great Yarmouth

The borough of Great Yarmouth includes Great Yarmouth itself, the town of Gorleston-on-Sea on the other bank of the Yare, and the villages surrounding them to the north, west and south. The borough was formed in 1974, as a merger of the former county borough of Great Yarmouth, along with part of Blofield and Flegg Rural District, and also part of the Lothingland Rural District in East Suffolk. It is fringed by, and partly includes, the Broads and part of the borough falls within the area for which the Broads Authority is the Local Planning Authority (LPA).

2.1 Landscape character, coastal change and flood risk

The character of the borough derives from its landscape, underlying geology and human history which has significantly shaped the landscape as well as creating the distinctive built identity of its towns and villages. A range of documents should be consulted to understand the landscape context for development proposals in the borough, including:

- Landscape Character Assessment (2008)¹
- Settlement Fringe Landscape Sensitivity Study (2016)²

The borough includes a number of important landscape and green infrastructure designations. Aside from the Broads National Park area, for which the Broads Authority is the LPA, these include:

- The Norfolk Coasts Area of Outstanding Natural Beauty (AONB)
- A number of Sites of Special Scientific Interest (SSSI)
- Local Wildlife Sites, Ancient Woodland and other designations.

The relevant policy and guidance should be consulted and followed for sites which lie within, or will affect, these designated areas.

The borough includes areas of coastline subject to change, as well as areas within both tidal and fluvial flood risk zones. Areas of the borough are also sensitive to surface water flooding. The following should be consulted to understand how coastal change and flood risk is present in the borough:

- Shoreline Management Plan (2012)³
- Surface Water Management Plan (2013)⁴
- Strategic Flood Risk Assessment Level 1 Report (2017)⁵

1 https://www.great-yarmouth.gov.uk/media/1236/Landscape-Character-Assessment/pdf/Landscape_Character_Assessment.pdf?m=635720551564970000

2 https://www.great-yarmouth.gov.uk/media/4673/Settlement-Fringe-Study-2016/pdf/Settlement_Fringe_Study_2016.pdf?m=637026942736470000

3 <https://www.great-yarmouth.gov.uk/article/9790/Shoreline-management-plan-2012>

4 https://www.great-yarmouth.gov.uk/media/1242/Surface-Water-Management-Plan/pdf/Surface_Water_Managment_Plan.pdf?m=637750991190230000

5 The full suite of Strategic Flood Risk Assessment Documents can be found on the Environmental Evidence webpage for the Great Yarmouth Local Plan, https://www.great-yarmouth.gov.uk/article/2506/Environmental-evidence#_content_

2.2 Historic development

The borough includes unique and distinctive settlements with a strong material character and pattern of development. The form and pattern of development in the borough is strongly shaped by coastal change and human shaping of landscape that continues today- from the digging of the Broads as a source for peat, used as fuel, to the changing course of the rivers converging at Great Yarmouth, and the shaping of the harbour and port areas on the shingle bank to the south of the medieval town. Coastal erosion has brought villages that were previously more remote from the sea into near proximity, changing their character and economy.

Great Yarmouth, as the main town in the borough, developed in three distinct areas - the medieval town - for a short period, a more prosperous mercantile centre than Norwich - within the walls, the 19th century expansion as a seaside resort coupled with its continuing importance for fishing and fish processing, and the 20th century expansion with estate housing development after WW1 and continuing after WW2 and to the present day.

Gorleston has its origins as a fishing village, then as a seaside resort which expanded substantially only in the 20th century. Due to the natural limitations on the growth of Great Yarmouth itself, due to the river and the sea, Gorleston's suburbs were developed to meet the need for a large amount of new housing after WW2, and growth continues to take place around it.

The villages have predominantly medieval origins, with fishing along the coast and agricultural estates inland. The 20th century also saw substantial growth around many villages in coastal locations with rail links bringing holiday-makers to the area, as well as from 'plotlands' on poor and marginal land along the coastal cliffs and dunes. Inland villages have seen little change or growth, apart from Bradwell, which developed substantially and is now part of the continuous urban area of Gorleston, and Caister and Belton, both of which have seen significant housing development through the postwar period to the present day.

2.3 Local building materials

Flint is the most common historic building material due to being naturally found in the borough, unlike other forms of building stone. Due to a lack of timber on the Breckland sand and gravel plain, which is the predominant underlying geology of the area, medieval timber-framed buildings are relatively rare compared to other parts of East Anglia, but some later timber-framed and timber-clad vernacular buildings are found in villages and the rural area.

With red brick, flint is the most prevalent cladding material found in pre-20th century buildings across the borough. A wide variety of flintwork techniques, including knapped, galleting and flushwork, can be found across the borough. Local brickworks produced mainly a soft orange-red brick, and, with the use of flint, this creates the distinctive material character of most of the older parts of Great Yarmouth's settlements. Later brickwork included ornamental moulded and decorative bricks which were often also made locally. Brick and flint were frequently combined with brickwork used to create corners and openings for windows and doors, and flint used to infill.

Painted brick, and render, is not as common as exposed brick or flint, but is relatively frequently used. Painted and rendered elevations are mostly found on some, mostly smaller, historic timber-framed buildings and small-scale brick buildings particularly in High Street locations. Painted facades can also be found on brick buildings which were overpainted or rendered in the late 18th and 19th century as part of restyling them to a more neoclassical appearance and this was often applied only to frontages.

In many locations the choice of paint as a finish was determined by weathering characteristics, with black tar paint on north- or west-facing elevations due to the prevailing wind exposure and risk of damp, or seaward elevations in coastal locations, as a protective coating. South- and street-facing elevations were typically painted in white or in colours.

Timber weatherboarding is found in rural areas, but relatively infrequently, and is typically painted black for improved weathering in the same way as the painting of brick buildings, with white or other colours on less exposed elevations. Pantiled roofs - which have a Dutch origin - are typical for vernacular buildings, in both red and black forms, while thatch was highly prevalent historically, due to the Broads reedbeds, but was largely replaced with hard roof coverings during the 19th and 20th centuries. Plain tile also found, and slate became common after the coming of the railways meant that importing Welsh slate became economic.

2.4 Heritage designations and assets

The borough includes a wide range of heritage assets, many of national significance.

These are highlighted, where relevant, in character area descriptions and the relevant guidance and information should be consulted, including the Conservation Area Appraisal, for Conservation Areas, and the Historic England listing entry, for listed buildings, scheduled ancient monuments and historic parks and gardens.

Conservation Area Appraisals for the borough are currently unavailable online but can be obtained on request from the Conservation Team.

Heritage resources should be consulted as part of understanding the context and local identity of sites for development proposals affecting designated heritage assets. These include:

- Norfolk Historic Environment Record⁶ and the Norfolk Heritage Explorer⁷
- Norfolk Record Office⁸

There is also substantial and important archaeology below ground in the borough, and Norfolk County Council's archaeological team may be consulted as part of the planning process.

6 <https://www.norfolk.gov.uk/libraries-local-history-and-archives/archaeology-and-historic-environment/historic-environment-record>

7 <https://www.heritage.norfolk.gov.uk/> Page 71 of 330

8 <https://www.archives.norfolk.gov.uk/>



Fig. 1. Snapshots of Great Yarmouth's distinctive landscapes

Top: Views looking south and north along the Yare river from the centre of Great Yarmouth.

Second row: The Gorleston-on-sea river frontage, and the town centre seen from the seafront

Third row: The village green at Martham, and the wide landscapes of the rural parts of the borough

Bottom: The old fishing village of Caister-on-Sea and the plotlands on the clifftop at Scrabby.



Fig. 2. 1797 Faden map, current boundary of Great Yarmouth borough indicated in red.

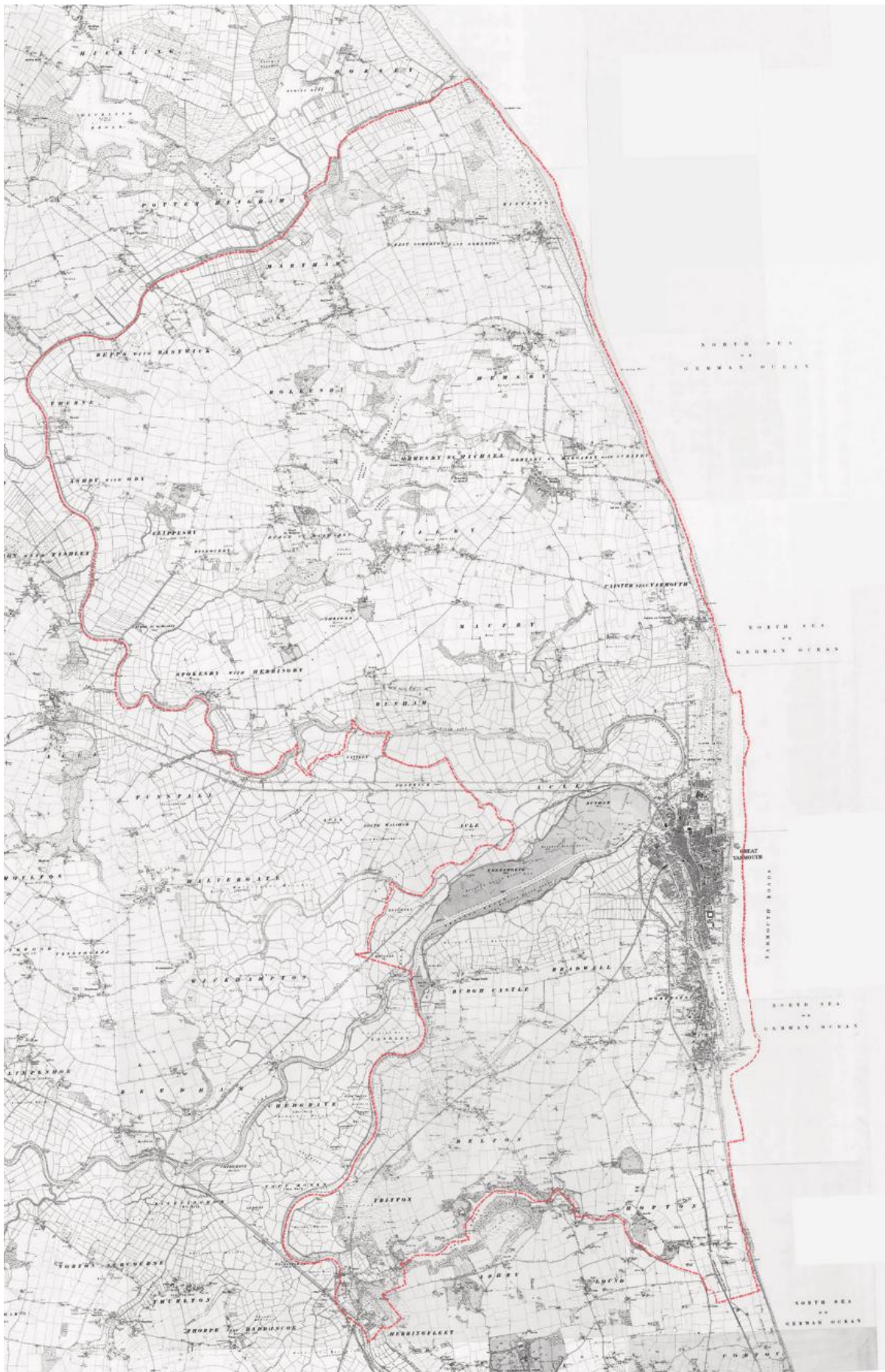


Fig. 3. Ordnance Survey map from 1888

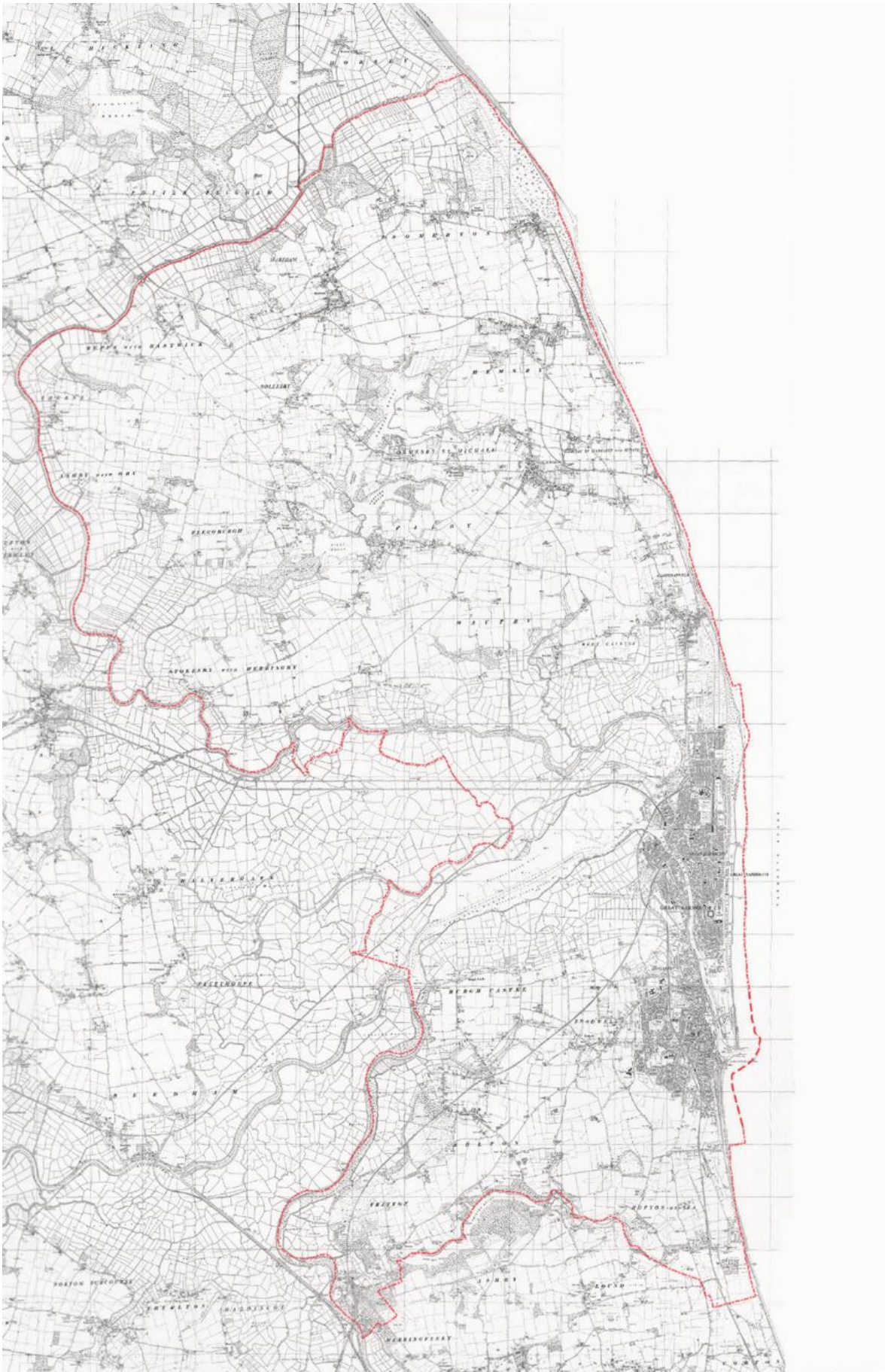


Fig. 4. Ordnance Survey map from 1949

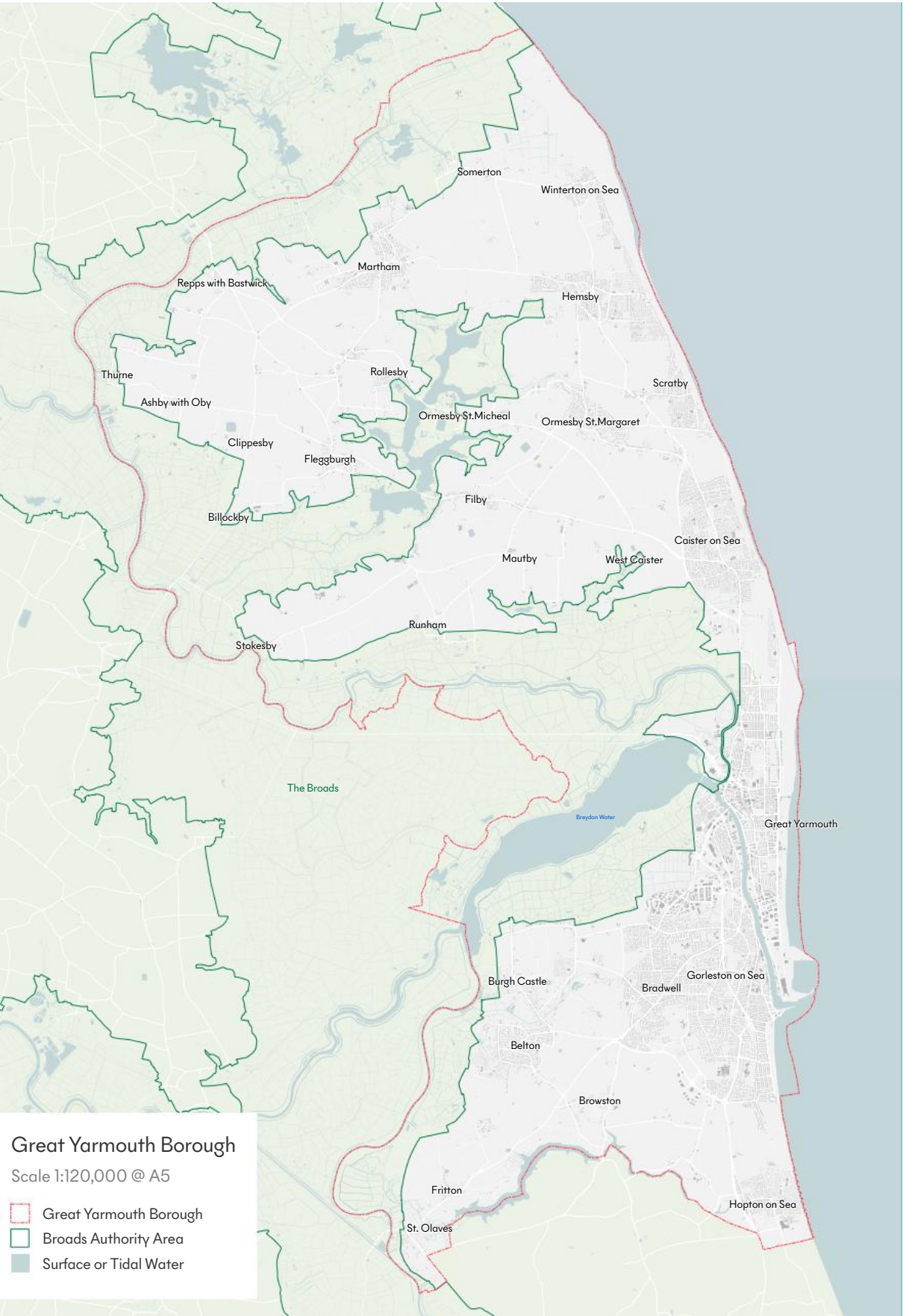


Fig. 5. Map of Great Yarmouth borough, 2023

3. Design vision for Great Yarmouth

3.1 Design vision

The Adopted Local Plan sets out clear objectives for the development of Great Yarmouth. These have been consolidated into a design vision for the borough, which underpins this design code.

The development of Great Yarmouth must:

- Protect and enhance the distinctive built and landscape character of the settlements in the borough
- Ensure new developments are of a quality that will be enduring and can become the civic heritage of the future.
- Be resilient to a changing climate and minimise carbon emissions and waste, including through reducing car use
- Be designed for the lifestyles, technology and needs of the present and the future, while complementing the heritage and landscapes of the borough.

Why is it design important?

The National Planning Policy Framework paragraph 126 states that “The creation of high quality, beautiful and sustainable buildings and places is fundamental to what the planning and development process should achieve. Good design is a key aspect of sustainable development, creates better places in which to live and work and helps make development acceptable to communities.”

Good design creates real benefits for communities - increasing pride in place, making healthier, safer environments, creating economic benefit and lowering carbon emissions. Conversely, poor design results in tangible harm.

Poor design creates environments that are not attractive to live in, work in, or to visit. This causes harm to local pride in place and erodes the distinctive identity of our built heritage and landscapes. It also erodes prospects for economic growth as liveable, attractive environments are an important factor in attracting and retaining businesses and residents.

Buildings and spaces that are poorly designed not only use more energy, and are responsible for more carbon emissions, than well-designed spaces; they can have a shorter lifespan and require demolition or substantial redevelopment within decades, rather than the centuries that our best-loved places have survived. This wastes the embodied carbon ‘locked into’ their building fabric.

Poor design can also lead to increased maintenance and long-term management costs, as well as the indirect costs from ill-health caused by inactive lifestyles, poorly designed and constructed building fabric or overheating; from the need to police poorly laid out spaces without natural surveillance; and from many other causes.

Well-designed, distinctive places with a strong and positive character make better environments for all parts of our community. Creating and enhancing the quality of our environment is central to the vision of our adopted and emerging Local Plans.

4. Borough wide design requirements

4.1 Addressing climate change and conserving resources

Climate change is the biggest challenge we face and it is a strategic priority that all development proposals address it through mitigation and adaptation.

Mitigating climate change means reducing greenhouse gas emissions, to slow down the rate of global warming and achieve the national commitment to reaching net zero carbon emissions by 2050. For development, this should be achieved by implementing the following measures:

- Minimising energy demand by building users through their behaviour, including travel mode choices
- Maximising energy efficiency of building fabric and systems
- Integrating renewable energy generation
- Minimising the carbon emissions resulting from construction

Adapting to climate change means designing development so that it is adapted to the changing climate, in particular hotter summers, wetter winters, and increased risks of surface water and tidal flooding. Climate adapted design must be achieved without resulting in increased emissions, for example from using air-conditioning to avoid overheating.

CC1: Ensure walking, cycling and public transport are the natural modes of travel for all users.

Expected	Design site layouts so that walking and cycling routes to all destinations are more direct than routes for motor vehicles. Minimise the walking distance from front doors to public transport nodes. Ensure all development is accessible by public transport. Ensure the quantity and location of cycle parking and storage is more easily accessible than car parking and storage.
Policy links	CS1: Focusing on a sustainable future CS9: Encouraging well-designed, distinctive places CS16: Improving accessibility and transport

Why is reducing vehicle use so important, and how can design help?

Evidence shows that the transport habits of residents contribute far more to the overall carbon emissions resulting from new development, than the use of energy to heat, light and power the home, or the carbon generated by its construction. It is therefore important that designs for new developments help encourage a shift to lower-carbon lifestyles as far as possible.

Making walking and cycling easier does not mean that people who need to use a car, either regularly or occasionally, will be stopped from doing so. Parking for disabled residents, for example must still be provided at the doorstep. It just means making it more convenient for other residents to walk, cycle and use public transport as much as they can.

Locating development in places that are easily accessible by walking, cycling and public transport helps reduce car use, but residents' habits are a big factor. Residents will choose to use their car, even for very short journeys that could be made by walking or cycling, if it is more convenient.

If walking and cycling routes are shorter than routes for cars; and if cycles can be stored more safely, quickly and conveniently than cars, people do change their everyday habits. Even partial changes in habits can have a big impact on carbon emissions.

The shift to electric vehicles is not currently likely to reduce carbon emissions resulting from car use quickly enough to reach the country's net zero target. There will still be 'legacy' petrol and diesel vehicles on the road for decades. Current data shows vehicle use increasing, not decreasing, so even though some of this increase will be offset by the use of electric vehicles, forecasts show that in most scenarios, carbon emissions from transport will only fall by around 40% between 2022 and 2050.

It is therefore important that new development is designed to encourage as much behavioural change as possible. Changing designs for developments in order to create behavioural change does not cost the resident, the developer or the public sector anything. In fact it reduces costs for residents due to allowing them to reduce their car use without sacrificing convenience, it improves development viability by using less land for parking through more efficient parking layouts, and it reduces the costs to the public sector of ill-health, air pollution and congestion.



Fig. 6. Left: At Marmala de Lane, Cambridge, car parking is located in an unallocated shared parking area at the edge of the site and far from front doors, while cycle storage and parking is close to homes. Right: At Gt Kneighton, Cambridge, walking and cycling routes provide short cuts making it easier and quicker to walk or cycle to shops, school, friends and other local destinations.

CC2: Minimise active heating and cooling requirements through passive design

Expected	<p>Use simple building forms and massing as these are more energy efficient than complex forms.</p> <p>Design internal layouts and storey heights to maximise thermal efficiency and natural cross-ventilation.</p> <p>Do not include single-aspect homes due to the impossibility of cross-ventilation.</p> <p>Design south and west facing glazing to prevent overheating, and therefore the requirement for active cooling, through careful sizing and placement of glazing, integrating external shading devices which prevent summer overheating while allowing solar gains to heat spaces in winter.</p> <p>Ensure natural ventilation can be used as far as possible, and allows secure ventilation even when homes are unoccupied.</p>
Best practice	<p>Evidence compliance with Passive House standards</p> <p>Evidence compliance with a TM59 overheating assessment (for residential) or TM52 (for non-residential/mixed-use) buildings</p>
Policy links	<p>CS12: Utilising natural resources</p> <p>A2: Housing design principles</p>

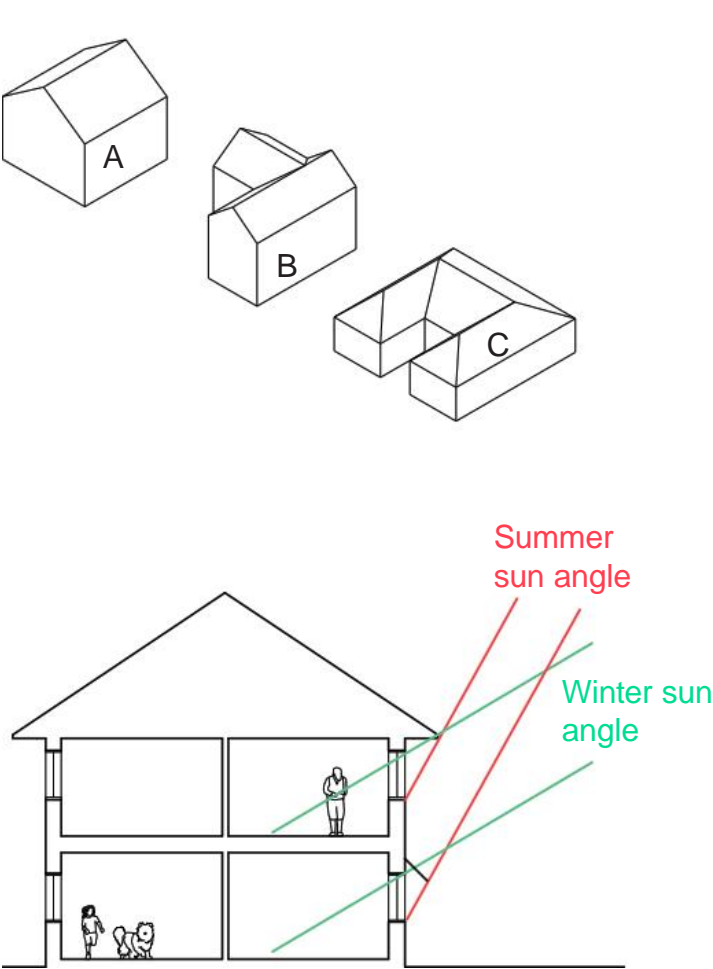


Fig. 7. Diagrams illustrating some of the principles of passive design.

Top: Building forms A, B and C have the same floor area but differing amounts of surface area. As a result, C has a heat loss of 17.5% more than A.

Bottom: Diagram showing how to design for passive solar heating in winter while avoiding summertime overheating. Diagram applies to south-facing glazing. Careful design of shading such as roof overhangs, awnings, brise-soleils or canopies will cut out the higher angle of sunlight from summer sun, while allowing winter sun to penetrate and heat spaces, reducing heating costs in winter.

External shading is far more effective at preventing overheating than internal blinds as it stops sunlight entering internal spaces and heating them up. It also allowing indirect daylight to enter so rooms do not become dark.

Floor-to-ceiling glazing on south-facing elevations contributes little to daylighting internal spaces, but increases overheating unless shaded from direct sun. Raising sills makes overheating less likely.

CC3: Integrate on-site renewable energy generation and low and zero carbon heating, cooling and ventilation systems

Expected	Use air source or ground source heat pumps to provide heating.
Best practice	<p>No gas connections should be provided to new development.</p> <p>Include PV panels on south, east and west facing pitched roofs, and on flat roof areas.</p> <p>Include PV panel shelters over surface car parking spaces.</p> <p>Use mechanical ventilation with heat reclaim (MVHR) ventilation systems and do not provide active cooling (air conditioning).</p> <p>Undertake operational energy assessment including predicted user-generated energy loads.</p>
Policy links	CS12: Utilising natural resources A2: Housing design principles

Using passive design and low-carbon technology

Passive design means using the building form to reduce the amount of energy needed to heat the building in winter, and to prevent overheating in summer. This results in lower running costs, lower carbon emissions, and more comfort for users.

The main principles of passive design are:

- Use simple shapes with a lower ratio of envelope (external wall/roof surface) to volume, because these lose and gain heat more slowly.
- Avoid large areas of south-facing glazing unless shaded to cut out summer sun
- Avoid large areas of west-facing glazing as it is difficult to shade effectively because the angle of west-facing sun is very low
- Design openings, and internal layouts, so that spaces can be naturally ventilated and cross-ventilated (openings on opposite sides of the building). Design openings so they can be left open without compromising security, and can be opened to varying degrees without being caught by the wind.

Passive design should be employed first, to reduce the need for active heating or cooling, before adding low- and zero-carbon technology. Additional technology all uses some energy, requires servicing and maintenance, and has a limited lifespan.

Heating uses far more energy than lighting and small power, so reducing carbon emissions from heating is very important. Using gas for heating directly emits greenhouse gas emissions and should not be used.

The UK's electricity network is rapidly becoming entirely low-carbon, so using electricity to heat buildings does not involve high carbon emissions. Direct electric heating (such as electric panel heaters) is expensive to run, but air-source or ground-source heat pumps are energy-efficient so should be used as the heat source. Solar thermal panels (which are different from PV panels, which only generate electricity) are also an effective way to provide zero-carbon hot water and heating.

PV (photovoltaic) panels on roofs can generate electricity but at a domestic scale, are not usually big enough to provide all of the home's needs, so grid electricity will still be used. If costs are tight, it is better to change the heat source to a low-carbon electrically powered system, such as an air source heat pump, than to install PV panels. Installing PV panels but using gas for heating is not a low-carbon approach.

CC4: Minimise potable water use

Required	Design new residential development, and holiday accommodation in buildings, to use 110 litres of potable water, per person per day, or less.
Expected	Integrate rainwater harvesting and greywater reuse to reduce potable water use.
Best practice	Design non-residential development to achieve full credits for category Wat 01 of BREEAM.
Policy links	E7: Water conservation in new dwellings and holiday accommodation

CC5: Reduce embodied carbon emissions resulting from construction

Expected	Retain and reuse existing structures where this is the most carbon efficient option and the structure contributes, or can be suitably adapted, to the positive character of the local area.
Best practice	Undertake and submit embodied carbon assessment
Policy links	SO6: Strategic Objective 6



Fig. 8. Retrofit of existing buildings saves carbon in the construction process, and through improving operational energy efficiency, while breathing new life into tired buildings.

Example: Hillington Square housing retrofit, Kings Lynn, designed by Mae Architects. This project retrofitted social housing built in the late 1960s to make it more energy efficient, repurpose unused and unattractive ground floor garage space, adding new balconies and replacing raised walkways with internal lift and stair cores.

CC6: Ensure development is flood safe and flood resilient

Required	<p>Design within Flood Zones 2 and 3 to comply with Environment Agency requirements regarding height of floor levels for habitable rooms, refuge and evacuation, and flood resilient construction, while ensuring active frontages and accessible accommodation (refer to BD1 and BD3 for further guidance)</p> <p>Ensure development does not increase the risk of flooding on adjacent sites, through use of SuDS (refer to CC7 for further guidance)</p>
Expected	Use salt tolerant materials and construction below the flood datum, in areas at risk of tidal flooding.
Policy links	CS13: Protecting areas at risk of flooding and/or coastal change

CC7: Reduce the risk of surface water flooding on and around the site

Required	<p>Meet surface water run-off rates required by the Lead Local Flood Authority (LLFA).</p> <p>Submit detailed design drawings of all proposed SuDS features to demonstrate compliance with the principles and standards set out in the CIRIA SuDS Manual.</p>
Expected	<p>Maximise the amount of permeable and absorbent surfaces on the site.</p> <p>Use surface level SuDS systems rather than below ground attenuation tanks or storage.</p> <p>Locate and design SuDS to form part of the wider green infrastructure network, linking existing and future habitats.</p> <p>Integrate SuDS into the design of streets, public open spaces and parking as visually appealing features that contribute to creating distinctive character to development.</p> <p>Design SuDS to be multifunctional, for example as wildlife habitats, for formal or informal recreation, for parking, and/or supporting community educational learning.</p> <p>Avoid fences around SuDS features such as ponds and watercourses.</p> <p>Integrate SuDS into building design through including green, brown or blue roofs.</p> <p>Design SuDS to be low-maintenance. Where maintenance is required, integrate access and buffer zones into the wider landscape design.</p>
Policy links	CS12: Utilising natural resources

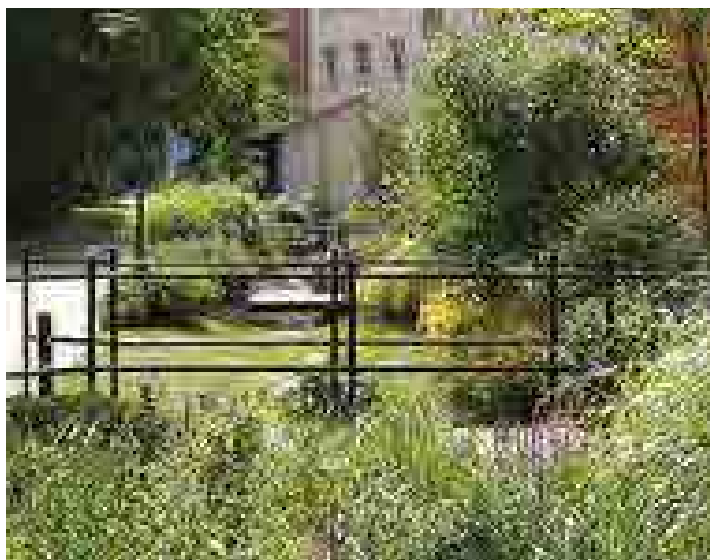


Fig. 9. Examples of successful SuDS integrated with a range of settings. All examples are from the CIRIA SuDS Manual

Top: SuDS within residential development is easier to maintain, more beneficial for biodiversity and more effective at managing surface water flows if designed to grow wild rather than being mown.

Middle: Rain gardens in urban settings can soften the landscape, provide attractive features, and help keep street trees watered.

Bottom: Natural SuDS should be included in all landscaping, including business parks and out of town settings.

CC8: Reduce urban heat island effect

Expected	<p>Minimise hard landscaping and maximise soft landscaping, including water surfaces.</p> <p>Shade hard landscaped spaces, streets and paths through tree planting and/or awnings and other adjustable shading devices.</p> <p>Use insulating and heat reflecting materials for both buildings and landscapes, including for roofs. These can include green and brown roofs and light coloured materials.</p>
Policy links	SO1: Strategic Objective 1

CC9: Minimise resource usage through future building maintenance, alterations and adaptation

Expected	<p>Use materials that can be reused and recycled at end of life</p> <p>Design to minimise energy intensive maintenance requirements over the lifetime of the development.</p> <p>Design buildings to be adaptable to different uses without requiring demolition.</p> <p>Design short-life systems and materials –for example mechanical and electrical installations – to be replaceable without requiring substantial alterations to long-life building elements, such as structure and external envelope.</p>
Policy links	SO1: Strategic Objective 1

Useful resources

- LETI has a wide range of free resources on low-carbon design, specification and procurement - <https://www.leti.uk/publications>
- The Passivhaus Trust has a wide range of free resources on low-carbon passive design - <https://www.passivhaustrust.org.uk/guidance.php>
- Good Homes Alliance Overheating in New Homes Tool and Guidance - <https://goodhomes.org.uk/overheating-in-new-homes>
- Prometheus weather data for Great Yarmouth can be downloaded free at <https://engineering.exeter.ac.uk/research/cee/research/prometheus/downloads/>
- The CIRIA SuDS Manual (C753) and the accompanying Guidance on the construction of SuDS (C768) are the definitive guide to design and maintenance of sustainable drainage systems (SuDS) and are available for download free at www.ciria.org
- Norfolk County Council are preparing a SuDS adoptions guidance manual. When finalised, the Design Code will be updated to include a reference.

4.2 Context and identity

Well-designed development makes a positive contribution to its context, strengthening local distinctiveness and a sense of place. This is achieved through careful observation and analysis of the site's setting at the start of the design process.

Copying all aspects of building form or styles from the site context is rarely an option due to contemporary requirements, such as space standards, fire and flood safety, energy efficiency, accommodating the private car, and other aspects of design. Good design harmonises with its context while developing its own distinctive character.

Further design code requirements regarding context and identity are found in the area specific design requirements. This section contains general code requirements and expectations that apply across all area types and forms of development.

CI1: Design with regard to local context, including the surrounding built environment, topography, landscape and drainage.

Required	Analyse the site context with regard to development form and pattern, landscape character, heritage assets, green and blue spaces, views to and from the site, and locally prevalent materials and building details, and submit analysis within Design & Access Statement. Ensure existing and proposed drawings, including 3D visualisations, show surrounding context accurately and to scale, including relevant adjacent phases of development or consented development by others.
Expected	Design site layout to complement the existing landscape and built environment, including the pattern of development, landscape and townscape. Design layout and massing so that existing significant views are retained and enhanced, and new publicly accessible views of significant natural and built assets are created.
Policy links	A2: Housing design principles CS9: Encouraging well-designed, distinctive places E5: Historic environment and heritage



Fig. 10. Great Yarmouth's landscapes are characterised by long views over flat landscapes. Ensuring new development is well-integrated and screened, taking advantage of existing mature trees and incorporating new planting, means it integrates more successfully in the landscape.

CI2: Conserve and enhance the significance of heritage assets

Expected	<p>Retain non-listed buildings/structures which make a positive contribution to the significance of a conservation area, or are non-designated heritage assets, in line with policy E5.</p> <p>Design proposals to respect and enhance the settings of all relevant heritage assets, including creating and respecting publicly accessible framed views of heritage landmarks.</p> <p>Include appropriate interpretation of heritage sites within development proposals, including signage.</p>
Policy links	<p>CS10: Safeguarding local heritage assets</p> <p>E5: Historic environment and heritage</p>



Fig. 11. Examples of recent design that is sympathetic to the local context including heritage settings.

Top left: St George's Chapel pavilion in the heart of Great Yarmouth. Architect: Hopkins Architects

Top right: Hunsett Mill, Stalham, Norfolk. Architect: Acme

Bottom left: New wing at Brentwood School, Essex sits comfortably alongside historic buldings. Architect: Cottrell and Vermeulen.

Bottom right: Contemporary design using traditional materials within the heritage setting at Ely Museum. Architect: HAT Projects

CI3: Create a positive and distinctive sense of place for new development

Required	Develop a clear design approach for all development which will create, or reinforce, a distinctive and place-specific local identity. Use the Design & Access Statement to demonstrate how this has been achieved.
Expected	<p>Include distinctive, beautiful and unique features within major development. Features may include landmark buildings, high quality public art, public realm and landscaping.</p> <p>Create a range of character areas within large-scale housing developments which comprise significant extensions to existing settlements (such as those allocated by Policies CS18, GN1 and CA1) to achieve a clear design identity for each street or cluster. This can be achieved through the use of different approaches to layout, house designs, or variation in materials and details.</p> <p>Include a range of house types on larger developments, with a clear design-led rationale for their usage and placement. Standard house types must not be used without being adapted to create a distinct local identity.</p> <p>Refer to development type requirements in 6.1.</p>
Policy links	CS9: Encouraging well-designed, distinctive places A2: Housing design principles



Fig. 12. Examples of large sites with clearly defined character to different parts of the development, achieved through careful masterplanning.

Left: Great Kneighton, Cambridge showing areas with long, linear building forms (top) running perpendicular to streets, contrasting with terraced homes with gable ends facing the street, (middle) which articulate each dwelling, and terraces which have their eaves to street (bottom).

Right: New Hall, Harlow where a broadly perimeter block layout shows variation in design and materiality which is clearly visible from the air as well as on the ground. Each block is relatively uniform in itself, with repeated house types, but as a whole the development has variety.

Both developments show a legible and well-defined street layout using a broadly gridded arrangement.

CI4: Use external materials and detailing which complement the local context and are appropriate for the local climate

Expected	<p>Use materials and details which reflect the local vernacular, unless a clear design-led rationale is presented for an alternative approach. A description of the most commonly found materials in Great Yarmouth Borough can be found in chapter 2, and more detailed descriptions of materials in existing character areas can be found in chapter 5.</p> <p>In most locations, use a single primary material for external elevations with contrasting materials used for details and secondary features only.</p> <p>Use materials and details which are robust and suitable for the local climate, in particular in waterside and marine settings.</p> <p>Alterations and energy efficiency improvements should not obscure high quality existing external materials such as brick and flint work. Replacement windows, balcony metalwork and similar should be of similar quality as the existing – uPVC windows, doors, fascias and cladding are not generally acceptable.</p>
Policy links	CS9: Encouraging well-designed, distinctive places

Useful resources:

- National Model Design Code - <https://www.gov.uk/government/publications/national-model-design-code>
- National Design Guide - <https://www.gov.uk/government/publications/national-design-guide>
- Historic England's website has a wide range of resources on planning, design and the historic environment - <https://historicengland.org.uk/advice/find/a-z-publications/>
- CABI's guide Creating Successful Masterplans is, while dating from 2004, a highly useful and relevant guide to masterplanning large development sites - <https://webarchive.nationalarchives.gov.uk/ukgwa/20110118095356/http://www.cabi.org.uk/files/creating-successful-masterplans.pdf>



Fig. 13. New housing developments creating attractive places at a range of scales that successfully address the public realm and use materials relevant to the Great Yarmouth context.

Top: Tibby's Yard, Southwold uses typical Suffolk materials and colours, and attractive low brick walls as boundary treatments. Architect: Ash Sakula

Middle left: townhouses with integrated garages facing a well-landscaped public realm at Great Kneighton, Cambridge. Architect: Proctor Matthews.

Middle right: Molenplein, Den Helder, the Netherlands has a varied and informal streetscape creating high-density, low-rise development using simple materials. Architect: Tony Fretton

Bottom left: Traditional East Suffolk brick and pantile used with a very simple and efficient form, attractively composed, at Walberswick. Architect: Dow Jones.

Bottom right: detached homes with attached garages in an orderly mews-style development at Pewsey, Wiltshire. Architect: Tony Fretton

4.3 Streets, movement and parking

Successful places have an intuitive, safe and well-connected movement network that prioritises walking and cycling and the needs of vulnerable user groups, and minimises the impact of necessary vehicle movement. Streets and movement routes should be attractive, contributing to the distinctive sense of identity in new development and reinforcing the positive character of existing neighbourhoods.

General note: this section must be read in conjunction with Norfolk County Council’s Safe, Sustainable Development Aims and Guidance Notes¹. This sets out the aims, requirements and technical standards for the provision of new and altered highways infrastructure for all users, and indicates what will be acceptable to Norfolk County Council as the Local Highways Authority.

See also the code requirements in [4.4 Public open space, nature and water](#)

SM1: Create a walkable and integrated network of streets and pedestrian/cycle routes.

Required	Integrate all relevant strategic walking and cycling routes into site layouts and demonstrate through the Design & Access Statement submitted.
Expected	<p>Design major developments around a clear hierarchy of connected streets which are orientated to address key pedestrian desire lines, promote permeability and create a legible environment.</p> <p>Use site layouts to link existing streets, paths and cycle routes in the wider area, and to create new cycling and walking routes that connect local destinations.</p> <p>Make connections and through routes to adjoining land and highways, to improve permeability and to avoid sterilising future sites for development.</p> <p>Avoid cul-de-sacs that do not include pedestrian and cycling rights of way forming through routes to the wider movement network. Cul-de-sacs and private drives are acceptable only as tertiary streets serving five homes or fewer.</p>
Policy links	<p>GSP7: Potential strategic cycling and pedestrian routes</p> <p>CS9: Encouraging well-designed, distinctive places</p> <p>A2: Housing design principles</p>

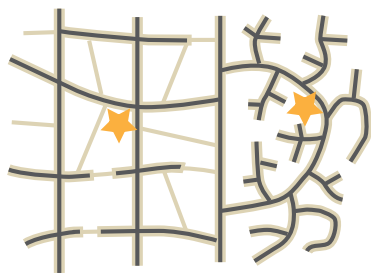


Fig. 14. Diagram showing different approaches to movement networks.

Left: integrated permeable movement network with pedestrian and cycle routes that follow direct desire lines to destinations while vehicle traffic is restricted.

Right: non-permeable movement network where pedestrian and cycle routes are not quicker or more direct than vehicle routes and do not follow desire lines to destinations.

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

SM2: Design movement routes to clear and consistent standards which prioritise vulnerable users, children, pedestrians and cyclists.

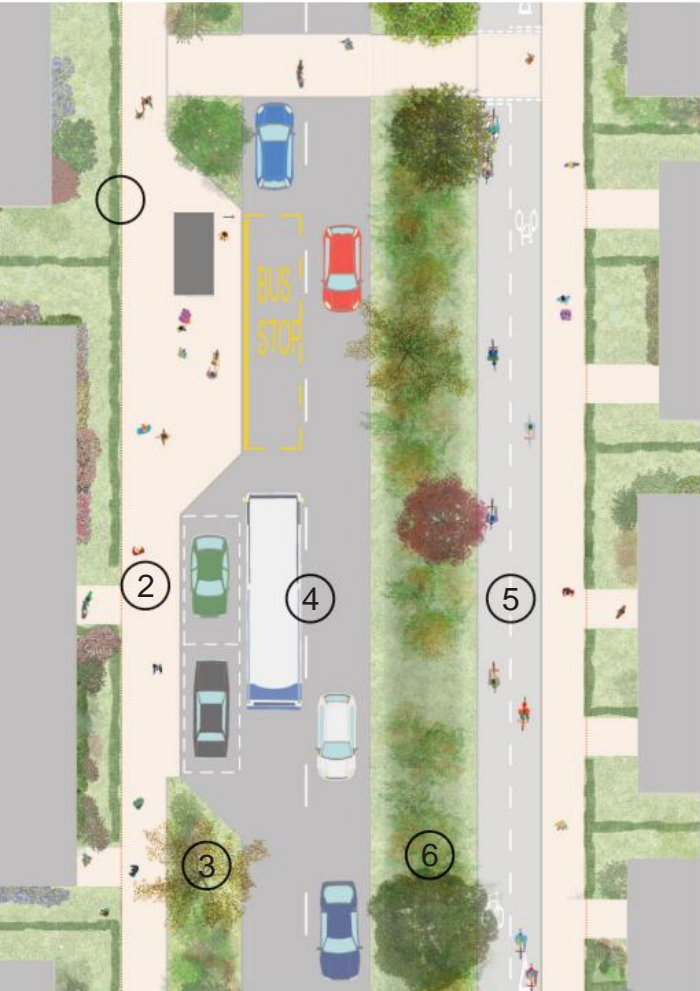
Required	Design all movement routes to be safe and accessible to all members of the community and demonstrate through Design & Access Statement
Expected	<p>Consider the needs of all users, including physically disabled people, people with visual impairments, and neurodiverse people, in the design of streets and movement routes.</p> <p>Include separate cycle lanes on all new streets other than local and tertiary streets.</p> <p>Use design to passively slow vehicle movements, for example through narrowing the carriageway, choice of surface materials, trees and landscape features.</p> <p>Integrate high quality wayfinding features and signage, and lighting, into the design of movement routes.</p> <p>Apply the design principles and standards within Manual for Streets 1 and 2, LTN 1/20, NCC Safe and Sustainable Development Guide</p>
Best practice	Accessibility audit and dedicated report
Policy links	CS9: Encouraging well-designed, distinctive places A2: Housing design principles



- 9. Street Hierarchy:** A typical neighbourhood street hierarchy. All of these streets would include frontage access.
- Primary street:** Arterial, ring road or relief road with dedicated lanes for cycles and public transport, where possible.
- High Street:** Primary or Secondary street that acts as a focus for retail and other services.
- Secondary Street:** Mainly carry local traffic and provide access into neighbourhoods; they are often the location of schools and community facilities and may also be residential streets in themselves.
- Local Street:** Residential streets with managed traffic flows to prioritise active travel. They provide access to homes and support active travel, social interaction and health and wellbeing.
- Tertiary street:** These are used for servicing or for access to small groups or clusters of homes. They can be lanes, mews courts, alleyways or cul-de-sacs.
- Multi-functional streets and other spaces:** High Streets and secondary streets are at the centre of public life and support a wide range of activity. They can prioritise pedestrian and cycle movement while making it easy to get to their edges and beyond by public transport.

Fig. 15. Diagram from the National Model Design Code illustrating the different levels in the street hierarchy.

Fig. 16. Example new primary street layout



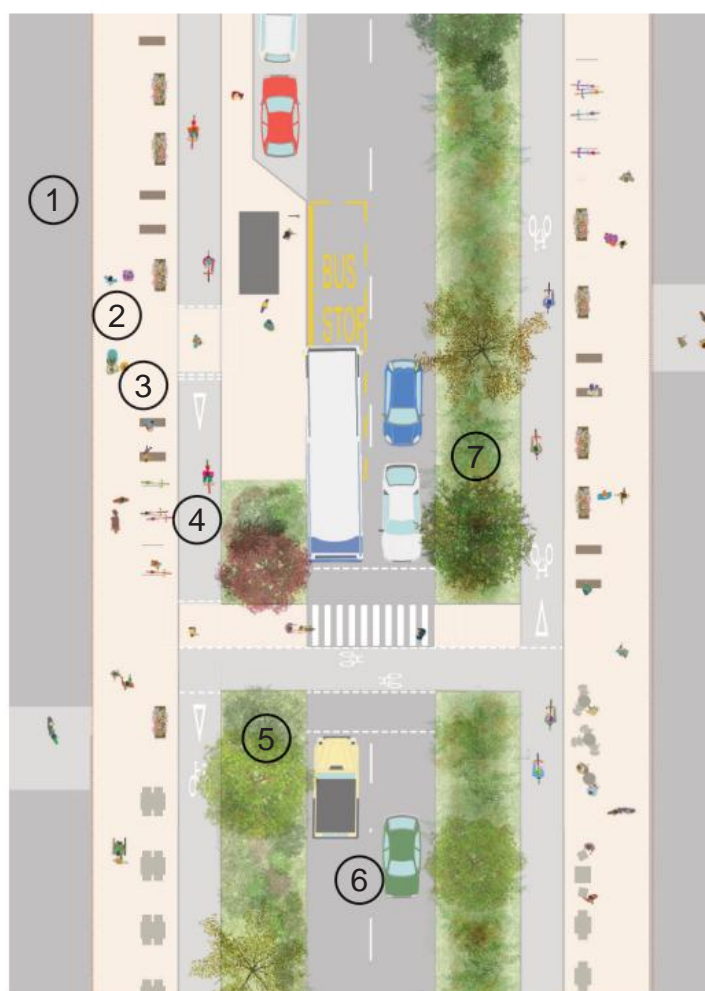
1. Hedge to front property boundary
2. Footway (minimum 2m wide)
3. SuDS with street trees, bus stops, visitor parking (swales or rain gardens linked with culverts under hard landscaped buildouts)
4. Two-way carriageway
5. Two-way fully segregated cycle track (min 3m wide)
6. Street tree species to reach 12m height, 5.5m diameter at 25 years. Canopy to be kept at least 3.2m above ground level



Example: New Hall, Harlow

Privately owned Public realm (adopted/unadopted) Privately owned

Fig. 17. Example new high street layout



1. Building line at rear of footway typically
2. Footway (minimum 2m wide) next to building line, to be kept unobstructed of outdoor seating, A-boards, signage, lighting columns
3. 2m wide area for outdoor seating, play on the way, cycle parking.
4. Fully segregated cycle track on both sides of street (each lane minimum 2m wide)
5. Multifunctional SuDS zone with street trees, bus stops, drop-off/delivery bays, blue badge parking. SuDS to be swales or rain gardens linked with culverts under hard landscaped buildouts.
6. Two-way carriageway
7. Street tree species to reach 12m height, 5.5m diameter at 25 years. Canopy to be kept at least 3.2m above ground level

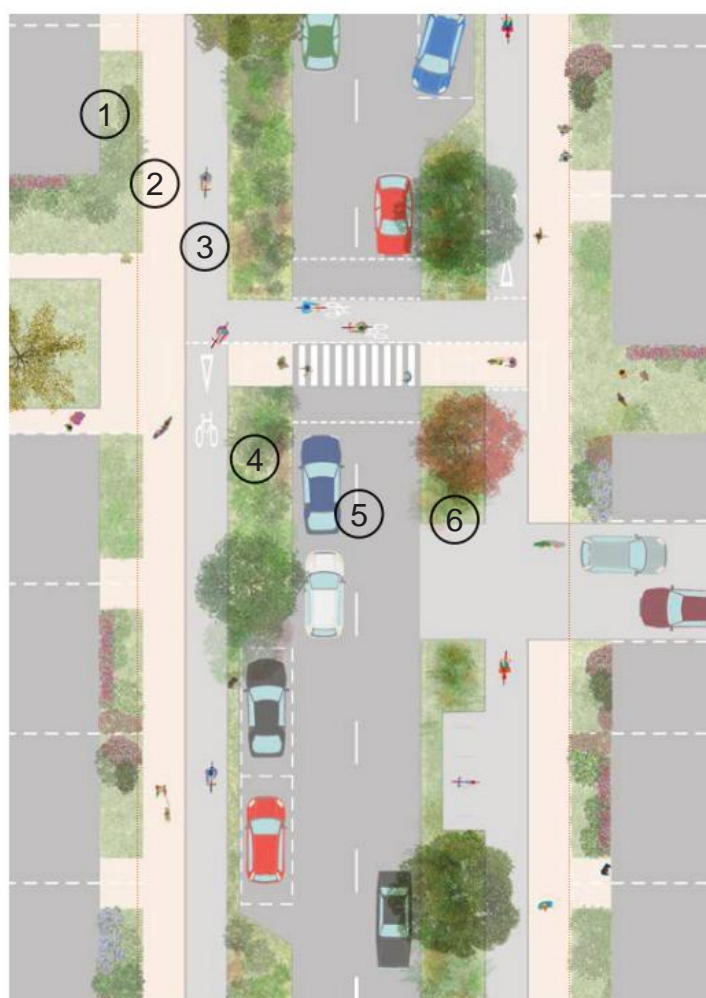


Examples of High Streets with cycle tracks, SuDS, trees and seating alongside necessary vehicle traffic.

Top: Eastcote High Street SuDS.

Bottom: Floating bus stop, Woolwich Road, London

Fig. 18. Example new secondary street layout with segregated cycleway both sides



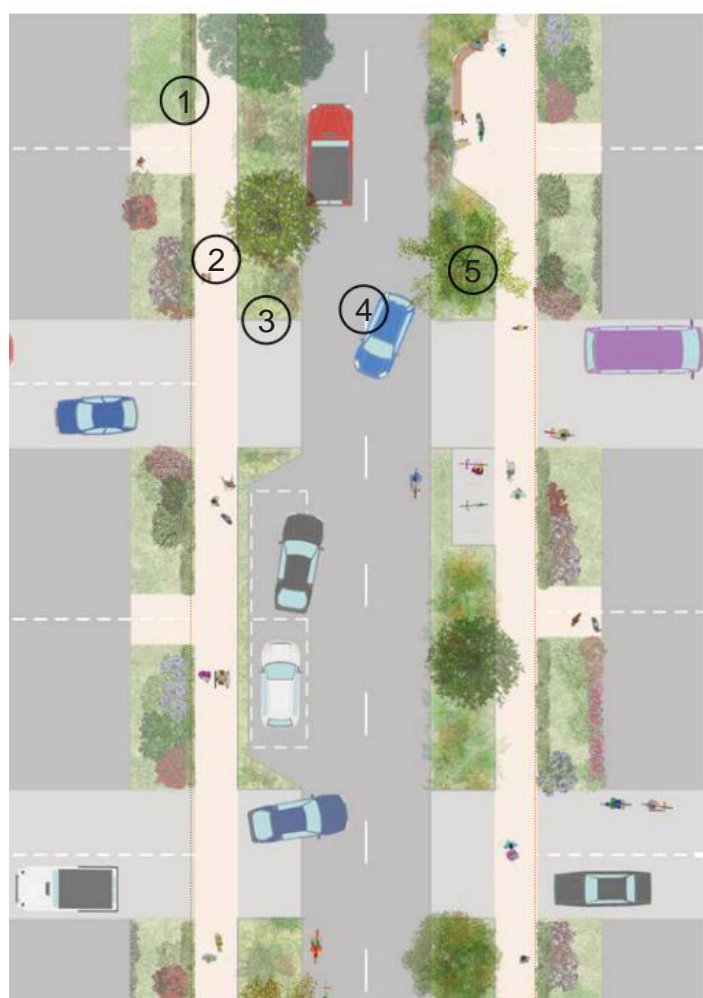
1. Low level planting to front of plots
2. Footway (minimum 2m wide)
3. Fully segregated cycle track on both sides of street (each lane minimum 2m wide)
4. Multifunctional SuDS zone with street trees, visitor car and cycle parking, social seating areas. SuDS to be swales or rain gardens linked with culverts under hard landscaped buildouts.
5. Two-way carriageway
6. Street tree species to reach 10m height, 5.5m diameter at 25 years. Canopy to be kept at least 3.2m above ground level



Example of secondary streets: generous footways separated from the carriageway by street trees provide a place for informal socialising at the doorstep at Eddington, Cambridge

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Fig. 19. Example new secondary street layout with on-street cycling



Privately
owned

Public realm
(adopted/unadopted)

Privately
owned

On-street cycling is only suitable for streets with a 20mph speed limit and under 2000 vehicle movements per day

1. Hedge or low level planting to front of plots
2. Footway (minimum 2m wide)
3. Multifunctional SuDS zone with street trees, visitor car and cycle parking, social seating areas. SuDS to be swales or rain gardens linked with culverts under hard landscaped buildouts.
4. Two-way carriageway with on-street cycling
5. Street tree species to reach 10m height, 5.5m diameter at 25 years. Canopy to be kept at least 3.2m above ground level

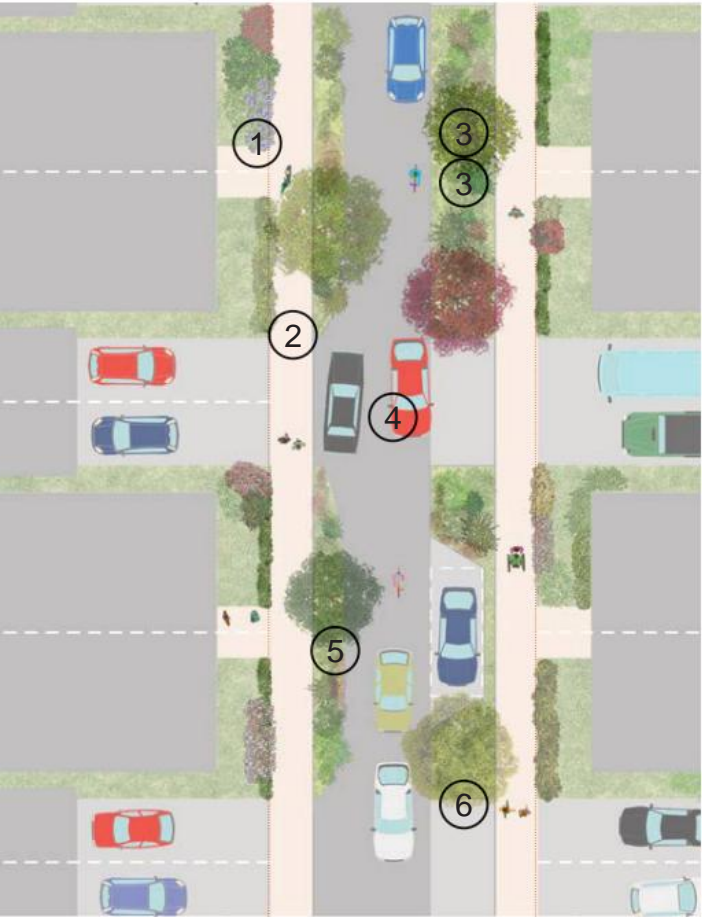


Examples of secondary streets:

Top: Vauban, Freiburg [Page 96 of 330](#)

Bottom: Eddington, Cambridge

Fig. 20. Example new local street layout



Privately owned Public realm (adopted/unadopted) Privately owned

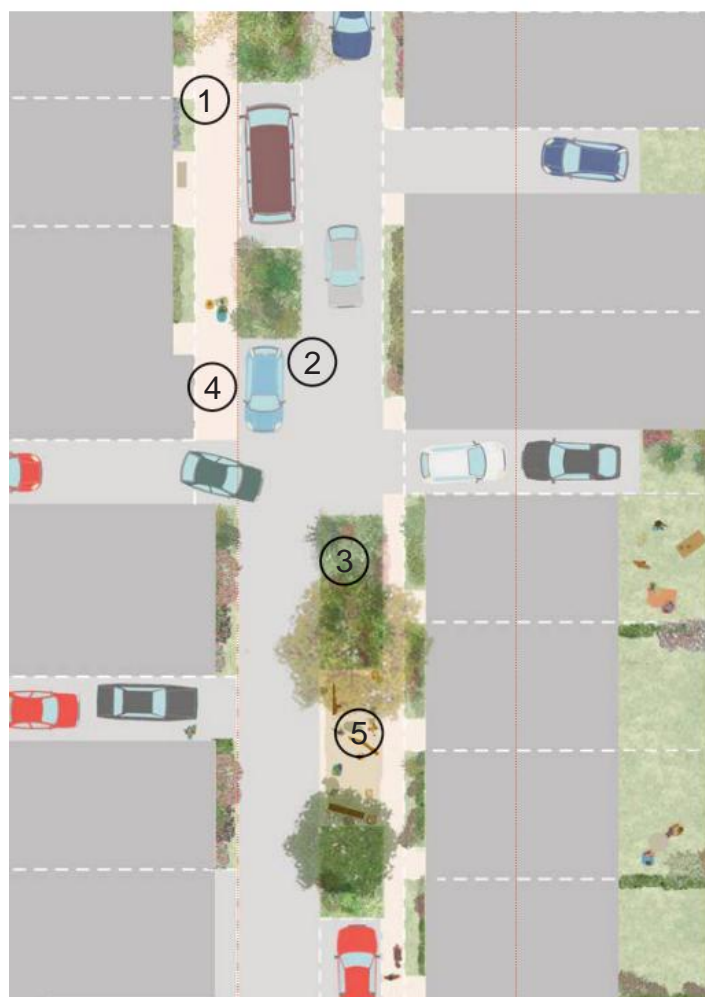
On-street cycling is only suitable for streets with a 20mph speed limit and under 2000 vehicle movements per day

- 1. Hedge or low level planting to front of plots
- 2. Footway (minimum 2m wide)
- 3. Multifunctional SuDS zone with street trees, visitor car and cycle parking, social seating areas. SuDS to be swales or rain gardens linked with culverts under hard landscaped buildouts.
- 4. Two-way carriageway with on-street cycling
- 5. Build-outs with street trees to narrow carriageway, slow traffic and deter kerbside parking.
- 6. Street tree species to reach 10m height, 5.5m diameter at 25 years. Canopy to be kept at least 3.2m above ground level



Example of local residential streets at Great Kneighton, Cambridge

Fig. 21. Example new tertiary street layout (green mews type, shared space)



Privately owned Public realm (adopted/unadopted) Privately owned

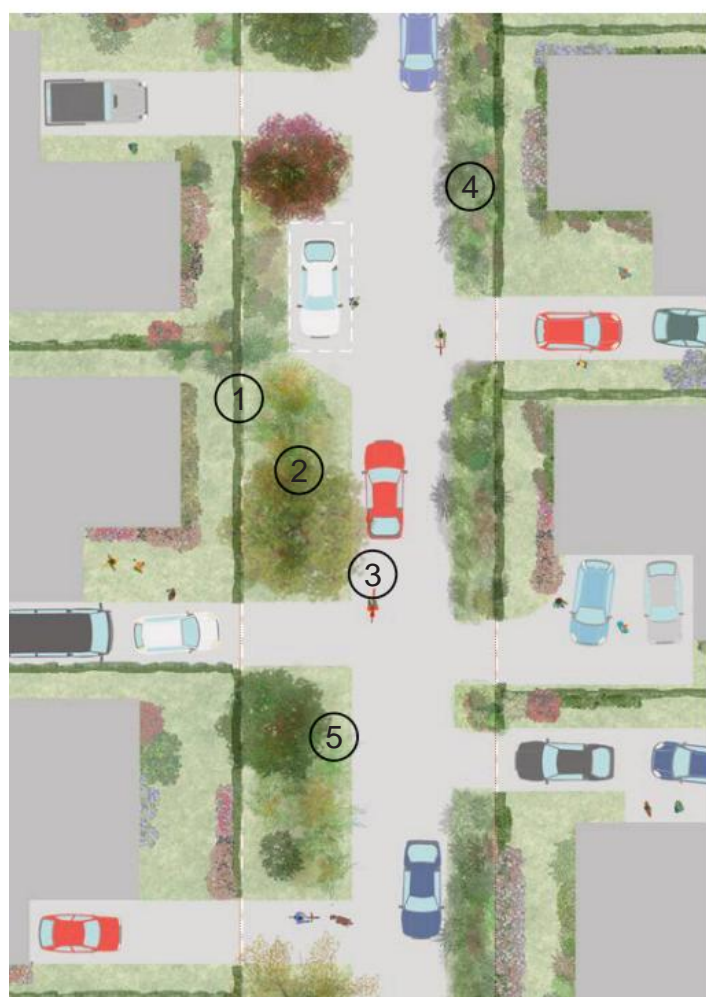
Shared space layouts are only suitable for low-traffic streets with no through route for vehicles.

1. Low level wall, railings or low level planting to front of plots with little or no setback to building line
2. Shared space carriageway for walking, cycling and pedestrians designed to slow vehicle movements to walking speed
3. Multifunctional SuDS zone with street trees, visitor car and cycle parking, social seating areas. SuDS to be swales or rain gardens linked with culverts under hard landscaped buildouts.
4. Footway between SuDS / multifunctional zone and private boundaries (minimum 2m wide where present)
5. Street tree species to reach 10m height, 5.5m diameter at 25 years. Canopy to be kept at least 3.2m above ground level



Example of local residential streets: Great Kneighton, Cambridge

Fig. 22. Example tertiary street layout (rural lane type)



Privately
owned

Public realm
(adopted/unadopted)

Privately
owned

Shared space layouts are only suitable for low-traffic streets with no through route for vehicles.

1. Hedge or low level planting to front of plots with generous setback to building line
2. Soft verge / SuDS zone with street trees
3. Shared space carriageway for walking, cycling and pedestrians designed to slow vehicle movements to walking speed
4. Soft verge / swale on both sides of street
5. Street tree species to reach 10m height, 5.5m diameter at 25 years. Canopy to be kept at least 3.2m above ground level

SM3: Create multifunctional streets which contribute to creating vibrant and active communities.

Expected	Integrate seating, informal play and other functional features into the design of streets and movement routes at all levels of the street hierarchy. Design local and tertiary streets as low-speed public realm following homezone/Woonerf street principles to encourage outdoor play and social contact.
Policy links	A2: Housing design principles



Fig. 23. Examples of multi-functional streets which allow necessary vehicle access but prioritise pedestrians and include play features, planting and social spaces.

Top left: Marmalade Lane, Cambridge

Top right: Van Gogh Walk, London

Middle left: Woonerf street, Netherlands

Middle right: Lime Tree Square

Bottom left: Great Kneighton, Cambridge

SM4: Ensure the amount and design of cycle parking and storage incentivises cycling on an everyday basis.

Required	<p>Meet NCC minimum requirements for the amount and design of cycle storage and parking across all forms of development.</p> <p>Show location, type and specification of cycle storage and parking within Design & Access Statement as well as Transport Statement / Transport Assessment (where applicable)</p>
Expected	<p>Meet the following requirements for cycle storage in order to meet household needs in full, including cycles for children, for sport and leisure, and for visitors.</p> <ul style="list-style-type: none"> • For dwellings and HMOs, provide 1 resident cycle space per bedspace, and 1 visitor space per dwelling (which can be uncovered and outside of a secure enclosure, e.g. a Sheffield stand). • For retirement housing, provide 1 secure resident cycle space, and one visitor cycle space, per two bedspaces. Many older people use cycles, and in particular e-bikes, for exercise and leisure. • For all residential cycle storage, provide one electric outlet per two cycle spaces to facilitate e-bike charging. • Provide adequate secure cycle storage to accommodate at least one cargo bike per dwelling. • Cycle storage must be additional to garages counted as an allocated parking space. • Cycle storage can be within curtilage of dwelling but must be secure and covered e.g. cycle locker; dedicated store/shed; dedicated space within hallway/ secure porch; dedicated space within expanded garage. <p>Locate cycle storage closer to entrance doors, than car parking/ storage.</p> <p>Ensure cycle storage is secure and naturally overlooked to deter theft.</p>
Policy links	A2: Housing design principles

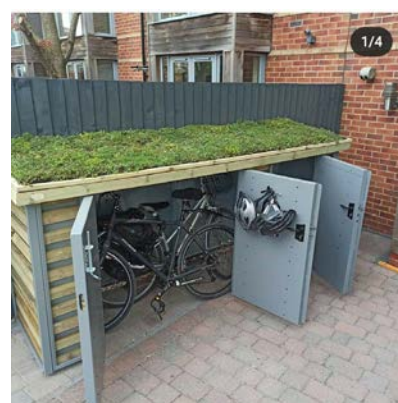


Fig. 24. Examples of attractive and functional cycle storage.

Left: Secure cycle store in Edinburgh has good visibility, deterring theft.

Right: cycle store and refuse store combined in an attractive and durable enclosure as part of front curtilage yard space.

SM5: Ensure that the amount and design of car parking and storage is adequate and designed to minimize antisocial parking

Required	Show location, type and specification of car storage and parking and justify the quantity of provision within Design & Access Statement
Expected	<p>Have regard to NCC minimum requirements for the amount and design of car storage and parking across all forms of development.</p> <p>Provide lower levels of car parking in areas with good public transport, walking and cycling connections to local destinations, where this improves the overall design of the development. Use Public Transport Accessibility Levels and/or isochrone walking and cycling analysis to determine where lower levels of parking provision may be appropriate</p> <p>Include a mix of parking solutions (on-plot, on-street, shared parking areas/courts) to avoid a car-dominated environment.</p> <p>Avoid continuous front curtilage parking. Only include front curtilage parking where landscaping or a front garden can also be provided to reduce the visual impact of cars.</p> <p>Avoid rear parking courts unless they are well-overlooked, secure, small in scale and well-related to the car-owners property.</p> <p>Do not position garages (integrated or detached) forward of the front elevation of the associated dwelling to ensure garaging does not dominate the streetscene.</p> <p>Prevent pavement parking through well-designed physical deterrents along the kerb line, such as planting beds/SuDS features, bollards and/or street trees.</p> <p>Deter unplanned on-street parking through the design and layout of streets, and through inclusion and enforcement of parking restrictions.</p> <p>Use unallocated resident and visitor parking in mixed-use developments to reduce the overall amount of parking needed.</p> <p>Ensure visitor and employee parking includes electric car charging points and infrastructure to permit future additional charging points.</p>
Best practice	<p>Include car club provision as part of residential and mixed-use development.</p> <p>Design charging infrastructure to accommodate other vehicles including mobility scooters, electric cycles and electric buses.</p> <p>Provide electric car charging points (minimum of 7kW) within developments at the following levels:</p> <ul style="list-style-type: none"> • Dwellings with private parking: 1 charge point per dwelling (100% active) • Communal parking areas: 1 charge per parking space (50% active, 50% passive) • Employment: 30% with active charge points, and 30% with passive. • Retail: 20% of bays with active charge points, and 20% with passive.
Policy links	<p>I1: Vehicle parking for development</p> <p>A2: Housing design principles</p>

Preventing antisocial parking

On-street parking in designated bay helps accommodate delivery vehicles, service vehicles, visitor and overspill parking. However, uncontrolled parking at the kerbside can create a streetscape dominated by cars, and pavement parking reduces accessibility and safety for pedestrians, particularly vulnerable users including wheelchair users, users of pushchairs, and children.

Drivers will usually choose the easiest place to park, which is closest to their destination, even if this impacts other users and even when there are plenty of other spaces nearby. Pavement parking is rarely a symptom of inadequate provision of parking in the wider area. Use of planting, well-designed bollards at a spacing of 5m, street trees and other features will prevent pavement parking and ensure drivers park in designated visitor parking on the site.



Fig. 25. Examples of well-designed new developments that include on-street parking in a controlled way and deter unplanned parking.

Top left: SuDS used to prevent pavement parking by design. Image from the CIRIA SuDS Manual.

Top right: On-street parking between street trees, Greenhithe.

Middle left and right: use of bollars, trees and boundary treatments to deter unplanned parking, Lacuna, West Malling.

Bottom: SuDS used to prevent pavement parking at the Channels, Chelmsford.

SM6: Ensure adequate and well-designed access for servicing vehicles

Required	Analyse the requirements of the development in terms of size, numbers and types of commercial vehicles visiting and demonstrate that sufficient service vehicle provision is being made.
Expected	Design servicing access and dedicated service yards to be attractive and safe. Design servicing areas to be multi-functional outside of servicing periods, and integrated into the wider public realm design.
Policy links	CS9(e) - Encouraging well-designed, distinctive places

Useful resources:

- Manual for Streets (2007) - <https://www.gov.uk/government/publications/manual-for-streets>
- Manual for Streets 2 (2010) - <https://www.ciht.org.uk/media/9351/manual-for-streets-2.pdf>
- Cycle Infrastructure Design Local Transport Note (LTN 1/20) - <https://www.gov.uk/government/publications/cycle-infrastructure-design-ltn-120>
- Historic England Streets for All (advice for highway and public realm works in historic places) - <https://historicengland.org.uk/images-books/publications/streets-for-all/>
- Norfolk County Council's Safe, Sustainable Development Aims and Guidance Notes - <https://www.norfolk.gov.uk/-/media/norfolk/downloads/rubbish-recycling-planning/planning/safe-sustainable-development-2022.pdf>
- Sport England Active Design Guidance - <https://www.sportengland.org/guidance-and-support/facilities-and-planning/design-and-cost-guidance/active-design>

4.4 Public open space, nature and water

Communities must have access to good quality open spaces, and to nature and water, in order to support physical and mental health and wellbeing. Development must provide spaces that meet these needs, alongside improving the biodiversity of the local area. Biodiversity must also be improved through the provision of habitats as part of buildings themselves.

Green Infrastructure refers to the network of green and blue (water) spaces that support health and wellbeing, wildlife and carbon capture. Strengthening and extending the area’s Green Infrastructure network is a strategic aim of the Borough Council. This means creating and enhancing a network of green and blue corridors within development which join up wider habitats.

See also:

- [CC6: Ensure development is flood safe and flood resilient](#)
- [CC7: Reduce the risk of surface water flooding on and around the site](#)

PS1: Integrate existing natural features, including water and trees, in site layouts

Expected	Undertake and evidence a thorough analysis of existing site features and trees at an early stage to guide a landscape-led design approach Ensure development in urban neighbourhoods does not result in a net loss of green cover.
Policy links	CS11: Enhancing the natural environment E4: Trees and landscape A2: Housing design principles



Fig. 26. Examples of housing where existing mature trees and landscape features are used as the focal point of the layout.
Left: Carrowbreck Meadow
Right: The Avenue Saffron Walden

PS2: Provide a sufficient quantity, type, and quality, of public open space and green infrastructure with development

Required	Quantity of open space provided must comply with Open Space SPD² - numerical and some guidance on typology design requirements in Appendix 2.
Expected	<p>Integrate an appropriate range of public spaces, including green spaces, into development proposals.</p> <p>Design public spaces to be well overlooked, have a clear purpose and be in an accessible location within the development.</p> <p>Ensure public spaces include natural features, contribute to on-site biodiversity and minimise surface water run-off through use of SuDS. (Refer to CC7)</p> <p>Consider the needs of all users, including physically disabled people, people with visual impairments, and neurodiverse people, in the design of public spaces.</p> <p>Cater for a wide range of activities in public spaces, including meeting, resting, playing, holding events, sport and recreation, and be multi-functional where possible.</p>
Best practice	Meet the urban greening factors set out in Natural England's Green Infrastructure Standards of 0.3 for commercial development, 0.4 for residential brownfield development and 0.5 for residential greenfield development.
Policy links	GSP6: Green Infrastructure H4: Open space for new housing development



Fig. 27. Examples of public open space performing a range of functions, including biodiversity, play and informal recreation.

Left: St Chads, Thurrock, Bell Phillips Architects.

Right: Granville Estate, London, PTEa

PS3: Ensure public access to watercourses

Expected	<p>Create and/or retain public access to edge of watercourses and water bodies, with sufficient buffer zones to allow for maintenance and current/future flood defences.</p> <p>Design the level of waterside paths and public spaces so that a visual connection to the water can be maintained in relation to future flood defence levels.</p>
Policy links	<p>CS17(f) - Regenerating Great Yarmouth's Waterfront</p> <p>CS9(a) - Encouraging well-designed, distinctive places</p>

PS4: Improve biodiversity on and around the development site

Required	Design development to maximize the opportunity of securing at least 10% biodiversity net gain on-site.
Expected	<p>Use the location, type and design of open spaces to improve the connectivity of wildlife habitats in the wider area, including the potential to connect to habitats that may be created through future adjacent development.</p> <p>Design open spaces to include a range of habitats which are suitable to the setting and climate of the site.</p> <p>Include habitat creation in the design of buildings, including car and cycle storage and parking structures, such as green roofs; climbing plants on walls; integral bird and bat boxes; insect habitats. Design fencing and walls to allow for movement of small mammals such as hedgehogs.</p> <p>Avoid the installation of green features which require extensive or specialist maintenance, such as 'living walls'. Climbing plants rooted at ground level are preferred</p>
Policy links	CS11: Enhancing the natural environment



Fig. 28. Public realm next to watercourses and water bodies can take many forms, from busy urban environments supporting socialising, to peaceful neighbourhood ponds providing calm and relaxation.

Left: Bristol waterfront. Right: Example from [English Urban Design Manual](#)

PS5: Include street trees along movement routes and as part of public spaces

Expected	<p>All new streets to have suitable trees at regular intervals, chosen from species that are climate adapted and mature to a scale that provides substantial canopy cover</p> <p>Include new street trees on existing streets where possible as part of regeneration and redevelopment in existing neighbourhoods.</p> <p>Position street trees on median strips, in verges, between parking bays, and/or on pavements of sufficient width.</p> <p>On sites close to the sea, plant salt tolerant species such as Whitebeam or Holm Oak. Hawthorn and Pendunculate Oak are also tolerant of cold exposed sites.</p> <p>Plant tree species which are resilient to hotter summers and wetter winters resulting from climate change.</p> <p>Avoid planting non-native ornamental species within rural settings.</p> <p>Plant trees which have a mature height, spread and canopy height that works with its functional setting, for example avoiding species with low-level branches next to footways and carriageways</p>
Policy links	A2: Housing design principles

Useful resources:

- Natural England's Green Infrastructure Standards (2023) - <https://designatedsites.naturalengland.org.uk/GreenInfrastructure/Home.aspx>
- Sensory Trust guidance on accessibility (<https://www.sensorytrust.org.uk/uploads/documents/ByAllReasonableMeansEnglandAug2020.pdf>)
- Greater Norwich active environments analysis on green infrastructure and spaces to be released march (but may be pushed back)
- Urban Tree Manual - <https://www.forestresearch.gov.uk/tools-and-resources/fthr/urban-tree-manual/>
- Trees and Design Action Group resources - <https://www.tdag.org.uk/trees-planning-and-development.html>



Fig. 29. Examples of street tree planting.

Top left: new street trees planted in existing relatively narrow street. Mature trees at the end of the street show the benefit that trees at the scale of buildings can bring in Walthamstow, London

Top right: New street trees in a narrow mews lane street type at Great Kneighton, Cambridge

Middle left: Tall, narrow spread trees can be integrated in narrow urban settings as here in Winnipeg.

Middle right: Trees can make streets feel wider and frame spaces for seating as here in Paris.

Bottom left: Trees provide important shade and greening to larger urban spaces as at Eddington, Cambridge

Bottom right: Large street trees working well in new housing, even close to new homes at Elephant Park, London

4.5 Built form

Development should take an appropriate scale, form and pattern (sometimes referred to as typology) for its site and its function. This means using the site as effectively as possible to create good quality places that are inviting, characterful and active.

Most aspects of built form should be designed with reference to area specific code requirements. In this section, general principles are set out to ensure that development takes an appropriate form for the site, with regard to its location and context.

BF1: Create a scale, form and pattern of development that is structured and integrates with the scale of its context

Required	Demonstrate a clear design rationale for the scale, form and pattern of development through the Design & Access Statement.
Expected	Create a clear hierarchy of landmark and background buildings through scale, form and massing. Ensure the scale and form of development at the site edges is well-integrated with its context and avoids abrupt changes in scale. Care should be taken to relate well to adjacent buildings and avoid extensive flank walls at party wall boundaries. Provide 3D visualisations of the proposal in context and from a variety of viewpoints that are, or will be, publicly accessible, including representation of development during the phasing process where appropriate. Refer to area specific code requirements regarding the form of development that is appropriate to the site.
Policy links	CS1: Focusing on a sustainable future CS9: Encouraging well-designed, distinctive places A2: Housing design principles



Fig. 30. Examples of new buildings integrating well in very different contexts.

Left: housing sits comfortably in a rural context by using local materials, simple forms and hedges to form boundaries to the countryside at Salamanca Farm, Norfolk. Architect: A-Squared.

Right: Clear street pattern and design rationale with considered scale and massing at Goldsmith Street. Architect: Mikhail Riches

BF2: Ensure an appropriate sense of enclosure of streets and public spaces, and clear relationships between public and private space

Expected	<p>Buildings, and their main entrances, should face streets with private areas to the rear of the buildings.</p> <p>Create a visual sense of enclosure with a good relationship between the height and massing of buildings, landscape features (including trees) and the street. In urban settings, local centres and high streets, building heights should be equal or greater than the width of the space between them. In other locations, building heights should be approximately half the width of the space between them. In lower density locations, the scale of street trees should be at least as tall as buildings when mature.</p> <p>Development should effectively turn corners at street junctions to avoid long blank walls and non-active frontages.</p> <p>Avoid areas of publicly accessible open space without a clear function.</p> <p>Refer to area specific code requirements for detailed requirements regarding building frontages and boundary treatments enclosing the public realm.</p>
Policy links	<p>CS9: Encouraging well-designed, distinctive places</p> <p>A1: Amenity</p> <p>A2: Housing design principles</p>

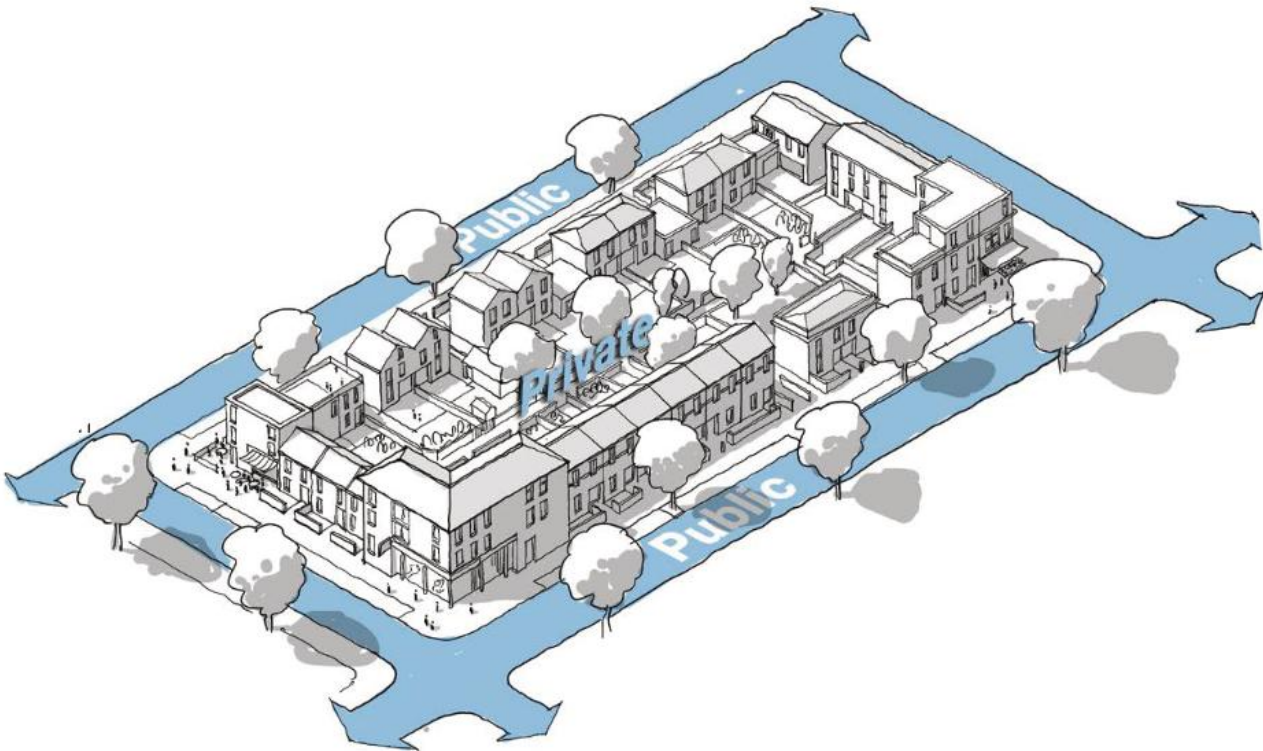


Fig. 31. Diagram from Natonal Model Design Code showing clear enclosure and differentiation between public and privte space within a block structure.

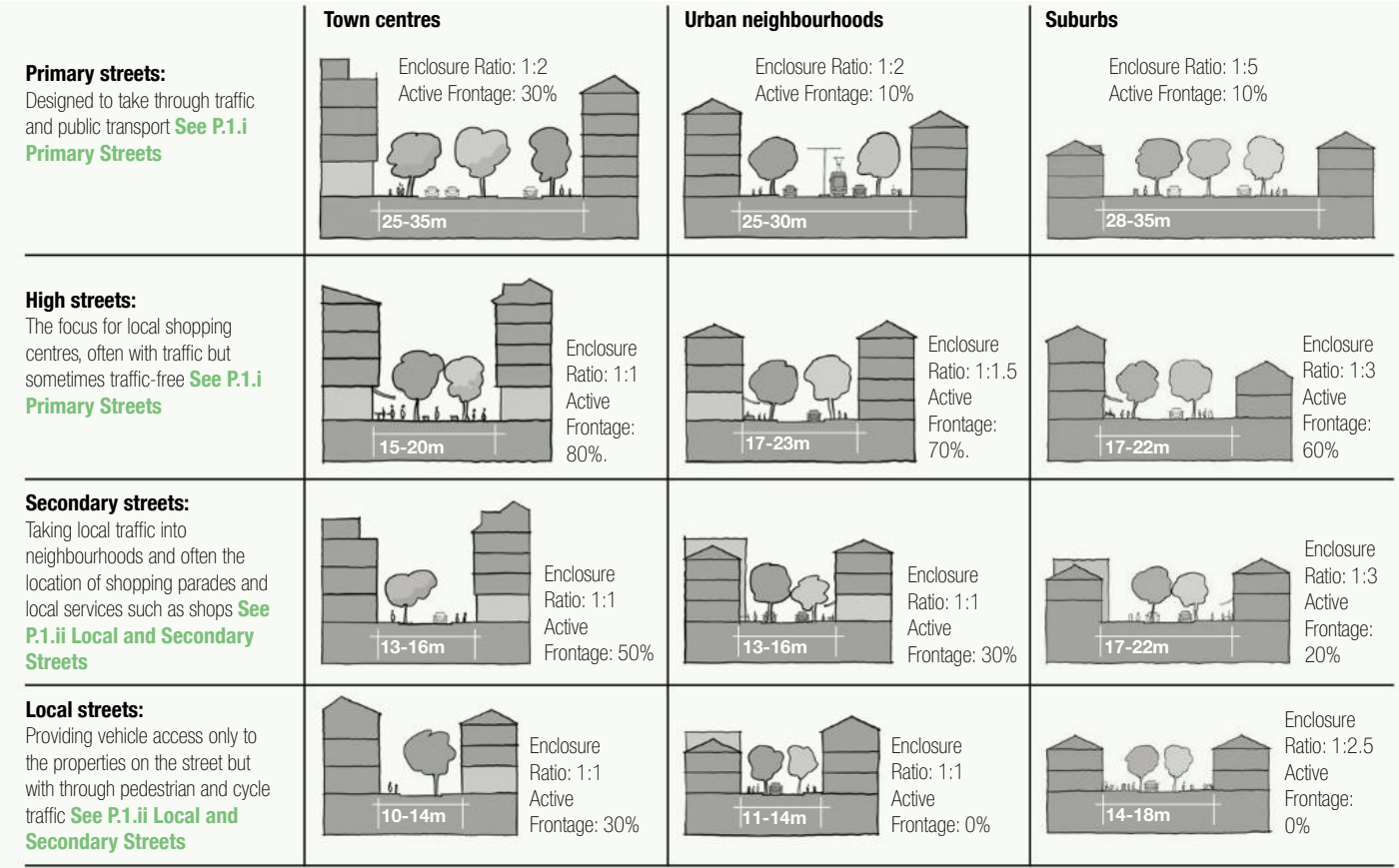


Fig. 32. Diagrams from National Model Design Code showing recommended ratios of building height to street width for different street types.



Fig. 33. Good design creates successful enclosure of streets and public spaces, and ensures corners are turned without blank flank walls.

Left: Goldsmith Street, Norwich. Architect: Mikhail Riches

Right: Channels, Chelmsford, Essex. Architect: JTP.

BF3: Make efficient and effective use of land through designing to appropriate residential densities and plot ratios

Required	Identify, through contextual analysis and options appraisal, the most appropriate development form and mix of uses that optimizes the capacity of the site with regard to its location and context. This must be demonstrated through the material submitted for all applications, including outline applications.										
Expected	<p>Follow a design-led approach to achieving an appropriate density of development for the site. The indicative minimum housing densities for residential developments, set out in the adopted Local Plan, are:</p> <table border="1"> <thead> <tr> <th>Location – settlement(s)</th><th>Net minimum housing density (dwellings per hectare)</th></tr> </thead> <tbody> <tr> <td>Great Yarmouth Town Centre & Gorleston-on-Sea Town Centre, and edge of centre locations</td><td>50</td></tr> <tr> <td>Elsewhere in the settlements of Great Yarmouth, Gorleston-on-Sea & Bradwell</td><td>35</td></tr> <tr> <td>Caister-on-Sea, Belton, Hemsby, Hopton-on-Sea, Martham, Ormesby St Margaret and Winterton-on-Sea</td><td>30</td></tr> <tr> <td>Elsewhere in the Borough</td><td>20</td></tr> </tbody> </table> <p>Justify the actual proposed density for the development through a contextual assessment of density and development pattern (typology) within the Design & Access Statement . The area used for the density calculations, and for any areas used for comparison, must be clearly shown within this assessment.</p> <p>For the purpose of density calculations, the relevant net site area should be measured to the rear of each plot and to the centre line of roads surrounding the site, whether they lie within the application boundary or not. Areas of substantial public open space, whether inside or adjacent to the site, should be excluded. Incidental open space (e.g. verges) should be included within the area calculation.</p> <p>The following measurements of density should be provided for all planning applications that include new residential units:</p> <ul style="list-style-type: none"> • number of dwelling units per hectare • number of habitable rooms per hectare • number of bedrooms per hectare • number of bedspaces per hectare <p>Plot ratios (the ratio between the site area and the total building floor area) and plot coverage (the proportion of the site area occupied by buildings) should be stated for mixed-use and commercial development. Plot ratios of over 2 are expected in town centre locations; between 1-2 in urban neighbourhoods; and between 0.5-1 in suburban/ rural locations.</p>	Location – settlement(s)	Net minimum housing density (dwellings per hectare)	Great Yarmouth Town Centre & Gorleston-on-Sea Town Centre, and edge of centre locations	50	Elsewhere in the settlements of Great Yarmouth, Gorleston-on-Sea & Bradwell	35	Caister-on-Sea, Belton, Hemsby, Hopton-on-Sea, Martham, Ormesby St Margaret and Winterton-on-Sea	30	Elsewhere in the Borough	20
Location – settlement(s)	Net minimum housing density (dwellings per hectare)										
Great Yarmouth Town Centre & Gorleston-on-Sea Town Centre, and edge of centre locations	50										
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Caister-on-Sea, Belton, Hemsby, Hopton-on-Sea, Martham, Ormesby St Margaret and Winterton-on-Sea	30										
Elsewhere in the Borough	20										
Policy links	H3: Housing density Page 113 of 330										

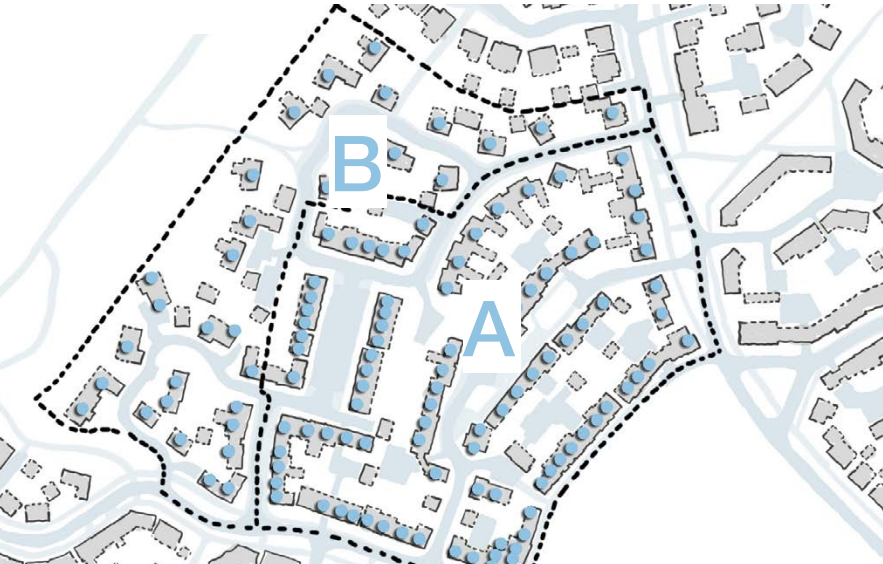


Fig. 34. Diagram from the National Model Design Code showing how to measure site density. Note that the area boundaries go to the centre-line of streets and to the rear of plots, and do not include significant areas of public open space. Area A has a higher density than area B.

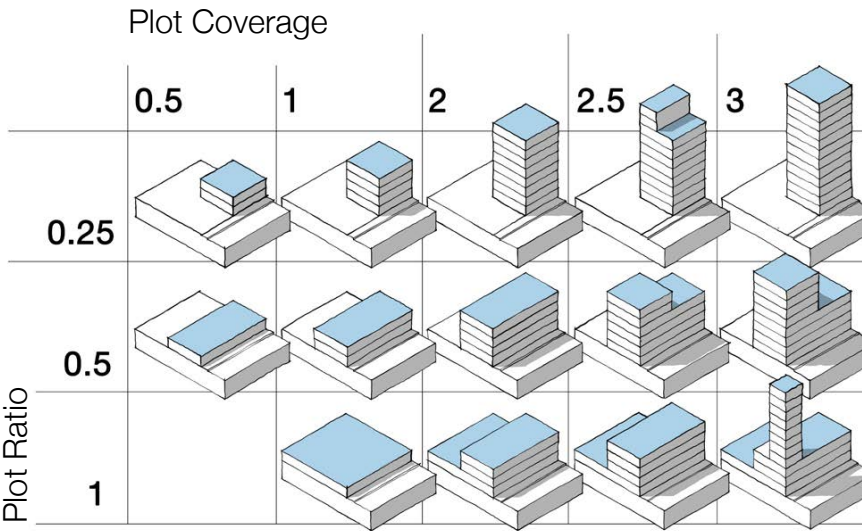


Fig. 35. Diagram from the National Model Design Code showing plot ratio and plot coverage. Plot ratio is the ratio between site area and the total building floor area while plot coverage is the proportion of the site area occupied by buildings.

BF4: Ensure building form and layout are optimized with regard to solar orientation, overshadowing and wind

Expected	<p>Design building massing and layout to optimize daylight and passive solar gains for internal spaces.</p> <p>Ensure building forms do not inappropriately overshadow public open space while providing shading where appropriate to reduce the urban heat island effect.</p> <p>Use building forms to shelter streets and public spaces from wind, and to avoid wind tunnel effects</p> <p>See also CC2: Minimise active heating and cooling requirements through passive design and CC8: Reduce urban heat island effect</p>
Best practice	<p>Evidence compliance with Passive House standards</p> <p>Evidence compliance with a TM59 overheating assessment</p>
Policy links	A1: Amenity

Useful resources:

- Resources listed in the Context and Identity section are relevant here.

4.6 Building design

Many aspects of building design should be developed with reference to area specific code requirements. In this section, borough-wide requirements and standards are set out that apply across all area types, and to new development of all kinds.

BD1: Create active frontages to the public realm

Expected	<p>Ensure frontages to streets and public spaces include the main entrances to the surrounding buildings, and windows/glazing providing a visual connection and passive overlooking of the public realm.</p> <p>Avoid frontages dominated by garage doors or service doors. Where non-habitable space is required due to flood risk, blank elevations must be avoided. Ground floors should be used for appropriate functions which can include entrance lobbies, workspace, commercial units, shared resident facilities such as cycle storage, utility rooms or bookable meeting/party rooms, as well as garage and refuse storage. Garage and refuse storage should not dominate street elevations.</p> <p>Ensure the design of relevant commercial frontages complies with the Shopfront Design Guide SPD³.</p>
Policy links	<p>CS9: Encouraging well-designed, distinctive places</p> <p>A2: Housing design principles</p>

BD2: Ensure tenure-blind housing development.

Expected	<p>Ensure there is no visual difference, when seen from the public realm, between the design of homes for private sale, private rent, affordable rent or shared ownership.</p>
Policy links	<p>CS4: Deliverable affordable housing</p>

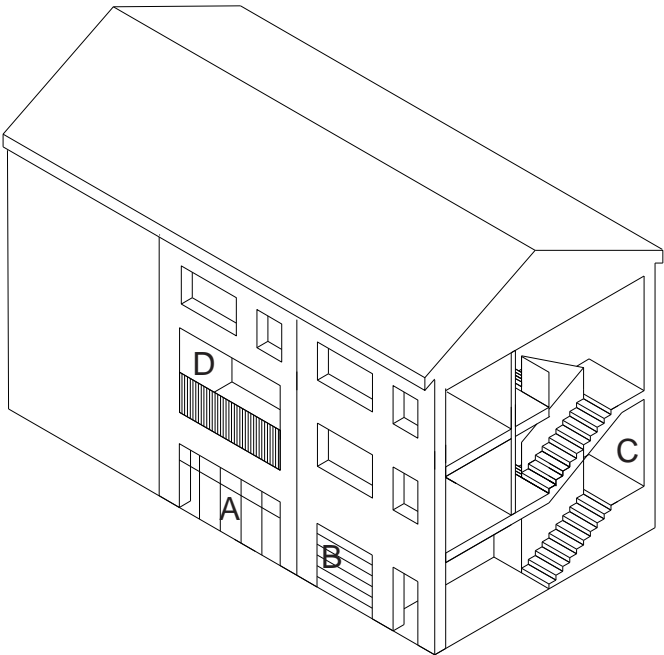


Fig. 36. Diagram showing how to maintain active frontages for development within Flood Zone 3.

- A Ground floor rooms below flood datum can be used for active uses such as workspace, utility space, or shared resident facilities.
- B Use of ground floor space for carports/garages is acceptable provided this does not dominate i.e. is alternated with other active ground floor uses.
- C Internal stairs to habitable space above flood datum. Internal stairs are safer than external stairs for residents and visitors as they provide a dry, enclosed entrance.
- D Consider provision of balconies to provide outdoor amenity space which is directly accessible from habitable rooms.

BD3: Create functional and accessible new homes with sufficient internal space.

Expected	<p>Meet the Nationally Described Space Standards (NDSS) for the internal spaces within dwellings.</p> <p>Meet the M4(2) standard (accessible and adaptable) within Part M of the Building Regulations⁴, for all new homes unless impractical due to site topography or flood risk. For homes within Flood Zone 3, where habitable spaces cannot be provided on the entrance storey, include lift access, or internal staircases which are sized to permit the installation of a stairlift if required, from street level to habitable spaces above the flood datum.</p> <p>Include space for home-working within dwellings, which can be through demonstrating that dedicated desk space can be accommodated within room layouts.</p>
Best practice	Meet the M4(3) standard for 10% of all new homes
Policy links	A2: Housing design principles

BD4: Ensure adequate daylight and sunlight for new homes, and no unacceptable loss of daylight or sunlight to neighbouring existing homes.

Expected	<p>Follow the approach set out in the BRE document 'Site Layout Planning for Daylight and Sunlight: A guide to good practice' (2022)⁵.</p> <p>If a full daylight and sunlight assessment is not undertaken, ensure that the 25 degree rule of thumb is used.</p>
Best practice	Daylight and sunlight report to be submitted demonstrating compliance with BS EN 17037

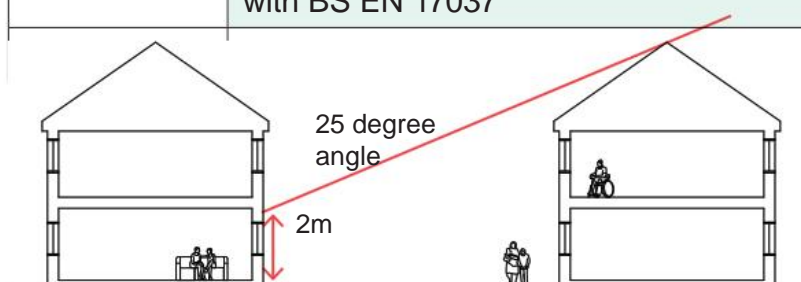


Fig. 37. Diagram showing the application of the 25 degree rule of thumb regarding overshadowing.

Windows are likely to receive adequate diffused daylight if no obstructions exist above a line at 25 degrees from a point 2m above floor level at the facade.

If closer spacing of buildings is desired:

- Include windows on both sides of the room
- Raise window head-heights and keep rooms shallow in plan.
- Ensure projections in plan do not project more than 45 degrees past the line of the window.

4 Building Regulations Part M - <https://www.gov.uk/government/publications/access-to-and-use-of-buildings-approved-document-m>

5 <https://www.brebookshop.com/details.jsp?id=328056>

BD5: Ensure adequate privacy for habitable rooms (living rooms, dining rooms, kitchens or bedrooms) and private outdoor amenity space

Expected	<p>When rear-facing or side-facing windows into habitable rooms are directly opposite each other, ensure a minimum separation of 25m unless windows are obscured or a fence or other visual barrier of above eye-level height (as viewed from the potential vantage point) is designed in.</p> <p>Where unobscured rear windows face each other at an angle of more than 30°, the minimum spacing may be reduced to 15m from the nearest corner.</p> <p>Where living rooms are located above ground level, rear-facing windows should be a minimum of 35m from rear-facing windows into habitable rooms of any other dwelling.</p> <p>The distances above can be reduced, and the requirement for above eye level screening, if careful building and landscape design ensures overlooking will not occur, or for apartments overlooking shared private amenity space.</p>
Policy links	A1: Amenity

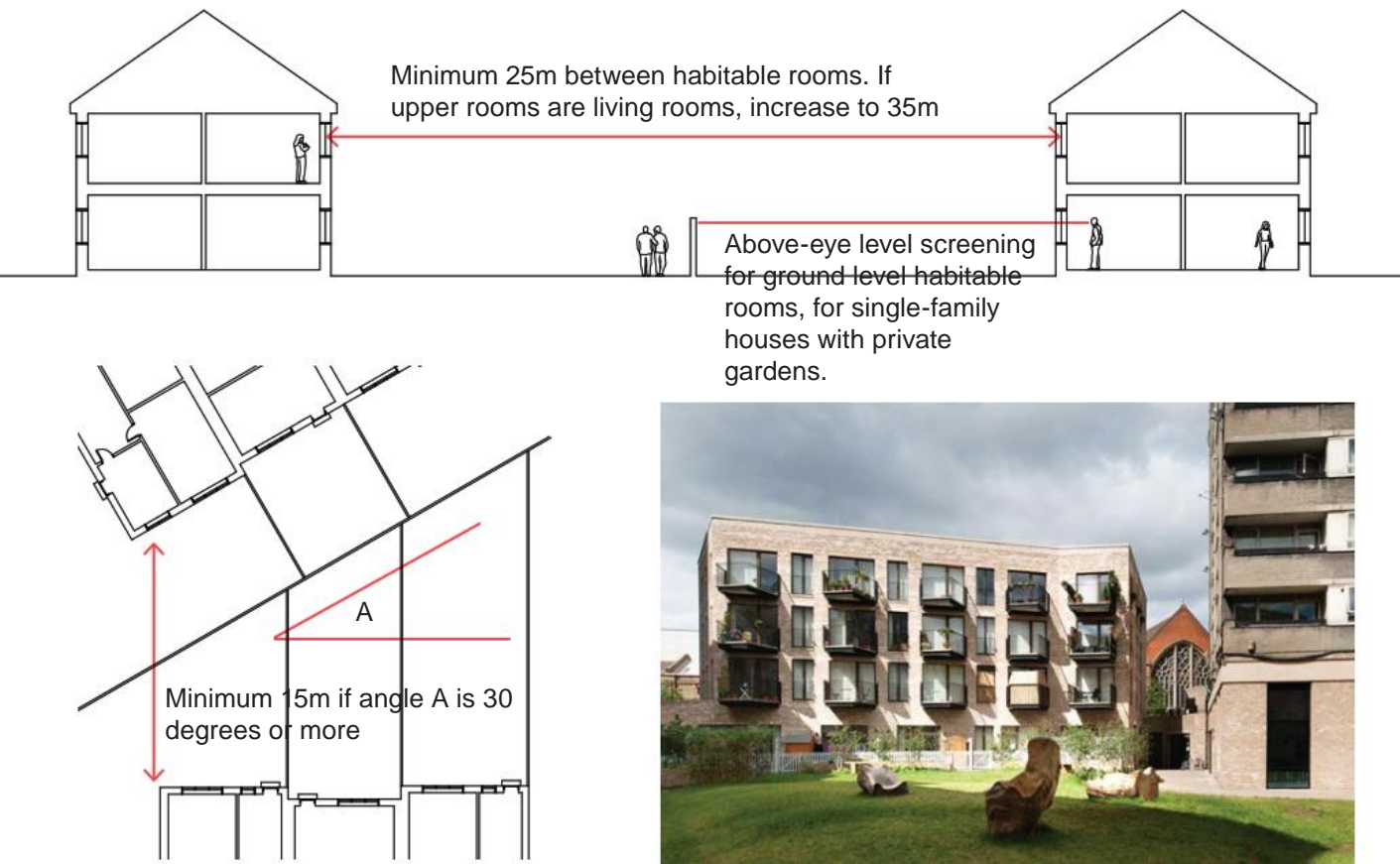


Fig. 38. Diagrams showing parameters for privacy at the rear of new homes and example of apartment building where above-eye-level rear screening is not require, and distances can be reduced, for rear windows and balconies overlooking shared private amenity space, at the Silchester Estate (Architect: Haworth Tompkins)

BD6: Provide sufficient quality and quantity of private outdoor amenity space for residential development

Expected	<p>Provide external private amenity space that meets the following minimum standards:</p> <ul style="list-style-type: none">• Dwellings with living areas at ground level must have direct access to one of the following:• Private gardens to detached or semi-detached homes - 40m2 minimum (for 1- or 2-bed homes), 75m2 (for 3-bed homes), 100m2 (for 4 bed homes or larger). Gardens to be a minimum of 5m wide and garden space to be provided in a single block, not split between front and rear.• Private walled outside courtyard gardens – 25m2 minimum, suitable only for higher density development forms such as terraces or ground floor flats/maisonettes within apartment buildings.• Shared communal gardens/courtyards - 25m2 minimum per dwelling• Dwellings with living areas above ground level should have a balcony or terrace of at least 5m2 for a one-bedroom home, with an additional 1m2 per additional bedroom. Balconies must have a minimum depth of 1.5m.• Dwellings with living areas above ground level should have access to ground level shared communal garden/courtyard space with a minimum of 25m2 per dwelling, unless good quality public open space is accessible within a 1 minute walk. <p>All private amenity space should receive direct sunlight for at least four hours a day in June, and at least 60% of its area must receive direct sunlight on 21 March, as demonstrated through a sunlight analysis.</p> <p>Design private amenity space to have sufficient privacy for users and to be away from sources of noise and poor-quality air. Inset balconies provide better privacy, security, shade and shelter for residents than projecting balconies, as well as contributing to preventing internal overheating.</p>
Best practice	No more than 25% of the private amenity space should be prevented by buildings, walls or fences from receiving sunshine on 21 March.
Policy links	CS((i): Encouraging well-designed, distinctive places



Fig. 39. Good site planning and a legible layout ensures evenly sized, useable gardens for units, with good rear private amenity space of sizes at the Humberston Par 3 development, Lincolnshire. Architect: Jonathan Hendry

BD7: Provide convenient and discreet refuse storage and utilities to meet user requirements.

Required	Provide residential refuse storage areas that meet the requirements of the local waste collection service. Demonstrate that commercial development proposals include adequate space for refuse storage and collection.
Expected	Provide refuse storage areas that are enclosed, secure and visually attractive, and user-friendly, integrated with the site and building design. Refer to area specific code requirements for recommended locations of refuse storage to suit area character and development pattern.
Policy links	A1: Amenity



Fig. 40. Refuse stores can become design features that add to the character and identity of new housing development as at Exhibition Mews, Whitehaven, Cumbria. Architect: Ash Sakula

BD8: Screen external plant and equipment from views from the public realm and from the upper floors of listed buildings.

A1: Amenity	Use parapets and roof forms to screen plant, including air source heat pumps and ventilation equipment, located at roof level. Enclose ground level plant within attractive and secure screening that is integrated with other landscape and building treatments, and visually unobtrusive. Locate utility and meter boxes in unobtrusive locations which are visually screened and not on primary elevations. Drawings to be submitted that demonstrate that plant will be screened from the required viewpoints.
Policy links	A1: Amenity



Fig. 41. Examples of well designed air source heat pump screening at Marmalade Lane, Cambridge. Architect: Mole Architects

BD9: Use boundary treatments that contribute positively to the character of the public realm and wider landscape.

Expected	<p>Design and specify durable and attractive boundary treatments which balance safety and crime reduction with creating well-overlooked, attractive places that encourage a sense of community.</p> <p>Ensure natural surveillance to streets and public spaces by limiting boundary treatments to the front of buildings to below 1.2m in height.</p> <p>Do not use close boarded fences for boundary treatments to the public realm or adjoining undeveloped land/countryside.</p>
Policy links	A2: Housing design principles



Fig. 42. Good quality boundary treatments, including to rear and side boundaries, are durable, attractive and complement the landscape setting. Example: Great Kneighton, Cambridge. Architect: Proctor Matthews

BD10: Provide external lighting which minimises light pollution while ensuring safety.

Expected	<p>Design external lighting, and its controls, to preserve dark skies and avoid excessive light pollution.</p> <p>Provide adequate external lighting to ensure users of buildings and spaces, including more vulnerable user groups, feel safe at night.</p>
Policy links	A1: Amenity E6: Pollution and hazards in development

BD11: Design appropriate deterrents to bird nesting and roosting

Expected	<p>Design roof forms, sills, parapets and other horizontal surfaces to deter bird nesting and roosting as far as possible without requiring additional deterrents.</p> <p>Include adequate access to all parts of buildings for cleaning and maintenance</p> <p>Include appropriate, visually discreet bird deterrents where necessary and ensure deterrents are minimally visible from the public realm.</p>
Policy links	A1: Amenity

Useful resources:

- Birkbeck D and Kruczkowski S et al (2020) Building for a Healthy Life - <https://www.designforhomes.org/project/building-for-life/>
- Great Yarmouth refuse storage requirements - link TBC
- BRE document 'Site Layout Planning for Daylight and Sunlight: A guide to good practice' (2022) - <https://www.brebookshop.com/details.jsp?id=328056>

5. Area specific design requirements

Great Yarmouth borough includes a wide variety of settlement types and development patterns. Each has specific characteristics which make it distinctive, and it is important that development proposals show that these characteristics have informed their layout and design.

To assist with this, the Design Code has set out the broad character areas and character types that can be found in the borough. This is a high level characterisation and should be used as a starting point for detailed, site specific character assessment as part of preparing development proposals.

Character areas are defined zones which have specific characteristics not found elsewhere in the borough. These have unique features and development proposals should carefully respond to, and enhance, this distinctive local character.

Character types are development forms or patterns which are found in various locations within the borough. Areas that share a character type have similar characteristics, and similar design approaches will be appropriate.

For all character areas and types, the design code sets out:

- Maximum / minimum densities / plot ratios (to be read in conjunction with [BF3](#))
- Development pattern (to be read in conjunction with [BF1](#), [BF2](#) and [BF4](#))
- Building line (to be read in conjunction with [BF2](#))
- Height and massing (to be read in conjunction with [BF1](#))
- Cycle and car parking (to be read in conjunction with [SM4](#) and [SM5](#))
- Servicing (to be read in conjunction with [SM6](#) and [BD7](#))
- Street elevation design (to be read in conjunction with [CI4](#), [BD1](#))
- Boundary treatments (to be read in conjunction with [BD9](#))
- Building design and materials (to be read in conjunction with [CI4](#))
- Landscape design and materials (to be read in conjunction with [CC7](#), [CC8](#), [PS1-5](#))
- Other relevant aspects of design and development that are specific to the character area or area type.

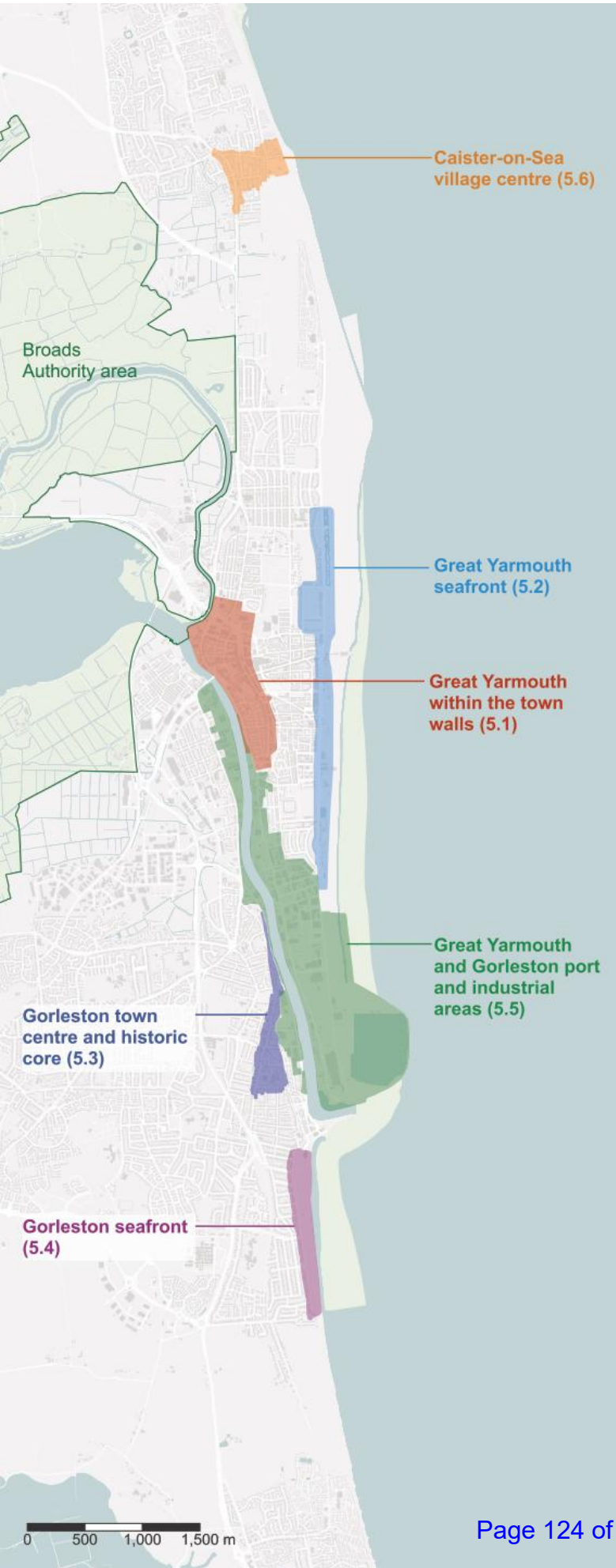


Fig. 43. Map of character areas within the borough. Area types are not shown.

Character areas

5.1 Great Yarmouth, within the town walls

To be read in conjunction with relevant Local Plan policies including those shown on figure 49.

The area within the medieval town walls of Great Yarmouth is of high historic significance, with a high density of listed buildings surrounded by the Scheduled Ancient Monument of the Town Wall. It includes several Conservation Areas, which are well described by the corresponding Conservation Area Appraisals, as well as site specific Local Plan policies and Supplementary Planning Documents. These should be fully read and referenced in relation to any development proposals at any scale.

Area characteristics:

Central area (between St Francis Way and Yarmouth Way)

- The central area includes the remains of the tight pattern of east-west Rows, spanning between the north-south streets. This pattern – unique to Gt Yarmouth - was subject to extensive demolition and redevelopment from the 1930s onwards, which has left unattractive surface car parks and service yards particularly on either side of Howard Street and Greyfriars Way.
- Scale of buildings ranges from 2-8 storeys, with most buildings in the 3-6 storey range. Many buildings have attic storeys within pitched roofs (room in the roof) or mansard attic storeys set behind parapets.
- A wide range of building forms and styles is in evidence, due to the change and development/redevelopment the central area has seen over time.
- Buildings are predominantly faced in brick, stone and flint. The Victorian architecture includes ornamented brick and terracotta/faience detailing with a strong and distinctive civic quality, while older brick and flint buildings have an affinity with the wider Norfolk material palette of villages and smaller settlements.

Area between St Francis Way, King Street and Friars' Lane

- In this area, the Row pattern was replaced with relatively low-density housing as well as commercial and industrial development, in a broadly gridded pattern but with generous gardens and green spaces.
- Buildings are typically 3 storeys, in apartment blocks or terraces set back behind front gardens, with private gardens and parking courts in the block interior.
- Some of the housing is good quality and attractive 1930s, 1940s and 1950s stock with attractive period details, such as brickwork and tilework patterns and decorative balcony guarding, and good internal space standards. The replacement of original windows with uPVC has been to the detriment of the external appearance of this housing.

South of Friars' Lane

- At the far south of the character area, industrial and commercial development has a low plot density and several empty plots, but some very good quality 1930s buildings including the Clipper Schooner.

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Generally:

- The landscape setting of the Town Wall is in poor condition in many places and is not publicly accessible along all its length.
- The set-piece waterfront vista survives in relatively good condition for much of the area but is of poor quality towards the north and the south.

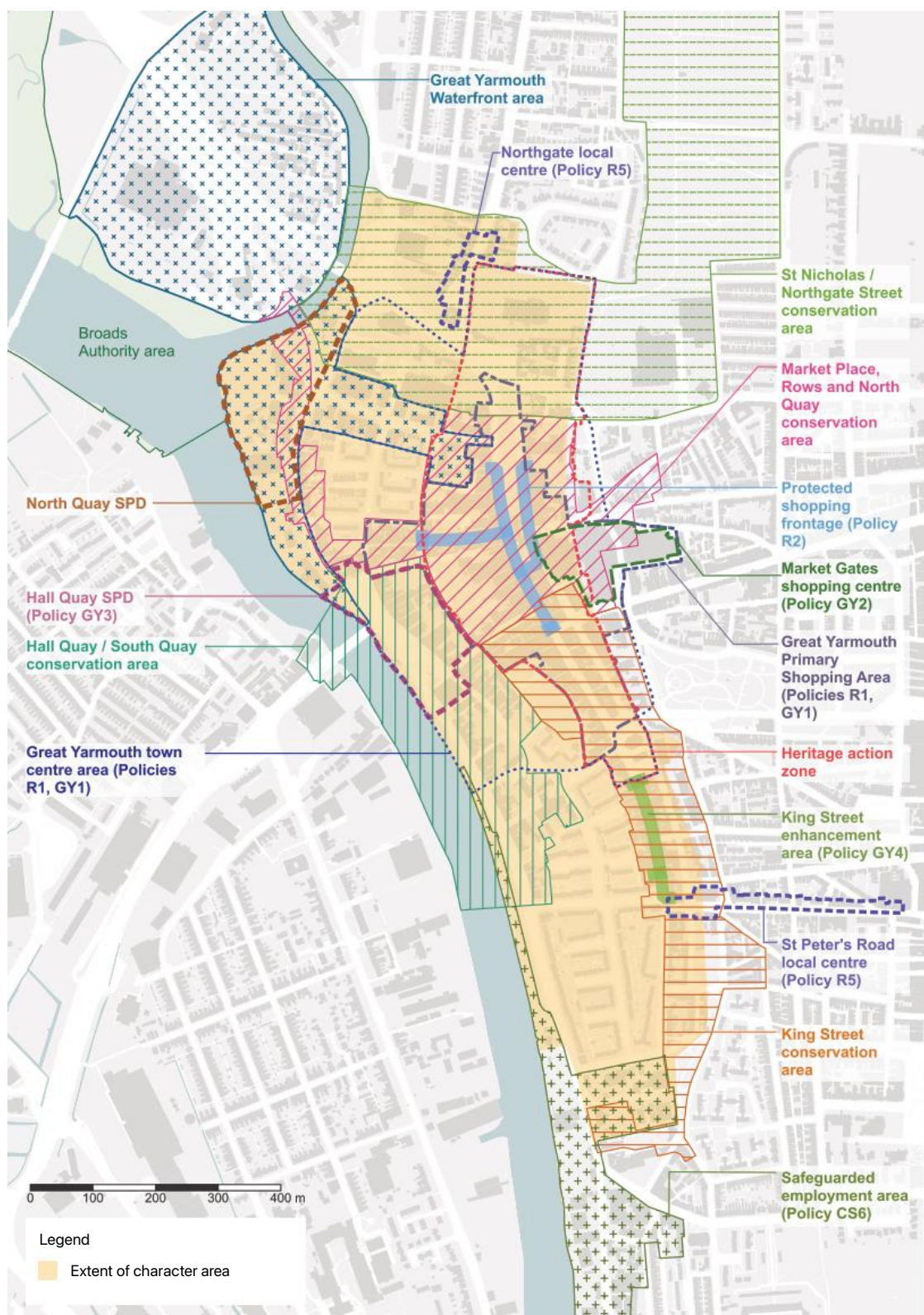


Fig. 44. Map of character area

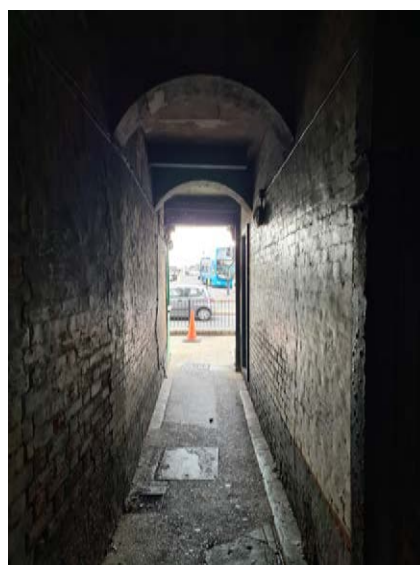


Fig. 45. Photos showing character of Great Yarmouth town centre.

Top left: South Quay and the waterfront. Currently somewhat dominated by vehicle traffic, this should improve with the opening of the third river crossing.

Top right: Brick and flint forms the distinctive palette of the pre-18th century town, and of many later vernacular buildings.

Middle left: the north-south streets, such as King St, are relatively wide and have generally formal frontages to a consistent building line.

Middle right: The 'Rows' historically ran east-west and were extremely narrow - a few still survive.

Bottom left: Some well-restored and sensitively infilled streets remain but car parks disrupt the historic row pattern.

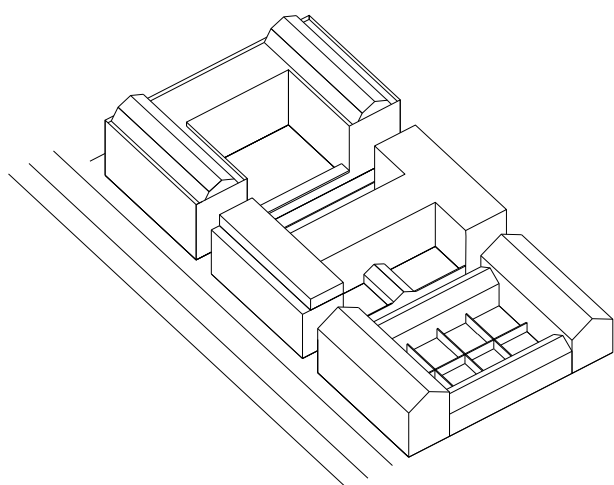
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Bottom right: The town wall setting is very poor in many areas.

Design requirements:

Maximum / minimum densities / plot ratios (see also BF3)	Minimum 50 dwellings per hectare for residential-led development, with the expectation of higher densities of up to 150dph Plot ratios for mixed-use development of 2 or over.
Development pattern (see also BF1 , BF2 and BF4)	Reinforce the rectilinear grid pattern, with active frontages on all sides. New east-west streets can be created but new north-south streets or paths should be avoided.
Building line (see also BF2)	Central area and south of Friars Lane: Continuous built edge to the back of pavement/public realm. Variation from the building line of adjoining buildings should be under 1m. On street-facing elevations, balconies should be inset not projecting. Area between St Francis Way, King St and Friars' Lane: Buildings should follow the prevailing building line which is generally set back from pavement behind planted front gardens or well-landscaped parking.
Height and massing (see also BF1)	Predominantly 3-5 storeys. Occasional taller buildings where appropriate on waterfront sites and to form visual landmarks where existing important views will not be negatively impacted. Two-storey development is not appropriate for the urban character of this area. Central area: varied roof forms are acceptable, including mansard roofs, parapets with flat or mansard roofs behind, pitched and gabled roof forms. South of St Francis Way: Roof forms and massing should reinforce a consistent parapet or eaves line for the majority of the street.
Cycle and car parking (see also SM4 and SM5)	Provide a high ratio of cycle storage and parking provision, and a low ratio of car parking, due to excellent public transport, walking and cycling connections. Car free development is encouraged. Cycle parking and storage for residents and employees to be provided within building envelope or within the block interior. Car parking to be provided within the block interior, or in basement parking. For apartment and mixed use development, parking should be unallocated and include provision of car club spaces. Residential garage entrances are acceptable at ground floor level, designed to avoid unbroken runs of garage doors.
Servicing (see also SM6 and BD7)	Refuse storage to be provided within building envelope or within the block interior.
Street elevation design (see also CI4 , BD1)	Elevations should have a regular rhythm, unless clearly justified by the architectural concept. Where non-habitable space is required due to flood risk, blank elevations must be avoided – refer to BD1 for further guidance. New shopfronts should strictly follow the guidance of the Shopfronts Design Guide.

Boundary treatments (see also BD9)	<p>Central area and south of Friars' Lane: buildings should form the boundary to the street and public realm. Where service yards or courtyards abut the street, they should be bounded by solid walls to 2m minimum, in high quality materials e.g. brick or flint.</p> <p>Area between St Francis Way, King Street and Friars' Lane: On frontages, good quality brick or flint walls or metal railings (up to 1m high), or hedges/planted boundary treatments. For side boundaries to rear gardens, good quality brick or flint walls (up to 2m high) or hedges.</p>
Building design and materials (see also CI4)	<p>External facades should be predominantly high quality masonry such as brick, flint or stone. Timber cladding can be appropriate in small areas. Render should be avoided. Visible pitched roofs should be slate, good quality plain or pan tiles, zinc or other standing seam roofing. Other materials can be appropriate if clearly justified by the architectural concept.</p> <p>Achieving the urban greening factor is likely to require the use of green roofs and climbing plants as well as landscape design.</p>
Landscape design and materials (see also CC7 , CC8 , PS1-5)	<p>Waterfront regeneration should enhance the landscape setting of the waterfront through tree planting, more seating and active uses and installation of soft landscape SuDS features. More space for pedestrians/cyclists should be created and the impact of vehicles reduced.</p> <p>Existing and new public spaces should support a wide range of activities as well as forming part of the SuDS network and enhancing biodiversity.</p> <p>Additional street planting, of trees that will mature to provide good canopy spread and height, should be included where possible.</p> <p>Landscape design of privately managed areas should incorporate SuDS features including rain gardens and permeable paving.</p>
Other	<p>For redevelopment on North Quay and Hall Quay, refer to the adopted Supplementary Planning Documents.¹</p> <p>Create public access to the full length of the Town Wall on both sides, where physically feasible, with associated public realm and landscaping which can include active uses (play, outdoor seating, outdoor gym, café seating sport and recreation).</p>



a) Courtyard arrangements should be oriented to maximise daylight and maintain adequate privacy between rear facing windows. A hard 'garden wall' to the 'row' can provide access to cycle parking within the courtyard. Car parking at low ratios can also be located within courtyards and accessed from the main streets.

b) Mews arrangements with small private courtyard gardens are the typical historic pattern of development along the rows, and still works today to create a low-rise high-density townscape.

Fig. 46. Diagram showing possible design approaches for dense town centre blocks maintaining 'rows' pattern of narrow pedestrian lanes between main streets while accommodating buildings of up to 6 storeys.

5.2 Great Yarmouth seafront

To be read in conjunction with relevant Local Plan policies including those shown on figure 50.

The seafront character area stretches from Jellicoe Road in the north to Main Cross Road in the south. It includes the buildings and landscapes on both sides of the seafront road (Marine Parade, North Drive) and includes the major tourist destinations of Great Yarmouth as well as the beach itself. Part of the character area is covered by the Seafront Conservation Area and is well described in the Conservation Area Appraisal, and site specific policies in the Local Plan also apply to parts.

Marine Parade and North Drive form a wide, continuous road that separates the seafront from the town and creates a set-piece vista that is emblematic of Great Yarmouth. The vista evolves from north to south and several distinct zones can be identified.

Area characteristics:

North Drive

- At this end of the seafront, the beach forms a wide and undeveloped shingle and sand expanse with marram grass. At points the sea is nearly 500m from the road.
- On the town side, 1930s housing is set back behind an access road, with a grassed strip separating the access road from North Drive. Homes have a strong and relatively unaltered 1930s character with steep pitched roofs accented with gabled projecting wings, symmetrical arrangements in groups of two to four homes, and low brick boundary walls to generous front gardens matching the brown-red brickwork of the homes themselves. Due to the exposed position there are few mature trees and front gardens are relatively sparsely planted. Front gardens are largely unaltered and have not, in the main, been converted to parking.
- Further south, newer homes, mostly detached and on generous plots, front directly onto North Drive and include a wider variety of styles, from 1950s to recent newly developed homes. Many have first floor balconies over garages at ground level. Homes are almost all two-storey, with some roof dormers providing a third storey. Low boundary walls to the street with most front gardens including some off-street parking. Some homes have attractive period features that add character, such as geometric balustrades to balconies, bay windows and feature chimneys.
- Further south, the Venetian Waterways is located on the beach side of North Drive, and is faced on the other side of the road by a continuation of the detached villa typology, many of which are three-storey and are now, or were originally designed, as hotels or inns. Arts and Crafts details predominate, with half-timbering, hung tilework, feature chimneystacks and strong projecting eaves to tiled pitched roofs, under which bay windows provide panoramic sea views.
- Between the Venetian Waterways and the Pier, car parks alternative with bowling greens between North Drive and the beach and the scale of building on the town side starts to become more varied with some large and imposing hotels.

Marine Parade / South Beach Parade

Most of this part of the seafront is well described in the Seafront and Camperdown Conservation Area Appraisals which should be fully considered. The following is a high level summary.

- On the beach side, visitor attractions, many of historic merit, are set within distinct plots and have a set-piece, often sculptural character designed to be eye-catching at a distance. Buildings on the beach side of Marine Parade have extremely varied styles and scales, and this forms a distinctive resort character. Attractions alternate with surface car parks.
- On the town side, there is a continuous built frontage including many characterful and elaborate buildings, with bold shopfronts at ground floor level. Upper floors typically have projecting bays and balconies, and are mainly painted stucco or brick, often with well-preserved original balconies and windows and other details. The scale of buildings ranges from two to six storeys.
- Service yards and alleys to the rear of buildings are of mixed quality.
- From Camperdown to Kings Road the west side of the parade changes character to Regency terraces and large, neo-classical villas with a relatively unaltered period character set back behind landscaped gardens.
- South of Kings Road, the west side of the road reverts to detached two-and three-storey 20th century homes with similarities to the North Denes area, with a large surface carpark interrupting the frontage.



Fig. 47. The seafront area from above

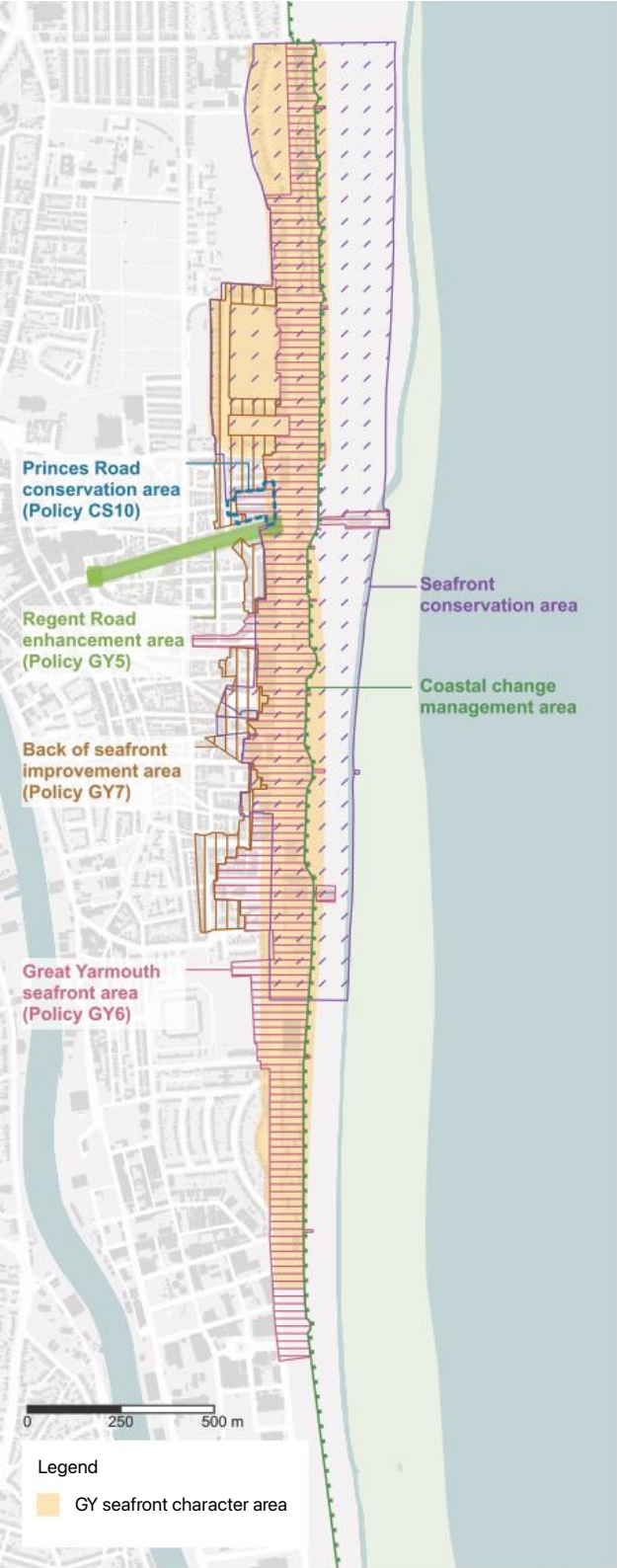


Fig. 48. Map of character area



Fig. 49. Photographs of the Great Yarmouth seafront area.

Design requirements:

Maximum / minimum densities / plot ratios (see also BF3)	<p>North Drive: Minimum 35 dwellings per hectare.</p> <p>Rest of the character area: Minimum 50 dwellings per hectare for residential-led development, with the expectation of higher densities of up to 120dph</p> <p>Plot ratios for mixed-use development of 2 or over.</p>
Development pattern (see also BF1 , BF2 and BF4)	<p>North Drive: detached, semi-detached and short terraced homes facing the street</p> <p>Marine Parade/South Beach Parade (west side): urban perimeter blocks with unbroken street frontages, terraces, garden squares and setpiece villas facing the street. All street elevations must be active frontages.</p> <p>Marine Parade/South Beach Parade (east side): detached seafront attractions set within landscaped grounds and with adequate spacing to ensure generous beach views between buildings.</p>
Building line (see also BF2)	<p>North Drive: buildings set back behind planted front gardens/curtilage parking.</p> <p>Marine Parade/South Beach Parade (west side): buildings predominantly tight to the back of pavement. Detached buildings occupying a full building block may be set back behind gardens or forecourt seating areas.</p> <p>Marine Parade/South Beach Parade (east side): buildings to be set back from pavement edge with generous landscaped public realm forecourts.</p>
Height and massing (see also BF1)	<p>North Drive: 2-3 storey development predominantly. 4 storey development may be acceptable in certain locations. Single-storey new development is not appropriate. Roof forms should predominantly match neighbouring building types unless a clear design rationale is presented for an alternative approach.</p> <p>Marine Parade/South Beach Parade (west side): 3-6 storey development predominantly. Taller buildings may be appropriate with careful design and siting. Varied roof forms are acceptable, including pitched, hipped, and mansard roofs, parapets with flat or mansard roofs behind, and dormers.</p> <p>Marine Parade/South Beach Parade (east side): Due to the nature of seafront attractions, height parameters are not appropriate but building heights and massing should be carefully determined to limit impact on views and setting of heritage assets.</p>

Cycle and car parking (see also SM4 and SM5)	<p>North Drive: Cycle storage and parking should either be integrated into the design of front curtilage areas or within the building envelope. Parking can be provided within front curtilage areas but must be well screened by landscaped boundary treatments.</p> <p>Marine Parade/South Beach Parade (west side): For residential development, provide a high ratio of cycle storage and parking provision, and a low ratio of car parking, due to excellent public transport, walking and cycling connections. Commercial development, including hotels, to provide parking within the block interior.</p> <p>Marine Parade/South Beach Parade (east side): For tourist attraction and facilities, visitor car parking ratios to be clearly justified by transport analysis and a high level of secure and sheltered cycle parking should be provided. Cycle and car parking and storage for residents and employees to be provided within building envelope or within the block interior.</p>
Servicing (see also SM6 and BD7)	<p>North Drive: Refuse storage should be integrated into the design of front garden/yard space; or provided within the building envelope.</p> <p>Marine Parade/South Beach Parade: Residential refuse storage to be provided within building envelope or within the block interior. Commercial refuse storage to be carefully designed and sited to avoid visual impact, control odour, and discourage vermin.</p>
Street elevation design (see also CI4 , BD1)	<p>Careful design of street elevations is required to maintain the quality of the seafront vista. Where non-habitable space is required due to flood risk, blank elevations must be avoided – refer to BD1 for further guidance.</p> <p>North Drive: Elevations should have a regular rhythm which supports the overall visual unity of the street frontage, unless clearly justified by the architectural concept.</p> <p>Marine Parade/South Beach Parade (west side): Careful consideration of elevational design and proportion should be demonstrated through drawn street-scene elevations and perspective views of the proposal in context.</p> <p>Elevation design could include ornamental and decorative detailing including bay windows, decorative metalwork to balconies, eaves and verge detailing and shaped timber fascias.</p> <p>Marine Parade/South Beach Parade (east side): Elevation design must be carefully considered and detailed to provide outstanding landmark buildings which enhance the quality of the seafront.</p>

<p>Boundary treatments (see also BD9)</p>	<p>North Drive: Front boundary treatments should be low brick or flint walls, open timber picket or post-and-rail fencing, metal railings or native hedging or planting – all below 1m high. Side and rear garden boundaries to the public realm should be bounded by native hedging, post and rail fences or solid masonry walls.</p> <p>Marine Parade/South Beach Parade (west side): Active building frontages should form the street edge. Where buildings are set back from the pavement edge, boundary treatments must be kept below 1m in height to maintain an active frontage relationship and permeability to the street. Boundary treatments could include brick/flint walls, good quality metal railings, or planted boundaries.</p> <p>Marine Parade/South Beach Parade (east side): Boundary treatments to the street and to the beach must be carefully designed to be attractive and high quality while maintaining necessary security. Utility fencing is not generally acceptable.</p>
<p>Building design and materials (see also CI4)</p>	<p>North Drive: External facades should use good quality brick, flint or hung tile. Visible pitched roofs should be slate, good quality plain or pan tiles, zinc or other standing seam roofing. Other materials can be appropriate if clearly justified by the architectural concept. Retain the coherence of the street frontage, and other frontages visible from the public realm, through careful design of any alterations and extensions visible from the street, and the redevelopment of plots, particularly for the 1930s housing north of Tennyson Road where the unified frontage is an asset.</p> <p>Marine Parade/South Beach Parade (west side): A wide range of external materials may be used but must be clearly justified by the architectural concept. Materials and detailing must be suitable for the exposed marine environment without requiring extensive frequent maintenance. For this reason brick, flint, good quality hung plain tile and other self-finished materials may be preferable for the majority of the external envelope. Achieving the urban greening factor is likely to require the use of green roofs and climbing plants as well as landscape design.</p> <p>Marine Parade/South Beach Parade (east side): Design of new seafront attractions and public realm should continue to provide bold, vibrant and characterful landmarks which have a distinctive resort character, and which present a positive and active frontage to the public realm. A wide range of external materials may be used but must be clearly justified by the architectural concept. Materials and detailing must be suitable for the exposed marine environment without requiring extensive frequent maintenance.</p>

Landscape design and materials (see also CC7, CC8, PS1-5)	<p>Improving the quality, accessibility and climate resilience of the public realm is a priority for this character area, within both publicly and privately owned and maintained areas. Additional large scale street trees should be incorporated where possible to increase canopy cover and provide shade. All landscaping must include soft landscaped SuDS features and parking areas should use permeable paving materials.</p> <p>Public realm and landscape design should reduce the dominance of vehicle traffic and parking on the streetscape while maintaining necessary access and parking. Public open spaces should become more multi-functional, with seating, shade and shelter to allow for year-round use.</p> <p>Private gardens and open spaces make a significant contribution to the green infrastructure network for wildlife and biodiversity. Planning conditions should ensure soft landscaping is retained within privately owned and maintained areas, and not replaced with hard landscaping or artificial grass over time.</p> <p>Planting should use species that are salt- and drought-resistant, suitable for the exposed marine environment.</p>
Other	<p>Maintain and enhance the character of the Conservation Areas in line with the Conservation Area Appraisals. Enhancing the appearance and setting of the many listed buildings along the seafront must be a priority.</p> <p>Existing and new public spaces should support a wide range of activities as well as forming part of the SuDS network and enhancing biodiversity.</p>

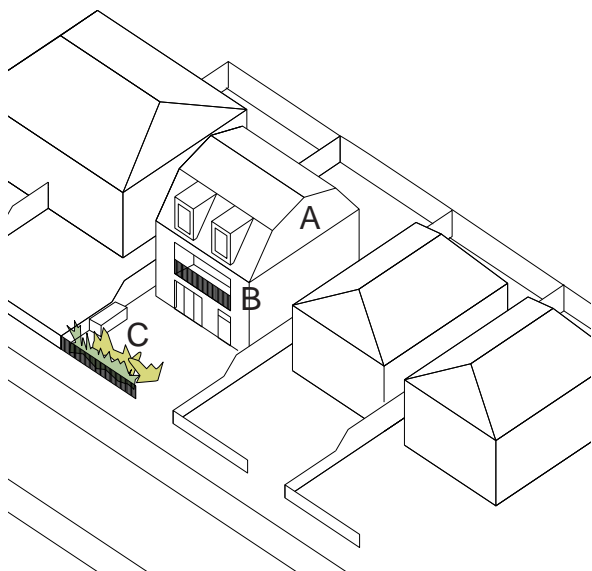


Fig. 50. Diagram showing North Drive infill development parameters

- A Pitched roof forms can reduce the visual impact of 3 storey new buildings adjacent to 2-storey existing buildings.
- B Inset balconies provide greater shelter from the wind and maintain a coherent building line
- C Well planted front garden with low boundary treatment and on-plot car parking, cycle storage and refuse storage.

5.3 Gorleston town centre and historic core

To be read in conjunction with relevant Local Plan policies including those shown on figure 57.

This character area comprises the historic core of Gorleston, including the Conservation Area between the southern length of its High Street and eastern industrial estate. The remaining region of the town centre to the north is within the Gorleston Conservation Area Extensions. Its corresponding Conservation Area Appraisal and Management Plan should be fully read and referenced in relation to any development proposals within the bounds of both the Conservation Area and its proposed extensions.

Area characteristics:

- Low-rise, tight-knit development pattern interrupted by some larger commercial and industrial premises, with a wide variety of building styles and period but rarely above 3 storeys in height in the core of the town centre
- The level change from the High Street to the waterfront is significant, and new development on the waterfront ranges up to five storeys in height.
- In the core of the High Street buildings have little or no setback from the pavement, but on other streets a variety of setbacks and front gardens/yards is present.
- Several unlisted buildings contribute significantly to the overall character and street scene in this character area, specifically those with red brick and natural slate construction and timber sash windows around the High Street.
- Commercial/light industrial sites in some back land plots have potential for redevelopment



Fig. 51. Gorleston town centre seen from Quay Road, showing the low-rise tight-knit pattern of development.

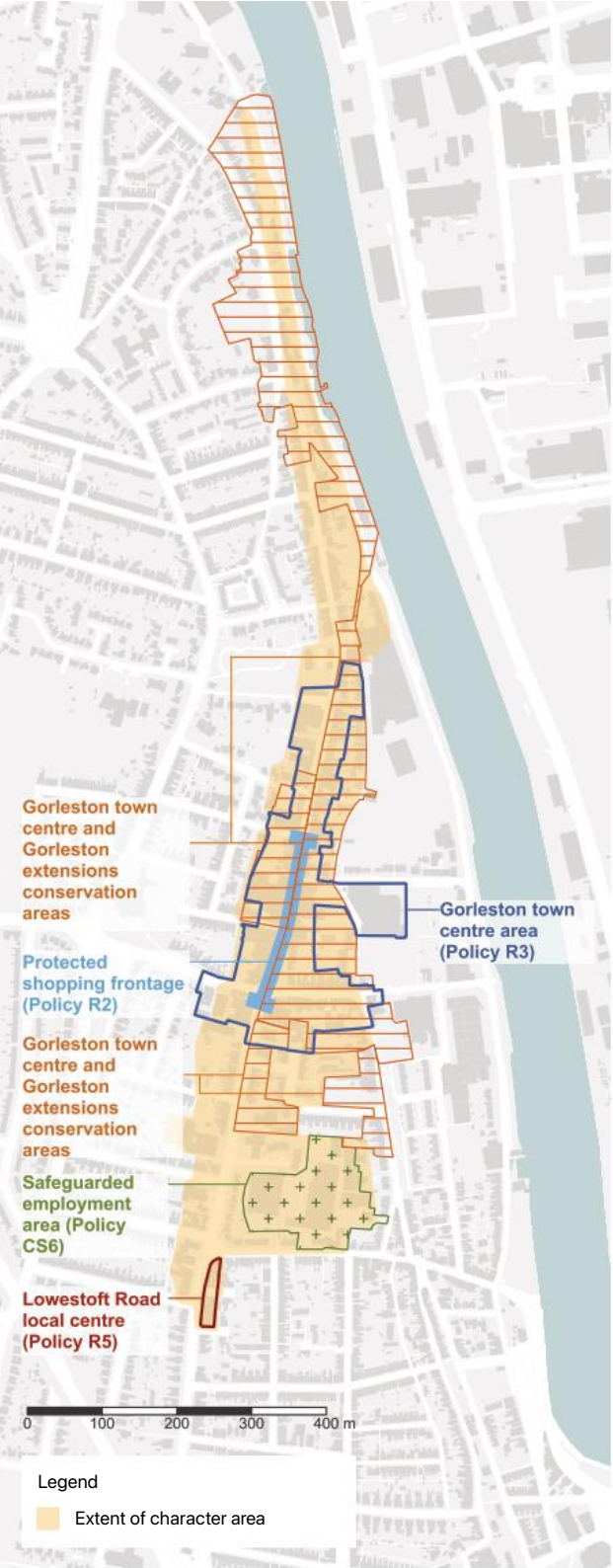


Fig. 52. Map of character area



Fig. 53. Photographs of Gorleston town centre showing the range of building styles and ages, and the occasionally gappy streetscene which could be ‘mended’ through appropriate infill development.

Design requirements:

Maximum / minimum densities / plot ratios (see also BF3)	Minimum 50 dwellings per hectare for residential-led development, with the expectation of higher densities of up to 100dph Plot ratios for mixed-use development of 2 or over.
Development pattern (see also BF1 , BF2 and BF4)	Low-rise high-density blocks with unbroken street frontages.
Building line (see also BF2)	Continuous built edge to the back of pavement/public realm. Variation from the building line of adjoining buildings should be under 1m. On street-facing elevations, balconies should be inset not projecting.
Height and massing (see also BF1)	Predominantly 2-3 storeys. 4 storey development may be appropriate in locations where this does not dominate the streetscape and away from corners. Varied roof forms are acceptable, including pitched, hipped, gambrel and mansard roofs, parapets with flat or mansard roofs behind, and dormers.
Cycle and car parking (see also SM4 and SM5)	Provide a high ratio of cycle storage and parking provision, and a low ratio of car parking, due to good public transport, walking and cycling connections. Car free development may be appropriate on certain sites. Cycle and car parking and storage for residents and employees to be provided within building envelope or within the block interior. Garage doors should open onto internal courtyards and not onto the street.
Servicing (see also SM6 and BD7)	Refuse storage to be provided within building envelope or within the block interior.
Street elevation design (see also CI4 , BD1)	Elevations should be relatively simple and regular compositions. New shopfronts should strictly follow the guidance of the Shopfronts Design Guide.
Boundary treatments (see also BD9)	Buildings should form the boundary to the street and public realm. Where service yards or courtyards abut the street, they should be bounded by solid walls to 2m minimum, in high quality materials e.g. brick or flint. Good quality metal railings with planting behind may be acceptable on side streets.

<p>Building design and materials (see also CI4)</p>	<p>External facades should be predominantly high quality masonry such as brick or flint, or traditional lime render or painted brick in colours drawn from the local palette. Timber cladding can be appropriate in small areas but fibre cement cladding is not appropriate. Visible pitched roofs should be slate, good quality plain or pan tiles, zinc or other standing seam roofing. Other materials can be appropriate if clearly justified by the architectural concept.</p> <p>Alterations and energy efficiency improvements should not obscure high quality existing external materials such as brick and flint work. Replacement windows, balcony metalwork and similar should be of similar quality as the existing – uPVC windows, doors, fascias and cladding are not acceptable.</p> <p>Achieving the urban greening factor is likely to require the use of green roofs and climbing plants as well as green cover as part of landscape design.</p>
<p>Landscape design and materials (see also CC7, CC8, PS1-5)</p>	<p>Landscape design should incorporate SuDS features including rain gardens and permeable paving. Additional street planting, of trees that will mature to provide good canopy spread and height, should be included where possible.</p>

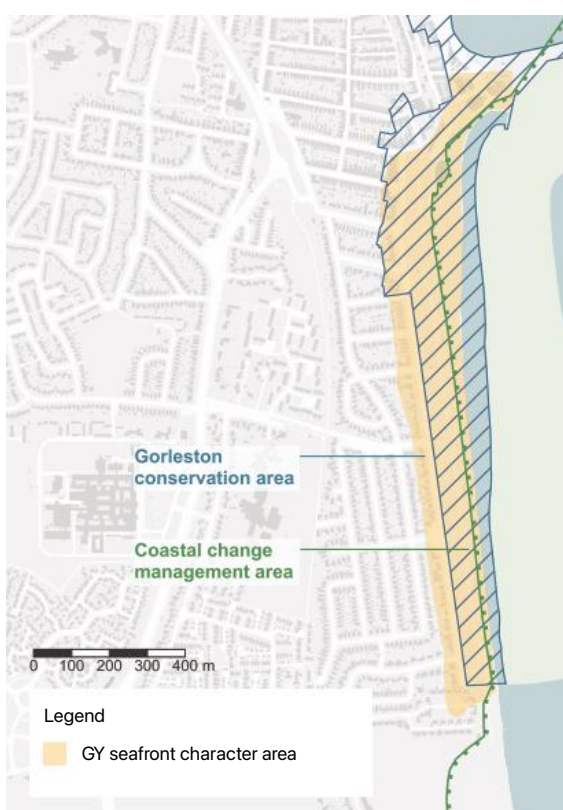
5.4 Gorleston seafront

To be read in conjunction with relevant Local Plan policies including those shown on figure 59.

This character area comprises the seafront of Gorleston stretching south from the pier and the harbour arm along Marine Parade, including the public open green space. The majority of the Gorleston seafront is within the Gorleston Conservation Area Extensions.

Area characteristics:

- Gorleston's sea facing buildings on the Marine Parade are mostly early 20th century detached and semi-detached variations on villa typology. Those at the northern end are more generously scaled, up to 2.5 storeys in height, while towards the southern end the scale of buildings decreases to more modest proportions.
- Villas typically have prominent pitched roofs with dormers and rooms in the roof rather than a full upper storey.
- Villas are set back from the pavement edge behind well-planted and generous front gardens, usually including on-plot parking.
- The villas are often with stylistic flair, features and individual detailing – whether Gothic Revival, Arts and Crafts, neo-Georgian, neo-Elizabethan, modernist or mid-century styling. Bay windows can be characterful and sometimes topped with decoratively detailed leaded canopies. While the villas are not uniform in design, they typically are found in small groupings built at a similar time, and sharing stylistic features.
- The villas form the backdrop to well-used public open green space which includes community sports facilities, and an important vista in the townscape.



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Fig. 54. Map of character area



Fig. 55. Photographs of Gorleston seafront showing the generally uniform scale and development pattern with individual variety of dwelling design bringing character and liveliness to the streetscene. It can be seen how flat-roofed dwellings need careful design if they are not to appear boxy and out of place among the typical pitched-roof forms.

Design requirements:

Maximum / minimum densities / plot ratios (see also BF3)	35-50 dwellings per hectare for residential-led development. Development of apartments may reach slightly higher densities, depending on unit type and mix.
Development pattern (see also BF1 , BF2 and BF4)	Detached and semi-detached building types within a villa pattern. Short terraces (e.g. 4-6 townhouses) may be appropriate in certain locations.
Building line (see also BF2)	Set back from the pavement edge with planted front gardens and on-plot parking. Building line should not be set more than 2m forward or behind the line of adjacent buildings.
Height and massing (see also BF1)	<p>Predominantly 2-2.5 storeys. 3 storey massing may be appropriate in certain circumstances but must be carefully justified with reference to the impact on context, and is unlikely to be acceptable as the predominant height for new buildings.</p> <p>Roof forms should be typically pitched, hipped, gambrel or mansard roofs, with steep pitches and dormers/gables. 'Catslide' roofs and chalet-style roof forms can be used. Flat roofed forms can be appropriate if carefully designed in relation to adjacent buildings, with high quality parapet detailing and well-proportioned windows.</p> <p>Inset balconies are preferable on street-facing elevations as these provide better shelter from wind, and can be more coherently integrated with the overall form and massing of buildings.</p>
Cycle and car parking (see also SM4 and SM5)	<p>Both cycle and car parking and storage should be generously provided on-plot, due to the lower residential densities and larger size of homes expected in this character area. Car parking should include on-plot visitor parking. Good levels of secure, enclosed cycle storage should be provided close to front doors of homes and could be integrated with the provision of refuse storage.</p> <p>Where garages are provided (integrated or detached), these must not be set forward of the general building line.</p>
Servicing (see also SM6 and BD7)	Refuse storage areas should be integrated into the design of front garden/parking areas.
Street elevation design (see also CI4 , BD1)	<p>Careful consideration of elevational design and proportion should be demonstrated through drawn street-scene elevations and perspective views of the proposal in context.</p> <p>Elevation design could include ornamental and decorative detailing including bay windows, decorative metalwork to balconies, eaves and verge detailing and shaped timber fascias.</p> <p>Avoid overheating resulting from overly large expanses of unshaded glazing. External shading to glazing can provide an opportunity for additional articulation to elevations.</p>

Boundary treatments (see also BD9)	Boundary treatments to the street should be either low brick/flint walls, open timber fencing or good quality metal railings up to 1m tall, with planting in front and/or behind; or native hedging up to 1.3m tall. A visual connection between building and street must be maintained at eye level to maintain natural surveillance and safety.
Building design and materials (see also CI4)	A wide range of external materials may be used but must be clearly justified by the architectural concept. Materials and detailing must be suitable for the exposed marine environment without requiring extensive frequent maintenance. For this reason brick, flint, good quality hung plain tile and other self-finished materials may be preferable for the majority of the external envelope.
Landscape design and materials (see also CC7 , CC8 , PS1-5)	On-plot parking should be surfaced in permeable materials. Tree planting within front and rear gardens is encouraged. Additional street planting, of trees that will mature to provide good canopy spread and height, should be included where possible. Materials and choice of plants in landscaping must be suitable for the exposed marine location.

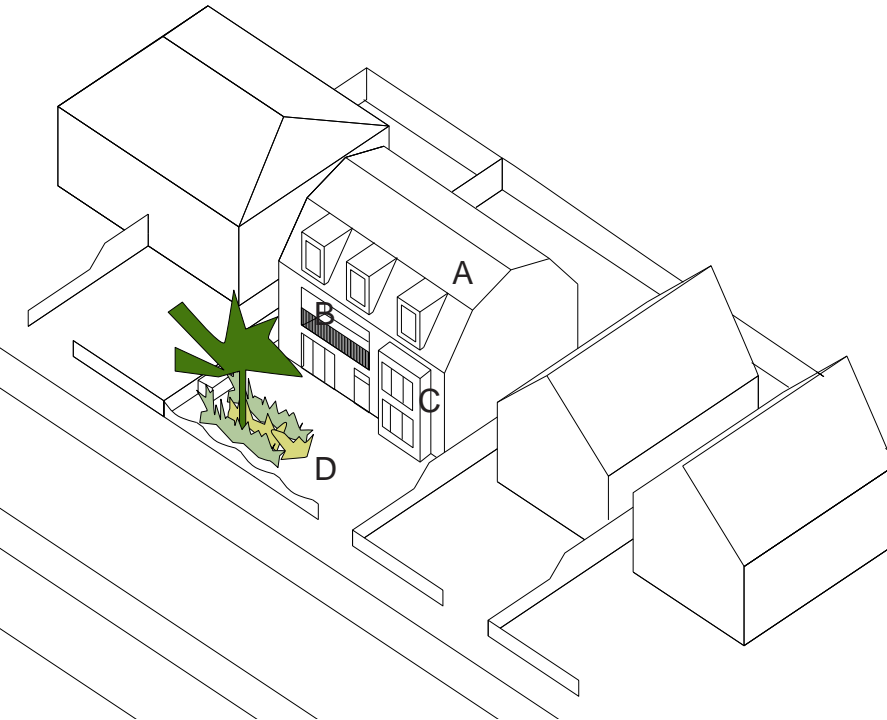


Fig. 56. Diagram showing development parameters for new detached seafront homes

A Pitched roof forms can reduce the visual impact of 3 storey new buildings adjacent to 2-storey existing buildings.

B Inset balconies provide greater shelter from the wind and maintain a coherent building line

C Bay windows and other features create an attractive frontage with detail that enhances the streetscape.

D Well planted front garden with low boundary treatment and on-plot car parking, cycle storage and refuse storage.

5.5 Great Yarmouth and Gorleston port and industrial areas

To be read in conjunction with relevant Local Plan policies including those shown on figure 62.

The port and industrial areas have more recent development in the borough and are an important visual reminder of the economic vitality/regeneration of the borough. In Great Yarmouth Town, South Denes port covers a significant portion of this character area and has a Design Code and Enterprise Zone in place. However, other industrial areas have potential for redevelopment over time.

The design code requirements in this section relate to residential and mixed use redevelopment and not to industrial/warehousing single use development, which should follow the code within the Local Development Order.

Area characteristics:

- A strongly gridded plot pattern of relatively large plots with a wide range of building ages and styles, from good quality survivals of late 19th and early 20th century industrial buildings, to very recent large warehouses and including uncovered storage yards.
- Buildings are substantially in size and have very simple, functional massing
- There is a notable contrast between South Quay (historic waterfront) and the industrial development pattern on the other side of the river although they are seen together in the prominent riverfront vistas
- Earlier industrial buildings are predominantly brick with some concrete frame buildings with expressed structure giving them a strongly horizontal rhythm to their elevations. Some have attractive decorative features, large windows and address the street with articulated porches and elevational design.
- Later buildings are predominantly steel framed with lightweight sheet cladding emphasizing their simple massing of predominantly extruded pitched-roof forms.
- Some residential and other building types remain within the port and industrial areas, such as former pubs, churches as well as operational shops, cafes and smaller workshop buildings sometimes now used for studios. In many instances these add positively to the character of the streetscape.



Fig. 57. The riverfront industrial area seen from the Gorleston (left) and from the Gorleston riverfront (right)



Fig. 58. Map of character area



Fig. 59. Photographs showing the mixed nature of the character area. Due to the topography, views from Gorleston overlooking the riverside areas need to be considered. New apartment buildings present a blank and inactive ground floor frontage and do not take design cues from the attractive older industrial buildings which could form a strong reference point for the scale and articulation of substantial new buildings.

Design requirements:

Maximum / minimum densities / plot ratios (see also BF3)	<p>Minimum 50 dwellings per hectare for residential-led development with the expectation of substantially higher densities. Over 150 dwellings per hectare may be achievable.</p> <p>Plot ratios for mixed-use development of 2 or over.</p>
Development pattern (see also BF1 , BF2 and BF4)	Perimeter block development within gridded street pattern. Block pattern must be of sufficient scale to support higher density urban scale development. Where new streets and public routes are created, these must follow natural desire lines to local destinations including high streets and local centres.
Building line (see also BF2)	<p>Consistent building lines should be maintained along the length of a block, but can be set back from the pavement edge to provide external spill-out space, which could include limited visitor parking, for ground floor commercial uses. Alternatively, buildings can be built up to the back of the pavement.</p> <p>Generous pavement widths should be provided including space for street trees and seating.</p>
Height and massing (see also BF1)	<p>Predominantly 4-6 storeys (12-20m) but taller buildings may well be appropriate for waterfront sites.</p> <p>Urban block forms should be used with parapet roofs. Shallow pitched/hipped roofs are not appropriate for the pattern of development in these areas. Mansard roof forms, and set back attic storeys, may be appropriate if carefully designed.</p>
Cycle and car parking (see also SM4 and SM5)	<p>Provide a high ratio of cycle storage and parking provision, and a low to medium ratio of car parking, due to good public transport, walking and cycling connections and the desired urban development pattern.</p> <p>Cycle parking and storage for residents and employees to be provided within building envelope or within the block interior.</p> <p>Car parking to be provided within the block interior, or in basement parking. Parking should be unallocated and include provision of car club spaces.</p>
Servicing (see also SM6 and BD7)	Refuse storage to be provided within building envelope or within the block interior.
Street elevation design (see also CI4 , BD1)	<p>Elevations should have a regular rhythm, unless clearly justified by the architectural concept.</p> <p>Where non-habitable space is required due to flood risk, blank ground floor elevations must be avoided – refer to BD1 for further guidance.</p> <p>Design of waterside elevations must create a coherent and very high quality composition with a civic character which complements the historic quayside area on each side of the River Yare, creating a truly distinctive character.</p>
Boundary treatments (see also BD9)	Where buildings are set back from the pavement edge, boundary treatments must be kept below 1m in height to maintain an active frontage relationship and permeability to the street. Boundary treatments could include brick/flint walls, good quality metal railings, or planted boundaries.

Building design and materials (see also CI4)	<p>External facades should be predominantly high quality masonry such as brick, flint or stone. Timber cladding can be appropriate in small areas. Render should be avoided. Visible pitched roofs should be slate, good quality plain or pan tiles, zinc or other standing seam roofing. Other materials can be appropriate if clearly justified by the architectural concept.</p> <p>Achieving the urban greening factor is likely to require the use of green roofs and climbing plants as well as landscape design.</p>
Landscape design and materials (see also CC7 , CC8 , PS1-5)	<p>Landscape design should incorporate SuDS features including rain gardens and permeable paving. New street trees that will mature to provide good canopy spread and height, should be included throughout.</p>
Other	<p>Waterfront sites must ensure public access to the full length of the waterfront creating a high quality public realm for walking and cycling, including street trees, lighting, public art. At least 10m depth of public realm is recommended along the length of the waterfront, and more generous provision is encouraged.</p> <p>Historically significant structures and buildings of quality, regardless of status as designated heritage assets, should be retained and reused if possible.</p> <p>Development near Nelson's monument must enhance the setting of the heritage asset.</p>

5.6 Caister-on-Sea village centre

To be read in conjunction with relevant Local Plan policies including those shown on figure 64.

This character area comprises the historic core of Caister-on-Sea, including the fishing village, 19th century and early 20th century cottages and terraces and the commercial high street. This is included as a character area due to its mixed character and historic importance. Although it lacks a formal designation of a Conservation Area or a high density of listed buildings, the area does have a distinctive character which could be eroded by unsympathetic infill development or redevelopment of sites.

Area characteristics:

- A close-knit pattern of development of narrow streets and alleys leading off the main streets (High Street/Yarmouth Road, Beach Road, Tan Lane).
- A wide variety of building styles, ages and types within an overall low-rise relatively high-density pattern, giving the streetscape variety and interest.
- Buildings are mainly cottages and short terraces with some unusual typologies, for example along Clay Road and Victoria Street, where outbuildings and private yards abut the street with the homes set back.
- Some 1920s / 1930s buildings with art deco features remain of good quality and in good condition.
- Several buildings by the seafront hold significant heritage value, such as the Coastguard and fishing cottages, both in terms of cultural and architectural value.
- Lanes and alleys are frequently unsurfaced, maintaining the informal fishing village character, but in some places boundary treatments are unattractive and of poor quality.
- Some 20th century and later development has not maintained the close-knit character with large setbacks and areas of front curtilage parking, and gaps between buildings resulting in less coherence to the built form and character.

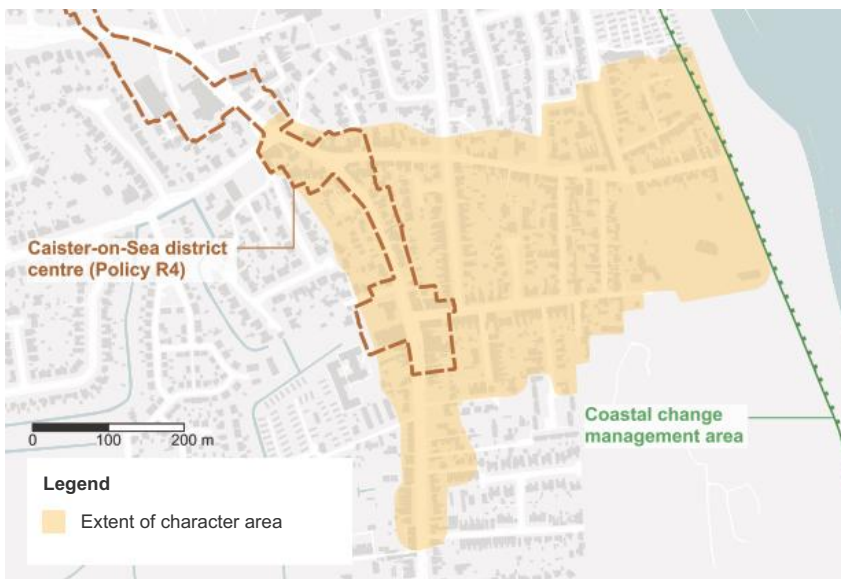


Fig. 60. Map of character area



Fig. 61. Photographs of the Caister-on-sea village character area

Design requirements:

Maximum / minimum densities / plot ratios (see also BF3)	Minimum 30 dwellings per hectare, with higher densities up to 50 dwellings per hectare possible depending on unit type and mix. Plot ratios for mixed-use development of 1 or over.
Development pattern (see also BF1 , BF2 and BF4)	Low-rise building forms which can include short terraces, detached and semi-detached buildings, courtyard housing and mews lanes. Avoid lengthy stretches of uniform building types. Private gardens/courtyards should be kept small to maintain the close-knit low-rise character.
Building line (see also BF2)	A varied building line is acceptable with buildings set tight to the street edge or set back up to 3m. Infill development on the main streets should conform to the building line set by neighbouring development, varying by up to 1m.
Height and massing (see also BF1)	Predominantly 1-2 storeys. 3 storey development may be appropriate in locations where this does not dominate the streetscape and away from corners. Varied roof forms are acceptable, including pitched, hipped, gambrel and mansard roofs, parapets with flat or mansard roofs behind, and dormers.
Cycle and car parking (see also SM4 and SM5)	Cycle and car parking and storage must be provided on-plot. Avoid extensive front curtilage parking.
Servicing (see also SM6 and BD7)	Refuse storage to be provided within building envelope or well-integrated into the design of front gardens/yards.
Street elevation design (see also CI4 , BD1)	Elevations should be relatively simple and modest. New shopfronts should strictly follow the guidance of the Shopfronts Design Guide.
Boundary treatments (see also BD9)	Front boundary treatments should be low brick or flint walls, open timber picket or post-and-rail fencing, metal railings or native hedging – all below 1m high. Where side or rear gardens or yards abut the street, they should be bounded by solid walls to 2m, in high quality materials e.g. brick or flint, or by hedging. Close boarded fencing to side or rear boundaries is not acceptable.
Building design and materials (see also CI4)	External facades should be high quality masonry such as brick or flint, traditional lime render or painted brick in colours drawn from the local palette, or timber weatherboarding. Metal cladding can be appropriate in small areas. Visible pitched roofs should be slate, good quality plain or pan tiles, zinc or other standing seam roofing. Other materials can be appropriate if clearly justified by the architectural concept.
Landscape design and materials (see also CC7 , CC8 , PS1-5)	Front gardens/yards including parking, and private lanes and paths should be surfaced in permeable materials. Bound or unbound gravel surfacing to parking areas and private lanes/alleys is preferable to block paving. Planting should use species that are salt- and drought-resistant, suitable for the soil and climate of the village.

Other	Opportunities for sensitive infill and redevelopment of under-utilised sites should be supported where they mend the street line., reinforce the close-knit pattern of development, and reduce the impact of front curtilage parking on the streetscape.
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Fig. 62. Opportunities for improvement of the character area
Left: close boarded fencing to the public realm does not enhance the character of the area.
Right: parking areas onto the street detract from the overall close-knit character of the area and provide opportunities for redevelopment.

Area types

5.7 Terraced streets and squares

This area type, resulting from the 19th century expansion of Great Yarmouth and Gorleston, consists predominantly of terraced streets of various kinds, ranging from tight back-to-back terraces to more elaborate developments of the period including squares and public gardens. Some of this character area is covered by Conservation Areas (St Nicholas/Northgate Street, St George's, Prince's Road, Camperdown) which protect set-piece environments and buildings.

Area type characteristics:

- Mainly terraced housing in a gridded, back-to-back, street pattern intersected in places by historic rope walks running at diagonal angles
- Homes typically have small, or no, front yards or gardens. Where front gardens or yards exist, they are typically bounded by low brick walls or railings where they have not been converted for use as parking spaces.
- Rear gardens and yards vary, with some streets having little or no rear gardens or yards, while others have more generous rear gardens that now contribute to the overall green infrastructure of the area.
- Typically, rear alleys give access to the block interior, and in some places small greens can be found in the block interior, accessed from the street and frequently used for car parking. Due to the predominance of rear alleys, front yards/gardens are rarely used for refuse bins or cycle storage.
- Churches (contemporary to the terraced streets) and their churchyards, as well as formal parks and gardens, form strong landmarks within the street pattern. A few semi-detached homes, or larger community use buildings sit at street junctions.
- The design of street frontages ranges from plain workers housing to more ornate middle-class housing with a greater level of façade detail. Many streets are characterized by projecting bays, decoratively embellished, and many homes retain original sash windows and other features. Towards the seafront, terraces often have elegant original balconies. Plainer, flat-fronted terraces have simple well-proportioned elevations but have typically been more heavily altered.
- Areas of later development do not consistently reinforce a continuous and active street frontage and have resulted in 'left-over' areas of public space with no clear purpose, forecourt parking, and blank frontages to the street.
- Most streets have narrow pavements and lack street trees. A lack of off-street parking means that streets can be dominated by parked cars.



Fig. 63. Map indicating main areas of terraced streets and squares in Great Yarmouth and Gorleston-on-Sea. Other small areas of this character type can be found across the borough.



Page 154 of 360. Photographs showing the wide variety of terraces found across the borough



Fig. 65. Photographs showing some of the challenges of the terraced streets.

Top: streetscenes can become dominated by cars, and pavement parking means pavements are not accesible for all users.

Middle left: historic terraces, particularly of smaller workers housing, can be difficult to find appropriate new uses for.

Middle right: new infill development on this terraced street maintains the overall scale and roof form, but lacks the rhythm of the terraced house pattern, with shared porches and front yards meaning the houses appear to be larger linear buildings rather than terraces. The front boundary treatments and accommodation of the level change is also awkward and does not enhance the streetscape, and the windows do not have the attractive proportions of the other houses on the street

Bottom: rear alleys and yards behind terraced houses often present an uncared for appearance and garage sites provide the opportunity for sensitive infill which could provide upper floor living space while retaining parking where needed.

Design requirements:

Maximum / minimum densities / plot ratios (see also BF3)	Dependent on the location, typically 50 dwellings per hectare for residential-led development, with the expectation of higher densities of up to 100dph. In some areas, lower densities of 35-50 dwellings per hectare may be appropriate. Plot ratios for mixed-use development of 2 or over.
Development pattern (see also BF1 , BF2 and BF4)	Low-rise high-density terraces with unbroken street frontages.
Building line (see also BF2)	Maintain the building line set by existing adjacent buildings to ensure streets continue to have a consistent appearance. Commercial development must also maintain the prevailing building line and should not be set back behind parking. Variation from the building line of adjoining buildings should be under 1m. On street-facing elevations, balconies should be inset not projecting.
Height and massing (see also BF1)	Terraces vary from 2-5 storeys. Height of new development should match that of surrounding buildings, or add one additional storey. On larger sites, greater variance in height may be acceptable but must be shown to sit comfortably within the townscape without extensive visible flank walls. Varied roof forms are acceptable, including pitched, hipped, and mansard roofs, parapets with flat or mansard roofs behind, and dormers. Roof forms should predominantly match neighbouring building types unless a clear design rationale is presented for an alternative approach.
Cycle and car parking (see also SM4 and SM5)	Cycle storage and parking should either be integrated into the design of front garden/yard space; within the building envelope; or within storage accessible directly from rear alleys (where present). Car parking must not be provided within front curtilage areas.
Servicing (see also SM6 and BD7)	Refuse storage should either be integrated into the design of front garden/yard space; within the building envelope; or within storage accessible directly from rear alleys (where present). Avoid creating new rear alleyways. Refuse containers must have dedicated enclosed storage so they are concealed from view.
Street elevation design (see also CI4 , BD1)	Elevations should follow a rhythmic pattern and broadly vertical proportions. Bay windows and ornamental detailing can assist in creating attractive and contextually sympathetic elevations.
Boundary treatments (see also BD9)	Front boundary treatments should be low brick or flint walls, open timber picket fencing, metal railings or native hedging – all below 1m high. Side and rear garden boundaries to streets or rear alleyways should be bounded by solid walls to 2m, in high quality materials e.g. brick or flint, or by hedging. Close boarded fencing to side or rear boundaries to the public realm, including alleyways, is not acceptable.

Building design and materials (see also CI4)	External facades should be predominantly high quality masonry such as brick or flint, or traditional lime render or painted brick in colours drawn from the local palette. Timber cladding can be appropriate in small areas. Visible pitched roofs should be slate, good quality plain or pan tiles, zinc or other standing seam roofing. Other materials can be appropriate if clearly justified by the architectural concept.
Landscape design and materials (see also CC7 , CC8 , PS1-5)	Landscape design should incorporate SuDS features and all parking areas should use permeable paving. Additional street planting, of trees that will mature to provide good canopy spread and height, should be included where possible.
Other	<p>Maintain and enhance the character of the Conservation Areas in line with the Conservation Area Appraisals.</p> <p>Improvements to the quality of rear alleys and publicly accessible greens/courtyards in the block interior should be sought, to regularize the layout of parking, improve safety, add tree planting and create opportunities for functional use of the public realm.</p>

5.8 Interwar housing estates

This area type comprises housing developed by both private developers and local councils, in rural and suburban settings. It includes the so-called ‘homes fit for heroes’ built to address housing shortages after World War 1, as well as speculative development along ‘garden city’ design principles. Development within these estates is generally limited to small infill sites, on-plot replacement dwellings and upgrading of properties for energy efficiency.

Area type characteristics:

- Spacious cottage estate layouts of semi-detached and short terrace forms.
- Generous gardens to front and rear, typically larger in villages than the towns.
- Simple house plans with good room sizes, adaptable and extendable.
- Typically generous setbacks from the street which now often accommodate front curtilage parking. Low rise walls to front garden and many street facing windows gives these streets a safe presence, ‘active surveillance’
- Attractive mature planting in some areas including street trees, although others suffer from a poor quality streetscape.
- Many estates have attractive period detailing drawing on Arts and Crafts and moderne influences, including decorative brickwork, arched openings to porches and front doors, catslide roofs, bay windows and dormers. Simpler estates still have good proportions, generous window sizes and plain but well-built character.
- External elevations are typically red or brown brick or render, with hung tile or timber weatherboarding to features. Roofs are typically plain tile or slate.
- Higher density estates, such as in Great Yarmouth town, sometimes have narrower roads and pavements resulting in issues of on-street parking (sometimes on pavement parking) and bins.
- Parking and bin issues are less pronounced where pavements and roads are wider.



Fig. 66. Photographs of interwar housing estates. Left: example showing attractive mature hedges and planting and well-proportioned homes. Right: some estates have a poor quality public realm with few street trees and dominant highways.

Design requirements:

Maximum / minimum densities / plot ratios (see also BF3)	Dependent on the location, densities of 30-50 dwellings per hectare are expected. Higher densities may be appropriate for larger sites and/or development that predominantly comprises apartments. Plot ratios for mixed-use development of 1 or over.
Development pattern (see also BF1 , BF2 and BF4)	Street-based pattern predominantly comprising terraced and semi-detached buildings. In some locations, backland development can be an appropriate way to create additional homes within existing neighbourhoods.
Building line (see also BF2)	Buildings should be set back behind well-landscaped front gardens (residential) or parking (commercial/mixed-use). Maintain the building line set by existing adjacent buildings to ensure streets continue to have a consistent appearance. Commercial development must also maintain the prevailing building line. Variation from the building line of adjoining buildings should be 1-2m.
Height and massing (see also BF1)	2-3 storey development predominantly. 4 storey massing may be acceptable in certain locations subject to very careful consideration of design. Single-storey new development is not appropriate. Varied roof forms are acceptable, including pitched, hipped, and mansard roofs, parapets with flat or mansard roofs behind, and dormers. Roof forms should predominantly match neighbouring building types unless a clear design rationale is presented for an alternative approach.
Cycle and car parking (see also SM4 and SM5)	Cycle storage and parking should either be integrated into the design of front curtilage areas or within the building envelope. Parking can be provided within front curtilage areas but must be well screened by landscaped boundary treatments.
Servicing (see also SM6 and BD7)	Refuse storage should be integrated into the design of front garden/yard space; or provided within the building envelope.
Street elevation design (see also CI4 , BD1)	Elevations should have a regular rhythm unless clearly justified by the architectural concept. Bay windows and carefully designed ornamental detailing can assist in creating attractive and distinctive character.
Boundary treatments (see also BD9)	Front boundary treatments should be low brick or flint walls, open timber picket fencing, metal railings or native hedging – all below 1m high. Side and rear garden boundaries to streets or rear alleyways should be bounded by solid walls to 2m, in high quality materials e.g. brick or flint, or by hedging. Close boarded fencing to side or rear boundaries visible from the public realm is not acceptable.
Building design and materials (see also CI4)	External facades should use good quality brick, flint or hung tile, timber cladding or weatherboarding or render. Visible pitched roofs should be slate, good quality plain or pan tiles, zinc or other standing seam roofing. Other materials can be appropriate if clearly justified by the architectural concept.

Landscape design and materials (see also CC7, CC8, PS1-5)	<p>Landscape design should incorporate SuDS features and all parking areas should use permeable paving. Additional street trees that will mature to provide good canopy spread and height, should be included where possible. New gardens should include trees.</p> <p>Front gardens should be mostly soft landscaped, with limited paved surfaces. Where existing front gardens are proposed for conversion to parking, this is only appropriate when the majority of the garden will remain soft landscaped and there will be no loss of trees.</p>
Other	<p>Development should enable improvement of the public realm through inclusion of SuDS, seating, informal natural play and biodiverse planting.</p> <p>Upgrades to the energy performance of existing buildings should be consistent along a street or group of homes</p>



Fig. 67. Examples of interwar estates around the borough. Some have attractive leafy landscaping but others lack street trees and corners have under-used public realm which could be improved by tree planting, public realm improvements such as seating and ‘play on the way’, and sensitive infill development that could enclose the corner with a continuous built frontage.

5.9 Postwar housing estates

This area type comprises estate housing developed by both private developers and local councils, from World War 2 up to the present day. Estates range widely in style but each has a distinctive character and pattern of development. Development within these estates is generally limited to small infill sites, redevelopment of garage sites and under-utilised 'left over' spaces, on-plot replacement dwellings and upgrading of properties for energy efficiency.

Area type characteristics:

- Most post-war estates take low-density patterns of development made up of semi-detached and detached houses, with spacious front and back gardens.
- Layouts are frequently arranged around curving streets and include a high proportion of cul-de-sacs. In some cases this results in a lack of legibility to the street layout, a lack of connectivity along natural desire line routes to local destinations, and awkward relationships between buildings and the public realm.
- Estates include both two-storey and bungalow (1-storey or 1.5 storey) development. 3 storey development is rarely found.
- The quality and function of public open spaces is mixed with many estates including indeterminate green spaces which are not well used either functionally nor for biodiversity. Some estates have good mature street trees/planting while others lack any canopy cover and have sterile grass verges.
- The layout and type of parking on some estates, including garage blocks and parking courts, frequently create blank flank walls and lack of active frontages / natural surveillance to the public realm.
- Materials, styles and details vary between estates. Some estates, particularly from the 1950s-1970s, have characterful and attractive original details and features which add to their coherence and distinctiveness. Others comprise a range of house types on a single street or estate, with little overall coherence, and extensions and alterations have further eroded the design identity of the estate as a whole. In the more attractive estates, their coherence and quality usually derives from the use of a more limited palette, typically brick with other materials used for details or features only.



Fig. 68. Postwar estates are hugely varied and include attractive, relatively compact 1950s social housing and very low-density estates drawing on American suburban models.



Fig. 69. Examples of the opportunities and challenges posed by postwar estates. Typically very low-density, they often lack good street trees and while they benefit from very wide streets and expansive verges, these are sterile, lacking trees or biodiverse planting, and do not offer residents spaces to play or socialise. Some estate layouts present flank walls to the street and lack natural overlooking. Boundary treatments to the side and rear of dwellings often face streets and can create lengthy blank frontages. There is the opportunity for 'gentle densification through infill and adaptation which does not need to compromise the character of these often well-loved neighbourhoods.

Design requirements:

Maximum / minimum densities / plot ratios (see also BF3)	Dependent on the location, densities of 30-40 dwellings per hectare are expected. Plot ratios for mixed-use development of 1 or over.
Development pattern (see also BF1 , BF2 and BF4)	Infill development should reinforce a legible street pattern fronted by detached and semi-detached buildings, and short terraces. In some locations, tandem (backland) development can be an appropriate way to create additional homes within existing neighbourhoods and this may take a range of forms.
Building line (see also BF2)	Buildings should be set back behind well-landscaped front gardens (residential) or parking (commercial/mixed-use). Maintain the building line set by existing adjacent buildings to ensure streets continue to have a consistent appearance. Commercial development must also maintain the prevailing building line. Variation from the building line of adjoining buildings should be 1-2m.
Height and massing (see also BF1)	2-3 storey development predominantly. 4 storey development may be acceptable in certain locations. Single-storey new development is not appropriate. Where replacement dwellings are proposed, the new dwelling may be up to 1 storey taller than the building it replaces, unless daylight, sunlight and privacy of neighboring homes and gardens will be impacted to an unacceptable degree.
Cycle and car parking (see also SM4 and SM5)	Cycle storage and parking should either be integrated into the design of front curtilage areas or within the building envelope. Parking can be provided within front curtilage areas but must be well screened by landscaped boundary treatments. Where garages are provided (integrated or detached), these must not be set forward of the general building line.
Servicing (see also SM6 and BD7)	Refuse storage should be integrated into the design of front garden/ yard space; or provided within the building envelope.
Street elevation design (see also CI4 , BD1)	Development and redevelopment within existing estates should form active frontages to streets and open spaces and provide natural overlooking to the public realm.
Boundary treatments (see also BD9)	Front boundary treatments should be low brick or flint walls, open timber picket or post-and-rail fencing, metal railings or native hedging or planting – all below 1m high. Side and rear garden boundaries to the public realm should be bounded by native hedging, post and rail fences or solid masonry walls. Close boarded fencing to exposed side or rear boundaries is not acceptable.
Building design and materials (see also CI4)	Materials should be sympathetic to the specific estate within which the site is located and design should be used to create an integrated and coherent appearance to the street.

Landscape design and materials (see also CC7 , CC8 , PS1-5)	<p>Landscape design should incorporate SuDS features and all parking areas should use permeable paving.</p> <p>Additional street trees that will mature to provide good canopy spread and height, should be included where possible. New gardens should include trees.</p> <p>Front gardens should be mostly soft landscaped, with limited paved surfaces. Where existing front gardens are proposed for conversion to parking, this is only appropriate when the majority of the garden will remain soft landscaped and there will be no loss of trees.</p>
Other	<p>Development should enable improvement of the public realm through inclusion of SuDS, seating, informal natural play and biodiverse planting.</p> <p>Upgrades to the energy performance of existing buildings should be consistent along a street or group of homes</p>

5.10 Historic village centres

This area type comprises the historic cores of the rural villages, predominantly made up of organic development up to the early 20th century. Historic village centres are mostly, but not all, covered by conservation area appraisals and these should be consulted where relevant. Some villages lack conservation areas (i.e. Scratby, Ormesby St Michael, Filby, Mautby, Fritton, etc.) but do still have an attractive informal village centres and these fall into this area type. Development proposals in this area type are limited to small infill development, on-plot replacement dwellings, extensions and upgrades to properties to improve energy efficiency.

Area type characteristics:

- Historic villages usually developed around generous green or cross-roads with gradual, but relatively limited, linear development of cottages and short terraces along lanes and narrow alleyways.
- The village centres often include a range of current and former places of worship reflecting the varied nature of denominations in this part of Norfolk and the history of non-conformism
- There is little industrial development or building types but some workshops and associated yards
- The development pattern is irregular and informal comprising cottages and buildings of a range of ages and styles, but typically unified by the use of locally prevalent building materials, including brick, flint and stone with some timber weatherboarding and lime render. Roofs are almost all pantiled with some use of plain tile and slate.
- Most buildings have attractive but small-scale proportions and plain detailing. Internal storey heights are usually considerably lower than can be accepted in new-build development which leads to some challenges where new proposals aim to replicate historic neighbouring precedents.
- Smaller lanes and alleyways can be unsurfaced which contributes to their informal rural character.
- Boundary treatments are typically low and informal, and front gardens are well-planted.



Fig. 70. Examples of typical historic village centres in the Borough.



Fig. 71. Examples of the charm and challenges of the rural villages. The organic pattern of development has resulted in a wide range of building types and styles, many originally designed as places of work, study or religion but now adapted to residential use.

Bottom left: well-detailed and sensitively designed infill housing successfully follows a clustered traditional pattern of cottage development with low boundary walls and parking carefully concealed.

Bottom right: new development does not always successfully create village 'greens' and other rural development patterns, as can be seen. Page 166 of 330
New homes are set too far back and boundary treatments are poor.

Design requirements:

Maximum / minimum densities / plot ratios (see also BF3)	Minimum 30 dwellings per hectare. Plot ratios for mixed-use development of 1 or over.
Development pattern (see also BF1 , BF2 and BF4)	Informal pattern of streets, greens, alleys and yards/courts. Buildings can be detached, semi-detached or in short terraces. Scale of buildings should be carefully considered in relation to the scale of the site/plot. Larger new detached homes should be sited on larger plots with sufficient landscaping, while smaller dwellings can form a more compact pattern of development with small courtyard gardens making better use of land.
Building line (see also BF2)	A varied building line is acceptable with buildings set tight to the street edge or set back. The building line and development patterns should be site-specific and justified by close analysis of the surrounding context.
Height and massing (see also BF1)	Predominantly 1-2 storeys. 3 storey development may be appropriate in locations where this does not dominate the streetscape and away from corners. Roofs should be predominantly pitched, hipped, gambrel and mansard roofs. Flat roofed buildings may be appropriate for commercial or mixed-used development, or small apartment buildings, with careful design in relation to the site context.
Cycle and car parking (see also SM4 and SM5)	Cycle and car parking and storage must be provided on-plot. Avoid extensive front curtilage parking.
Servicing (see also SM6 and BD7)	Refuse storage to be provided within building envelope or well-integrated into the design of front gardens/yards.
Street elevation design (see also CI4 , BD1)	Elevations should have relatively simple detailing and use of materials, well-proportioned openings and provide natural overlooking of the public realm.
Boundary treatments (see also BD9)	Front boundary treatments should be low brick or flint walls, open timber picket or post-and-rail fencing, metal railings or native hedging – all below 1m high. Where side or rear gardens or yards abut the street, they should be bounded by solid walls to 2m, in high quality materials e.g. brick or flint, or by hedging. Close boarded fencing to exposed side or rear boundaries is not acceptable.
Building design and materials (see also CI4)	External facades should be high quality masonry such as brick or flint, traditional lime render or painted brick in colours drawn from the local palette, or timber weatherboarding. Metal cladding can be appropriate in small areas. Visible pitched roofs should be slate, good quality plain or pan tiles, zinc or other standing seam roofing. Other materials can be appropriate if clearly justified by the architectural concept.

<p>Landscape design and materials (see also CC7, CC8, PS1-5)</p>	<p>Landscape design should incorporate SuDS features and all parking areas should use permeable paving.</p> <p>New gardens, and parking areas servicing commercial development, should include trees.</p> <p>Front gardens should be mostly soft landscaped, with limited paved surfaces. Where existing front gardens are proposed for conversion to parking, this is only appropriate when the majority of the garden will remain soft landscaped and there will be no loss of trees.</p> <p>Bound or unbound gravel surfacing to parking areas and private lanes/ alleyways is preferable to block paving.</p>
<p>Other</p>	<p>Maintain and enhance the character of the Conservation Areas in line with the Conservation Area Appraisals.</p>

5.11 Plotlands

Great Yarmouth includes a number of 'plotland' developments which originally grew up on marginal land in mostly seafront locations. Many are now threatened by coastal erosion and/or sea level rise but some remain well-loved and distinctive neighbourhoods with an unusual pattern and character. Some plotland areas now lie within coastal change management areas. Development proposals within this area type are typically small-scale infill development, on-plot replacement dwellings, extensions and alterations.

Area type characteristics:

- Distinctive typology of strongly gridded or geometric street and plot layout containing unique and varied self-build homes
- Typically low-density although some have a medium-density character due to small garden sizes.
- Access lanes are often unsurfaced, with informal, low-level boundary treatments
- Homes are typically chalet-style with gabled roofs to the street, with no repetition of house types along a street or within a plotlands area, due to the self-built nature of the original development. Homes are typically set back from the street or access lane and many have porches.
- Homes are all 1-2 storeys with few 3 storey homes.



Fig. 72. Photographs of plotlands at Scratby.

Design requirements:

Maximum / minimum densities / plot ratios (see also BF3)	Minimum 30 dwellings per hectare. Plot ratios for mixed-use development of 1 or over.
Development pattern (see also BF1 , BF2 and BF4)	Gridded street and plot pattern of detached homes on relatively small sized plots
Building line (see also BF2)	Buildings should be set back from the street and vary no more than 1m from the frontage line of neighbouring buildings.
Height and massing (see also BF1)	Predominantly 1-2 storeys. 3 storey development may be appropriate in locations where this does not dominate the streetscape and away from corners. Predominantly chalet-style forms with gabled roofs to the street, but a wide variety of building forms is encouraged. Uniformity of building design must be avoided, where a group of new homes or buildings is proposed.
Cycle and car parking (see also SM4 and SM5)	Cycle and car parking and storage must be provided on-plot.
Servicing (see also SM6 and BD7)	Refuse storage to be provided within front gardens/yards.
Street elevation design (see also CI4 , BD1)	Varied and individual design approaches are encouraged.
Boundary treatments (see also BD9)	Front boundary treatments should be low brick or flint walls, open timber picket or post-and-rail fencing, metal railings or native hedging – all below 1m high. Where side or rear gardens or yards abut the street, they should be bounded by hedging, post-and-rail fencing, or solid walls to 2m, in high quality materials e.g. brick or flint. Close boarded fencing to exposed side or rear boundaries is not acceptable.
Building design and materials (see also CI4)	Varied materials are acceptable and encouraged.

<p>Landscape design and materials (see also CC7, CC8, PS1-5)</p>	<p>Landscape design should incorporate SuDS features and all parking areas should use permeable paving.</p> <p>New gardens, and parking areas servicing commercial development, should include trees.</p> <p>Front gardens should be mostly soft landscaped, with limited paved surfaces. Where existing front gardens are proposed for conversion to parking, this is only appropriate when the majority of the garden will remain soft landscaped and there will be no loss of trees.</p> <p>Bound or unbound gravel surfacing to parking areas is preferable to block paving.</p>
<p>Other</p>	<p>Maintain and enhance the character of the Conservation Areas in line with the Conservation Area Appraisals.</p> <p>Improvements to the quality of rear alleys and publicly accessible greens/courtyards in the block interior should be sought, to regularize the layout of parking, improve safety, add tree planting and create opportunities for functional use of the public realm.</p>

6 Design requirements by development type

6.1 New housing developments

New large-scale housing developments on the outskirts of existing settlements pose specific challenges and require careful design in order to create active and characterful communities.

The borough-wide requirements of the Design Code set out how new developments should be designed in detail, including building form, materials and details. The following points capture some of the priorities for new larger developments in terms of masterplanning and integration with context.

Relationship to landscape

- New housing developments are highly visible in the landscape. Layout and design should ensure they form a positive backdrop to views and in particular that boundary treatments to the edge of developments have a rural character. Fronting new development onto access lanes around the perimeter of the site is not typical and it is preferable for rear gardens to form the while walking and cycling routes should provide permeability to the landscape beyond as well as views out from development to the rural landscape.
- The layout of new development should frame views of the open landscape beyond and link to the rural footpath network. Where possible, development should create new public rights of way that strengthen the footpath network and encourage appropriate active recreational use of the countryside.

Integration with ‘host’ community

- The layout of developments should integrate seamlessly with the network of streets and routes into the ‘host’ community and towards local destinations. These routes should be intuitive and direct, and create as much permeability for pedestrians and cyclists as possible while preventing unwanted vehicle movement.
- Layouts should site functional public open space – including play and recreational facilities - in locations where it can be easily accessed by existing and new residents. Accessible natural greenspace should also be located where it can be used by the wider community.
- Larger developments which include local services and other non-residential uses should also site these to form natural meeting points between existing and new residents, and these should be designed to be high quality landmark buildings.

Pattern of development

- Development should draw on the built and landscape character of the ‘host’ community and avoid generic layouts and house types.
- In larger developments, individual streets or sub-areas should have differentiated characters which can be achieved through the use of different approaches to layout, house designs, or variation in materials and details. The aim should be to articulate a design identity for each street or cluster, through planned and coherent design.
- In urban settings, corner buildings may often be the more prominent and taller elements in the streetscape. However, in vernacular rural settings, corner buildings

are rarely dominant and more substantial buildings typically form part of a continuous street frontage, are set back within grounds, or form a block to themselves. Corners should be carefully designed to work with the wider character of the development.

Phasing

- Phased development should ensure that green infrastructure and functional walking and cycling routes are built as early as possible in order to build in active lifestyles for new residents from the start.



Fig. 73. Examples of common issues in new estate design in Great Yarmouth.

Top left: Close boarded fencing presents an unattractive edge to the open countryside.

Top right: Lack of street trees and areas of green verge which are not designed to allow for active uses such as play, seating, recreation. Extensive blank flank walls to the public realm should be avoided.

Bottom left: A lack of planting and street trees make new development bland and lacking in a distinctive identity; streets ending in close boarded fencing at the rear of adjoining gardens is unattractive and does not create permeability for pedestrians and cyclist; visible meter boxes detract from the quality of the streetscene; yellow brick is not typical of the local area.

Bottom right: rear parking areas are not well overlooked or sympathetically landscaped, making what could be a street fronted by dwellings into a 'dead space' only used by cars. Boundary wall is good quality and could be appropriate for a short boundary treatment, but not for a long boundary onto a public route.

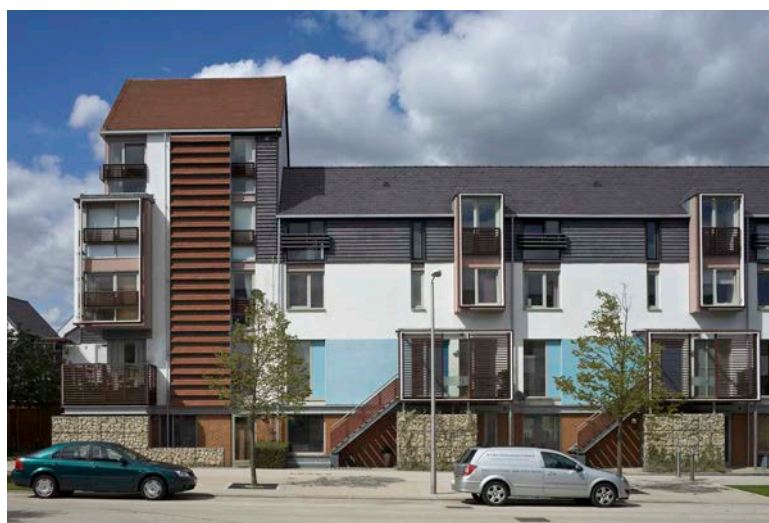


Fig. 74. Examples of successful new-build housing development.

Top left: a contemporary reinterpretation of terraced cottages enlivened by imaginative use of local materials in Peterborough.

Top right: Well-landscaped public realm with trees complements contemporary housing at Accordia, Cambridge.

Middle left: varied roofscapes make simple forms lively, and brick enclosures successfully conceal refuse storage and air source heat pumps at St Chad's Thurrock.

Middle right: single-storey homes for the elderly create an attractive square enlivened by expressive chimneys at Barking. Architect: Patel Taylor. Bottom left: traditional terraces provide a good precedent for simple town housing at Vassal Road, London. Bottom right: new housing with a lively use of materials and scale at New Hall, Harlow.

6.2 Infill development/redevelopment

Infill development and redevelopment of existing plots can make an important contribution to increasing the stock of homes in locations which already have good public transport, walking and cycling links, and can help sustain the viability of local shops and services.

The borough-wide requirements of the Design Code set out the standards that infill development should meet, and the area specific design requirements must also be followed. The following points capture some of the most important design considerations for infill development in terms of site planning and integration with context..

Making best use of land

- Infill development should take the opportunity to gently densify neighbourhoods without substantially altering their character. Creative site layouts, unit layouts and design of amenity space should be used to create backland and mews development which does not compromise the privacy and daylight/sunlight of neighbouring properties.
- Careful massing and roof form should be used to minimise the visual bulk of proposals. Daylight and sunlight modelling should be used at an early stage to inform the design and layout.

Relationship to adjacent properties and local character

- Building lines, external materials and the approach to boundary treatments must strictly follow the requirements set out for the character area. Adjacent properties may not form a suitable precedent if they are not of good quality design.
- Infill development is an opportunity to enhance and increase the distinctive character of a neighbourhood. Generic design approaches should be avoided and care taken to create elevations that are well-detailed, use durable and high quality materials, and complement the best examples from the wider area.

Landscaping

- The requirement to provide adequate parking can lead to sterile front curtilage areas in front of infill development. Front curtilage parking must include green features such as substantial trees, planting, and green roofs or climbing plants on carports and cycle shelters.
- Landscaping must maximise the use of SuDS features throughout. Permeable surfacing is expected for all on-plot parking.



Fig. 75. Examples of infill development where new development reinforces the scale, setback and active frontage of the street with parking provided to the rear, although choice of brick does not reflect the local material palette.

6.3 New industrial, commercial and retail development

Industrial, commercial and retail development in out-of-town locations can fulfil important functions but rarely contributes positively to the character of the local area.

The borough-wide requirements of the Design Code set out design standards which apply to all forms of development. The following points capture some of the most important design considerations for out-of-town commercial development in terms of site planning and integration with context.

Site planning:

- Non-residential development should also follow sound masterplan principles and create a legible layout of streets and movement routes with a clear relationship to the active frontages of buildings. A perimeter block approach will typically be more successful in creating a sense of safety, enclosure and legibility than isolated buildings within parking.

Landscape design:

- Non-residential development generates a large car parking requirement and this must be designed to maximise the greening and SuDS opportunities. Tree planting should specify species that will grow to provide substantial canopy shade and be climate-resilient; permeable paving should be used; and all opportunities for introducing planting and biodiversity must be taken.
- Boundary treatments of non-residential development should use greening, such as climbing plants, to soften the visual impact of security fencing and to increase biodiversity on the site.
- External lighting should be very carefully designed to limit light pollution while ensuring a safe and attractive environment at night.

6.4 Development in the rural area

A wide range of development takes place within the rural area, ranging from agricultural structures; farm diversification; business units; tourism; agricultural-to-residential conversions; and reuse of historic and listed buildings. While some forms of development can take place within permitted development rights, others require full planning permission, listed building consent or other consents.

The landscape of Great Yarmouth is open and relatively flat, so buildings and settlements are visible from long distances and even those of relatively modest scale form landmarks. The impact of rural development can substantially alter the landscape character.

The borough-wide requirements of the Design Code apply to development within the rural area and the following points capture some of the priorities in terms of integration with context.

Landscape setting:

- Long-range views must be considered and visualisations of proposals in context from publicly accessible viewpoints in the wider area submitted.
- Boundary treatments, and the incursion of domestic curtilages into the countryside, are highly visible due to the character of the local landscape. Soft boundary treatments such as timber post and rail fencing, native hedging and including tree planting where possible, should be used and close boarded fencing is not acceptable.

Building design and materials:

- Rural development should carefully consider materials, form and massing to maintain an agricultural and farmstead design language. Simple pitched-roof building forms are preferred.
- Materials should be predominantly good quality brick, flint or stone; timber weatherboarding; or profiled metal cladding in natural and darker tones. Light coloured materials are highly visible against the landscape and should be used with care.

Landscape design:

- Car parking areas can be highly visible within the rural area due to the long views. Parking areas must be very well landscaped and include trees which will, when mature, provide excellent canopy cover and shade.
- External lighting should be very carefully designed to limit light pollution while ensuring a safe and attractive environment at night.



Fig. 76. Left: Harsh boundary treatments to isolated homes would be better designed as soft hedges or post and rail fencing, or low height wall. Right: new home in Lincolnshire is unobtrusive in the landscape and has low boundary wall. Architect: Caruso St John.

6.5 Holiday Parks

Holiday park development forms an important part of the local economy. However these areas are typically situated close to significant natural landscape locations, therefore issues with these areas are primarily around boundary treatments to surrounding context and landscape.

The borough-wide requirements of the Design Code apply equally to holiday park development and the following points capture some of the priorities in terms of masterplanning and integration with context.

Landscape setting:

- Mitigate opportunities for recreational disturbance to natural wildlife/landscape locations through the design of the movement network/connection to green spaces as well as provision of suitable alternative natural green spaces for recreation.
- Ensure boundary treatments create a positive and attractive frontage to streets and to the countryside. Close boarded fencing is not appropriate. Static caravans and lodges must be well-screened from public view points and the view from neighbouring homes and rights of way should be enhanced by extensive on-site landscaping
- External lighting should be very carefully designed to limit light pollution while ensuring a safe and attractive environment at night.



Fig. 77. Examples of different boundary treatments to holiday parks.

Top left: the timber fence is less obtrusive than a tall close-boarded fence, but does not help to soften the boundary as the hedge does.

Top right: some holiday parks work well without a secure boundary treatment.

Bottom: due to the wide flat landscapes, holiday parks can be seen from long distances even though they are generally only single storey. Tree planting of large-scale trees would help to soften and screen the visual impact

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48	Salamanca Farm	A Squared
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Great Yarmouth Borough-Wide Design Code

SUPPLEMENTARY PLANNING DOCUMENT (SPD)

Consultation Statement

July 2023



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1. Introduction

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

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

The Great Yarmouth Borough-Wide Design Code was subject to continuous ‘informal’ consultation throughout the preparation of the draft supplementary planning document between September 2022 and May 2023.

In accordance with the Council’s adopted Statement of Community Involvement (SCI) the Council targeted specific groups and stakeholders involved with, and a vested interest in, the development of the built environment in the borough. This involved holding meetings and workshops with external stakeholders across the following dates to shape the code’s core principles and detailed design guidance:

- Developer and Agents Forum – 14 October 2022
- Active Norfolk – 22 November 2022
- Natural England – 25 November 2022
- Parish Councils Workshop– 28 November 2022
- Great Yarmouth Civic Society – 29 November 2022
- Historic England – 1 December 2022
- Developer and Agents Workshop – 31 January 2023
- Norfolk County Council (Highways, LLFA, Natural Environment Team) – 27 February 2023

The different workshops elicited a wide range of views and design considerations. These have been summarised, together with how they have been addressed in the production of the Draft SPD, in Appendix 1.

The preparation of the Great Yarmouth Borough-Wide Design Code SPD was also guided through a regular design code ‘steering group’ in partnership with officers from the Council’s planning and conservation department, the Highways Authority, Lead Local Flood Authority and Historic England.

2. Summary of main issues raised and how they have been addressed

This section summarises the main issues raised at each external meeting/workshop, setting out how they have been taken into account in the production of the Draft SPD.

Developer and Agents Forum – 14 October 2022

Summary of main issues raised

- Design Code should be tested for viability.
- Highways (NCC) is the main barrier to raising design quality – causing delays and demanding poor design solutions such as wide radius corners, footway crossings not on desire lines.
- Adoption of trees, SuDS, on-street parking is a challenge leading to too many parking courts.
- Difficult to find consultants with good skills in integrating SuDS, highways requirements and biodiversity.
- Welcome NDSS as standard but room sizes should not be specified as too much detail.
- Rear garden dimensions should be carefully considered so they are deliverable and compatible with density assumptions.

How issues have been addressed

- Discussions have been held with NCC Highways and the LLFA regarding design of highways and SuDS features – their feedback has been incorporated into the draft Design Code.
- NDSS and garden size guidance is included in the Design Code.
- Viability testing in detail is outside scope but the code follows best practice from elsewhere.

Active Norfolk Meeting – 22 November 2022

Summary of main issues raised

- Healthy Streets awareness should be raised.
- Design should prioritise the prevention of poor infrastructure (e.g. layouts not conducive to active lifestyles) rather than looking to compensate with activity equipment.
- Concern around the viability of development being an excuse for good quality design being avoided.
- Briefing on demographic and health inequalities within the borough given, highlighting that seafronts are not always used by residents, some of whom have never been to the beach despite living close by.
- References given to various sources of guidance produced by Active Norfolk and other related bodies.
- Desire for impactful measures not generic guidance.

How issues have been addressed

- All the main issues raised have been incorporated into the Design Code.
- Some matters raised are outside the scope of the Design Code – it is not possible to stipulate extremely detailed requirements or specific measures to be included within sites.

Natural England Meeting – 25 November 2022

Summary of main Issues Raised

- Importance of connecting people with nature for mental health.
- Design code should highlight opportunities for multi-functional green spaces and greening of building fabric e.g. roofs, walls.
- Reference new Green Infrastructure standards to be published by Natural England in January.
- Blue as well as green infrastructure to be considered.
- Trees guidance in the design code should emphasise importance of right tree for the climate, location, scale etc.
- Recreational disturbance of natural greenspace near holiday parks is a concern, design code should highlight requirement to control this and provide suitable alternative natural greenspace.
- Disturbance is generally an issue from new development.
- Importance of linking and joining up habitats.
- Phased developments should consider what happens to land allocated for future phases as an 'interim' habitat.

How the issues have been addressed

- All the issues raised have been incorporated into the draft Design Code.

Parish Council Workshop – 28 November 2022

Summary of main issues raised

- Accessibility and connectivity of footpaths should be highlighted – connecting together rather than dead-ends.
- Concern around design of extensions and garage conversions which lead to parking on-street or on pavements.
- Concern generally around pavement and antisocial parking.
- Electric car charging should be included.
- Highways issues.
- A number of matters raised about specific developments that have already been constructed in terms of poor practice and design.

How the issues have been addressed

- All matters raised have been addressed in the Design Code, apart from matters falling within permitted development which is out of scope.

Great Yarmouth Civic Society Meeting – 29 November 2022

Summary of main issues raised

- Concern around town wall setting.
- Concern that historic town centre has been ruined by shopping centre developments.
- Issues with viability leading to poor quality or lack of development/redevelopment of sites.
- Local list of non-designated assets currently in discussion with Council.
- More trees should be planted.
- Concern around size of homes in new developments being too small.

- A number of specific heritage assets raised as issues.
- Would like to see Design Code address over-cladding and over-rendering of older and original features.
- Would like to see developers base designs off 'true' historical references rather than newer examples that are not in fact related to the local vernacular.
- Concerns around maintenance of features e.g. decorative wooden fascias that are not repainted.

How the issues have been addressed

- Main issues raised have been addressed in Design Code development.
- Some site-specific comments not addressed as these fall into the development briefs and SPDs for regeneration sites.

Historic England Meeting– 1 December 2022

Summary of main Issues Raised

- Importance of highlighting below ground archaeology not just above ground heritage.
- Town centre intensification should be achieved and would welcome a modern reinterpretation of the 'Row' typology within Great Yarmouth town centre as part of redevelopment of vacant land/car parks.
- Design guidance should reference Historic England guidance.
- Design guidance should be practical and plain English.
- Good practice case studies suggested.
- Would like to see a good evidence base for characterisation. Concerned that Conservation Area Appraisals are not published or adopted.
- Would like to see design coding for roof form and height.
- Feel colour guidance would be too prescriptive.

How issues have been addressed

- All the main issues have been incorporated into the Design Code where within scope.
- Evidence base for characterisation has taken a proportionate approach within available resources and Conservation Area Appraisal reviews or adoption are not within scope of the Design Code.

Developer and Agents Workshop – 31 January 2023

Summary of main issues raised

- Interpretation of highways guidance is sometimes contradictory and inconsistent.
- The 'market' wants homes in cul-de-sacs not a more networked street pattern.
- Neighbour disputes can arise from shared parking areas.
- Choice and availability of materials is an issue when attempting to reflect local materials and vernacular.
- Welcome using NDSS as the space standard.
- Rigid guidance on back to back distances/overlooking would be problematic to implement.
- Standards for amenity space should take account of proximity of good quality public open space.
- Lower design speeds accepted by Highways authority would assist in producing better design.

- Adoption of SuDS and street trees is a barrier to including them in schemes.
- Would like to have lower parking ratios but Highways authority will not accept that walking and cycling can be used instead of the car.
- Future Homes Standards should be met.
- Residents like close boarded fencing.
- Would like to see mandatory energy efficiency and low/zero carbon technology standards.

How the issues have been addressed

- Issues raised have been addressed in development of the design code.
- Some matters raised have been balanced against wider design considerations.
- Guidance has been developed to address concerns around over-prescriptive approach, and aims to allow alternative approaches to be taken while giving clear guidance on acceptable design solutions.

Norfolk County Council Meeting (Highways, LLFA & Natural Environment Team) – 27 February 2023

Summary of main issues raised

- Species for trees should not be too narrow a list as this leads to over-reliance on a few species – poor biodiversity and lack of identity
- TDAG guidance should be referenced.
- Conflicts between paved areas, overground and underground utilities etc should be considered when planting street trees.
- Trees and SuDS can be adopted if appropriately designed.
- Primary streets should have SuDS both sides.
- Road safety with trees needs to be addressed.
- The 'Homezone' term is problematic and will not be supported in formal terms i.e. through TRO. However shared multi-functional living streets is supported in principle.
- Further feedback and guidance will be supplied by email.

How the issues have been addressed

- Matters raised have been addressed in the development of the Design Code.
- Further advice on species has been incorporated.

Great Yarmouth Borough-Wide Design Code

SUPPLEMENTARY PLANNING DOCUMENT (SPD)

Strategic Environmental Assessment (SEA)

Screening Report

July 2023



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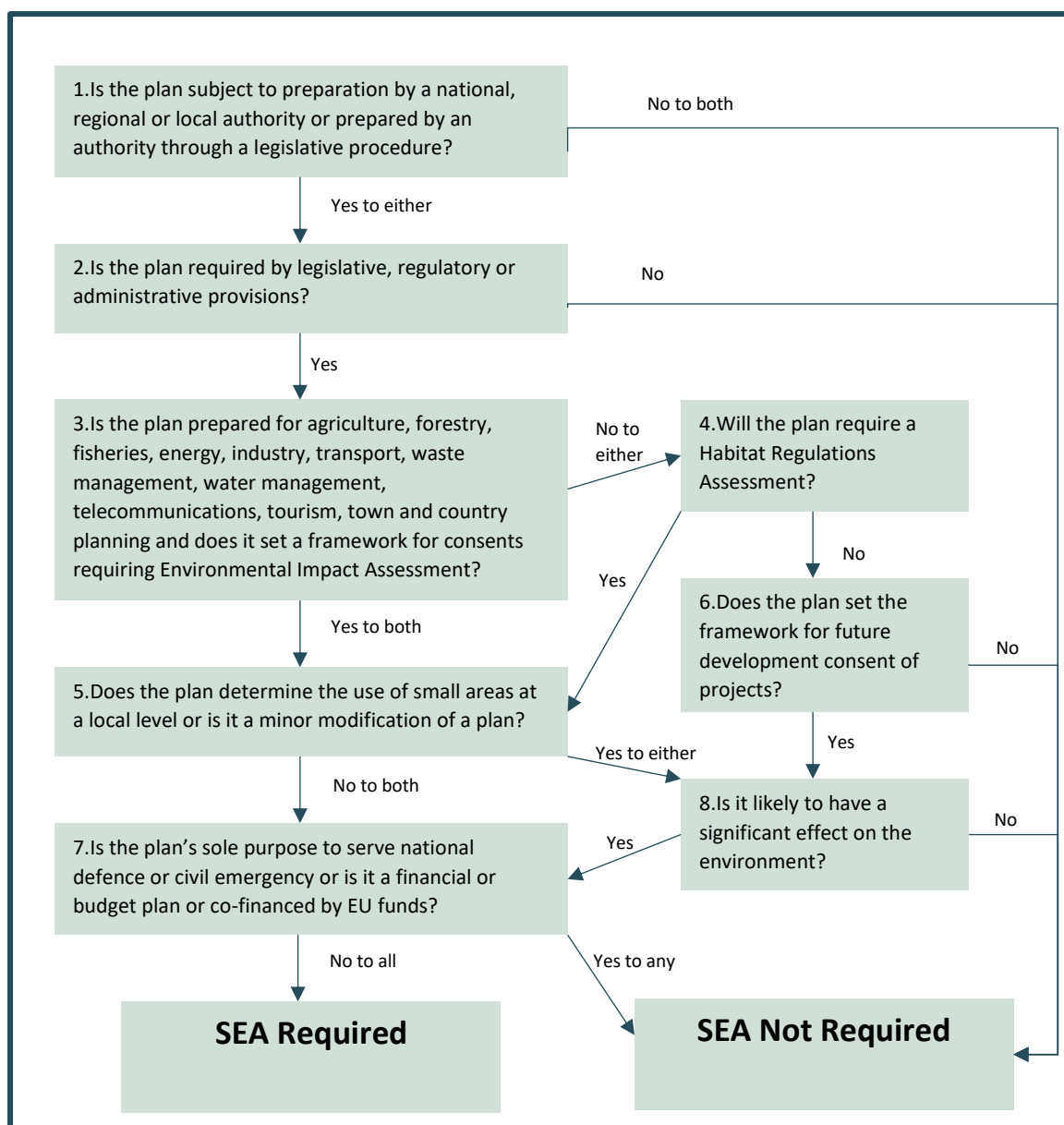
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1. Introduction

- 1.1 The Environmental Assessment of Plans and Programmes Regulations (2004) requires plans (including Supplementary Planning Documents) which are likely to have an effect on the environment to be subject to a Strategic Environmental Assessment (SEA).
- 1.2 In some circumstances a Supplementary Planning Document (SPD) could have significant environmental effects and may fall within the scope of the regulations and so require Strategic Environmental Assessment.
- 1.3 This screening report is designed to test whether or not the contents of the Great Yarmouth Borough-Wide Design Code SPD requires a full Strategic Environmental Assessment. The Screening Report is subject to consultation alongside the final draft SPD.
- 1.4 The screening assessment is presented in two parts. The first part assesses whether the SPD constitutes a ‘plan or programme’ that requires SEA under the Regulations (see Figure 1). The second part of the assessment considers whether the SPD is likely to have a significant effect upon the environment (Stage 8, in Figure 1), using criteria drawn from Schedule 1 of the Regulations. Schedule 1 of the Regulations sets out the following criterion for considering likely significant effects:

1. The characteristics of plans and programmes, having regard, in particular, to:
 - a. the degree to which the plan or programme sets a framework for projects and other activities, either with regard to the location, nature, size and operating conditions or by allocating resources;
 - b. the degree to which the plan or programme influences other plans and programmes including those in a hierarchy;
 - c. the relevance of the plan or programme for the integration of environmental considerations in particular with a view to promoting sustainable development;
 - d. environmental problems relevant to the plan or programme; and
 - e. the relevance of the plan or programme for the implementation of Community legislation on the environment (for example, plans and programmes linked to waste management or water protection).
2. Characteristics of the effects and of the area likely to be affected, having regard, in particular, to—
 - a. the probability, duration, frequency and reversibility of the effects;
 - b. the cumulative nature of the effects;
 - c. the transboundary nature of the effects;
 - d. the risks to human health or the environment (for example, due to accidents);
 - e. the magnitude and spatial extent of the effects (geographical area and size of the population likely to be affected);
 - f. the value and vulnerability of the area likely to be affected due to—
 - i. special natural characteristics or cultural heritage;
 - ii. exceeded environmental quality standards or limit values; or
 - iii. intensive land-use; and
 - g. the effects on areas or landscapes which have a recognised national, Community or international protection status.

Figure 1 - Application of SEA to plans



2. Screening Assessment

2.1 Table 1 below outlines the responses to the questions posed in Figure 1 in relation to the Great Yarmouth Borough-Wide Design Code SPD.

Table 1 - SEA Criterion Screening

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

SEA Criterion	Yes/No	Explanation
prepared by an authority for adoption through a legislative procedure by Parliament or Government? (Article 2(a))		GO TO STAGE 2
2. Is the SPD required by legislative, regulatory or administrative provisions? (Article 2(a))	Yes	The SPD is not a requirement and is optional under the provisions of the Town and Country Planning Act and the regulations. However, if adopted its guidance will supplement and help implement Local Plan policies. GO TO STAGE 3
3. Is the SPD prepared for agriculture, forestry, fisheries, energy, industry, transport, waste management, water management, telecommunications, tourism, town and country planning or land use AND does it set a framework for future development consent of projects in Annexes I and II of the EIA Directive? (Article 3.2 (a))	Yes No	The SPD has been prepared for the purposes of town and country planning. It supports the Great Yarmouth Local Plan and will be a material consideration in the determination of relevant planning applications. The SPD only provides detailed design guidance to help support and implement the Strategic Objectives of the Local Plan where this concerns achieving high quality design. This includes supporting the implementation of policies CS1, CS4, CS9, CS10, CS11, CS12, CS13, CS16, CS17, CS18 of the Local Plan Part 1 (Core Strategy) and policies GSP6, GSP7, GY1, GY2, GY3, GY4, GY5, GY6, GY7, GY10, A1, A2, H3, H4, H8, H9, H10, H11, B1, L1, L2, E4, E5, E6, E7, I1 of the Local Plan Part 2. The Local Plan provides the main framework for future development consent of project which may require Environmental Impact Assessment. GO TO STAGE 4
4. Will the SPD, in view of its likely effect on sites, require an assessment under Article 6 or 7 of the Habitats Directive? (Article 3 (2)(b))	No	This has been screened separately. See the Habitat Regulations Assessment (HRA) Screening Report of the SPD. GO TO STAGE 6
5. Does the SPD determine the use of small areas at local level OR	N/A	N/A

SEA Criterion	Yes/No	Explanation
is it a minor modification of a plan or programme (Article 3 (3))		
6. Does the SPD set the framework for future development consent of projects (not just projects in Annexes to the EIA Directive)? (Article 3(4))	N/A	The SPD will be a material consideration in the determination of planning applications for development within the local planning authority area. GO TO STAGE 8
7. Is the SPDs sole purpose to serve national defence or civil emergency OR is it co-financed by structural funds or EAGGF programmes 2000 to 2006/7 OR Is it a financial or budget PP? (Article 3.8-3.9)	N/A	N/A
8. Is the SPD likely to have a significant effect on the environment? (Article(3.5))	No	See the following section summarising the reasoning / justification for this decision.
Conclusion The Regulations do not require a SEA for the Great Yarmouth Borough-Wide Design Code SPD.		

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

Criteria for determining Likely Significant Effect (Schedule 1)	Assessment
1. The characteristics of plans and programmes, having regard, in particular, to:	
(a) the degree to which the plan or programme sets a framework for projects and other activities, either with regard to the location, nature, size and operating conditions or by allocating resources;	<p>The SPD, once adopted, would be a material consideration in the determination of planning applications for development within the local planning authority area of Great Yarmouth.</p> <p>The overarching design framework is set by the Local Plan, and as such will provide the direct detail for future development. The SPD does not allocate resources, but helps to guide the design of local developments that are localised</p>

	in nature with the promotion of healthy environments.
(b) the degree to which the plan or programme influences other plans and programmes including those in a hierarchy;	The SPD conforms with the NPPF, NPPG, and provides more detailed guidance in relation to the design policies in the Great Yarmouth Local Plan Core Strategy and LPP2. Whilst there are other SPDs that cover other localised design guidance, this SPD is intended to sit alongside and complement them. Therefore, it will not significantly influence other plans or programmes.
(c) the relevance of the plan or programme for the integration of environmental considerations in particular with a view to promoting sustainable development;	The SPD encourages enhancement and preservation of the environment, with an emphasis on green infrastructure, addressing climate change and use of efficient energy and materials. It also strongly encourages sustainable place development in line with the NPPF to prevent needless waste and increase sustainable patterns of movement. The SPD therefore supports sustainable development.
(d) environmental problems relevant to the plan or programme;	One of borough's key environmental problems is flood risk, which the SPD helps to address by encouraging sustainable development for future flood resilience and to help implement SUDs into developments. The SPD also considers the future impact of climate change and promotes more sustainable patterns of movements across the borough, reducing increases in carbon and greenhouse gas emissions.
(e) the relevance of the plan or programme for the implementation of Community legislation on the environment (for example, plans and programmes linked to waste management or water protection).	No impact. The SPD is not directly relevant to the implementation of European legislation.
2. Characteristics of the effects and of the area likely to be affected, having regard, in particular, to:	
(a) the probability, duration, frequency and reversibility of the effects;	The SPD aims to encourage high quality design development. Development will therefore be expected to follow the Design Code to be appropriately designed, considering impacts on amenity, character, environment, heritage etc. This will result in positive effects across the built and natural environment.
(b) the cumulative nature of the effects;	The SPD conforms to related strategic policies and it is intended that the effects will have a positive cumulative benefit for the borough.
(c) the transboundary nature of the effects;	No impacts. No transboundary effects (i.e. no other EU Member States) are anticipated.

(d) the risks to human health or the environment (for example, due to accidents);	It is not considered that the SPD would present a risk to human health. The SPD is expected to have a positive impact by promoting and maintaining green infrastructure, place attachment, wellbeing and increasing adaptation to climate change.
(e) the magnitude and spatial extent of the effects (geographical area and size of the population likely to be affected);	The magnitude and spatial extent of any effects is not expected to be significant because of the localised nature. The effects of the SPD will be at the borough-wide scale and lower.
(f) the value and vulnerability of the area likely to be affected due to— (i) special natural characteristics or cultural heritage; (ii) exceeded environmental quality standards or limit values; or (iii) intensive land-use.	Sites are assessed against relevant local plan policies. The SPD will not set policy related to specific land use and will not influence the principle of development, but instead will be a guide to developers for infrastructure and design techniques. This includes preserving cultural heritage.
(g) the effects on areas or landscapes which have a recognised national, Community or international protection status.	The SPD will help to harmonise new development where these potentially interface with the Broads Executive Area.

3. Conclusions

- 3.1 The Great Yarmouth Borough-Wide Design Code Supplementary Planning Document (SPD) is in accordance with the Council's Local Plan Core Strategy and LPP2 which have been subject to a full Strategic Environmental Assessment. The SPD sets out flexible and practical guidance to help shape placemaking across the borough. The design code has potential to provide multiple benefits such as encouraging the preservation and enhancement of the built and natural environments, as well as improving the health and well-being of communities.
- 3.2 Given the above the SPD will not have any significant effects on the environment and therefore a full Strategic Environmental Assessment is not required.

Great Yarmouth Borough-Wide Design Code

SUPPLEMENTARY PLANNING DOCUMENT (SPD)

Habitat Regulations Assessment (HRA) Screening Report

July 2023



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1. Introduction

- 1.1 The Conservation of Habitats and Species Regulations 2017 provide protection for sites that are of exceptional importance in respect of rare, endangered or vulnerable natural habitats and species. The network consists of Special Areas of Conservation (SACs) and Special Protection Areas (SPAs). Both types can also be referred to as European Sites. The National Planning Policy Framework (NPPF) also states that Ramsar sites should be afforded the same level of protection as the European sites.
- 1.2 The requirement to undertake Habitats Regulation Assessment (HRA) of plans and projects is set out in the Conservation of Habitats and Species Regulations (2017) (as amended).
- 1.3 Regulation 105 of the Conservation of Habitats and Species Regulations (2017) states: *‘Where a land use plan: (a) Is likely to have a significant effect on a European site or a European offshore marine site (either alone or in combination with other plans or projects), and (b) Is not directly connected with or necessary to the management of the site, the plan-making authority for that plan must, before the plan is given effect, make an appropriate assessment of the implications for the site in view of that site’s conservation objectives.’*
- 1.4 The HRA is therefore undertaken in stages and should conclude whether or not a plan would adversely affect the integrity of any sites.
- 1.5 The first stage is to assess whether a plan is likely to have a significant effect on a designated site. This needs to take account of the likely impacts in combination with other relevant plans and projects. This assessment should be made using the precautionary principle and cannot take into account mitigatory measures. If a likely significant effect is identified, an appropriate assessment of those likely effects is then necessary.
- 1.6 This report comprises the first stage of the Habitat Regulations Assessment for the Great Yarmouth Borough-Wide Design Code Supplementary Planning Document (SPD) and screens whether the document is likely to result in a significant effect on the integrity of designated sites.
- 1.7 The Great Yarmouth Borough-Wide Design Code SPD is a tool to help shape placemaking in the borough and will apply to all scales and forms of development within the borough (aside from areas which the Broads Authority is the Local Planning Authority), including householder applications, small sites, major developments, and regeneration sites. The SPD does not establish the principle of development across the borough but supplements the implementation of relevant design-based policies¹ in the Local Plan Part 1 Core Strategy (Adopted 2015) and Local Plan Part 2 (Adopted 2021) which have already been subject to Habitats Regulations Assessment.

2. Protected sites covered by this report

- 2.1 The protected sites considered in this report includes all the sites considered within the Habitat Regulations Assessment for the Local Plan Part 1 Core Strategy and Local Plan Part 2. This used a starting point of looking at sites within a 20km buffer of the Borough Council’s

¹ These include policies CS1, CS4, CS9, CS10, CS11, CS12, CS13, CS16, CS17, CS18, GSP6, GSP7, GY2, GY3, GY4, GY5, GY6, GY7, GY10, A1, A2, H3, H4, H8, H9, H10, H11, B1, L1, L2, E4, E5, E6, E7 and I1.

administrative boundary. The following sites within this buffer area were discounted, due to distance and a lack of an impact pathway:

- Haisborough, Hammond and Winterton SAC (marine)
- Paston Great Barn SAC
- Outer Thames Estuary SPA (marine)
- Benacre to Easton Bavents SAC/SPA

2.2 Given that this Supplementary Planning Document seeks to support the implementation of the Local Plan Part 1 Core Strategy and Local Plan Part 2 it is considered appropriate to exclude the above sites from this assessment too.

2.3 Therefore, the designated sites considered by this screening assessment are as follows:

- Winterton-Horsey Dunes SAC
- North Denes SPA
- Breydon Water SPA/Ramsar site
- Broadland SPA/Ramsar site
- The Broads SAC

2.4 Appendix 2 sets out more detail about the sites above including their interest features, condition and threats.

3. Other Plans and Projects

3.1 Regulation 105 of the 2017 Regulations requires consideration to be given to whether a Plan will have an effect either alone or in combination with other plans or projects.

3.2 The purpose of the Great Yarmouth Borough-Wide Design Code (SPD) is to help implement the design-based policies of the Local Plan Part 1 Core Strategy and Local Plan Part 2. Regulations dictate that a SPD must not conflict with the development plan. The Supplementary Planning Document does not diverge from the design principles set out in the Local Plan Part 1 Core Strategy or Local Plan Part 2 but provides additional detail to aid their implementation.

3.3 The Local Plan Part 1 Core Strategy and Local Plan Part 2 was subject to a Habitat Regulations Assessment which concluded there would be likely significant effects on the above sites as a result of increased recreational impact associated with new development. To mitigate this, the assessment recommended the preparation and implementation a mitigation and monitoring strategy. This has now been implemented. The strategy involves all new residential and tourist development making a financial contribution towards the mitigation proposals detailed in the strategy.

4. Assessment of likely significant effects

4.1 The table below considers each section of the guidance in the Great Yarmouth Borough-Wide Design Code Supplementary Planning Document for potential likely significant effects on the above-mentioned designated sites.

Section of SPD	Assessment of potential impact on designated sites	Designated sites which could possibly be affected	Likely significant effect identified	AA needed?
Introduction	This section provides introductory context only.	None	None	No
About Great Yarmouth Context	This section provides contextual information only.	None	None	No
Design vision for Great Yarmouth	This section consolidates a design vision for the design code which is consistent with achieving both natural and built environment objectives of the Local Plan Part 1 Core Strategy and Local Plan Part 2.	None	None	No
Borough-wide design requirements – Addressing climate change and conserving resources	This sub-section builds upon local plan policies CS1, CS9, CS12, CS13, CS16, A2 and E7. It provides detailed design guidance to help address climate change through design principles, mitigation and adaptation. No impact is considered likely.	None	None	No
Borough-wide design requirements – Context and identity	This sub-section builds upon local plan policies CS9, CS10, A2 and E5. It provides detailed design guidance to ensure developments respond to local context and strengthens local distinctiveness, setting out site analysis principles to guide an appropriate design response for development. No impact is considered likely.	None	None	No
Borough-wide design requirements – Streets, movement and parking	This sub-section builds upon local plan policies CS9, GSP7, A2, and I1. It provides detailed design guidance for developments to prioritise the needs of walking and cycling whilst minimising the impact of necessary vehicle movement. No impact is considered likely.	None	None	No

Section of SPD	Assessment of potential impact on designated sites	Designated sites which could possibly be affected	Likely significant effect identified	AA needed?
Borough-wide design requirements – Public open space, nature and water	This sub-section builds upon local plan policies CS11, GSP6, A2, H4, and E4. It provides detailed design guidance to encourage development to provide good quality access to open space, nature and water and encourage on-site biodiversity. The guidance does not undermine the need for developments to undertake Habitat Regulation Assessment where appropriate. No impact is considered likely.	None	None	No
Borough-wide design requirements – Built form	This sub-section builds upon local plan policies CS1, CS9, A1, A2, and H3. It provides detailed design guidance to encourage sites to be developed effectively and in scale with its surroundings. No impact is considered likely.	None	None	No
Borough-wide design requirements – Building design	This sub-section builds upon local plan policies CS4, CS9, A1, A2 and E6. It provides detailed design guidance for specific buildings, predominantly focused on their visual appearance and function. No impact is considered likely.	None	None	No
Area specific design requirements – Great Yarmouth, within the town walls	This sub-section provides guidance to aid the design of new development with the Great Yarmouth town centre area. It does not establish the principle of development, this being established through existing local plan policies and specifically policies GY1, GY2, GY3, GY4 and GY5. The guidance therefore expands	None	None	None

Section of SPD	Assessment of potential impact on designated sites	Designated sites which could possibly be affected	Likely significant effect identified	AA needed?
	on existing adopted policy and does not, in itself, promote additional development. No impact is considered likely.			
Area specific design requirements – Great Yarmouth seafront	This sub-section provides guidance to aid the design of new development within the Great Yarmouth seafront area. It does not establish the principle of development; this being established through existing local plan policies and specifically policies GY6 and GY7. The guidance therefore expands on existing adopted policy and does not, in itself, promote additional development. No impact is considered likely.	None	None	No
Area specific design requirements – Gorleston town centre and historic core	This sub-section provides guidance to aid the design of new development within the Gorleston town centre area. It does not establish the principle of development; this being established through existing local plan policies and specifically policy R3. The guidance therefore expands on existing adopted policy and does not, in itself, promote additional development. No impact is considered likely.	None	None	No
Area specific design requirements – Gorleston seafront	This sub-section provides guidance to aid the design of new development within the Gorleston seafront area. It does not establish the principle of development; this being established through existing local plan policies. The guidance therefore expands on existing adopted policy and does not, in itself, promote	None	None	No

Section of SPD	Assessment of potential impact on designated sites	Designated sites which could possibly be affected	Likely significant effect identified	AA needed?
	additional development. No impact is considered likely.			
Area specific design requirements – Great Yarmouth and Gorleston port and industrial areas	This sub-section provides guidance to aid the design of new development within the Great Yarmouth and Gorleston port and industrial areas. It does not establish the principle of development; this being established through existing local plan policies specifically policy GY10. The guidance therefore expands on existing adopted policy and does not, in itself, promote additional development. No impact is considered likely.	None	None	No
Area specific design requirements – Caister-on-Sea village centre	This sub-section provides guidance to aid the design of new development within the Caister-on-Sea village centre. It does not establish the principle of development; this being established through existing local plan policies specifically policy R4. The guidance therefore expands on existing adopted policy and does not, in itself, promote additional development. No impact is considered likely.	None	None	No
Area type requirements – Terraced streets and squares	This sub-section provides guidance to aid the design of new development within the borough's terraced streets and squares areas. It does not establish the principle of development; this being established through existing local plan policies. The guidance therefore expands on existing adopted policy and does not, in itself, promote	None	None	No

Section of SPD	Assessment of potential impact on designated sites	Designated sites which could possibly be affected	Likely significant effect identified	AA needed?
	additional development. No impact is considered likely.			
Area type requirements – Interwar housing estates	This sub-section provides guidance to aid the design of new development within the borough's existing interwar housing estates. It does not establish the principle of development; this being established through existing local plan policies. The guidance therefore expands on existing adopted policy and does not, in itself, promote additional development. No impact is considered likely.	None	None	No
Area type requirements – Post-war housing estates	This sub-section provides guidance to aid the design of new development within the borough's existing post-war housing estates. It does not establish the principle of development; this being established through existing local plan policies. The guidance therefore expands on existing adopted policy and does not, in itself, promote additional development. No impact is considered likely.	None	None	No
Area type requirements – Historic village centres	This sub-section provides guidance to aid the design of new development within the borough's existing historic villages. It does not establish the principle of development; this being established through existing local plan policies and specifically policy R5. The guidance therefore expands on existing adopted policy and does not, in itself, promote additional development. No impact is considered likely.	None	None	No

Section of SPD	Assessment of potential impact on designated sites	Designated sites which could possibly be affected	Likely significant effect identified	AA needed?
Area type requirements – Plotlands	This sub-section provides guidance to aid the design of new development within the borough's existing plotland areas. It does not establish the principle of development; this being established through existing local plan policies. The guidance therefore expands on existing adopted policy and does not, in itself, promote additional development. No impact is considered likely.	None	None	No
Design requirements by development type – New housing developments	This sub-section provides detailed design guidance for new developments permitted within the borough. It does not establish the principle of development; this being established through existing local plan policies. The guidance therefore expands on existing adopted policy and does not, in itself, promote additional development. No impact is considered likely.	None	None	No
Design requirements by development type – Infill development/redevelopment	This sub-section provides detailed design guidance for infill development / redevelopment permitted within the borough. It does not establish the principle of development; this being established through existing local plan policies. The guidance therefore expands on existing adopted policy and does not, in itself, promote additional development. No impact is considered likely.	None	None	No
Design requirements by	This sub-section provides detailed design guidance for new industrial, commercial	None	None	No

Section of SPD	Assessment of potential impact on designated sites	Designated sites which could possibly be affected	Likely significant effect identified	AA needed?
development type – New industrial, commercial and retail development	and retail development permitted within the borough. It does not establish the principle of development; this being established through existing local plan policies. The guidance therefore expands on existing adopted policy and does not, in itself, promote additional development. No impact is considered likely.			
Design requirements by development type – Development in the rural area	This sub-section provides detailed design guidance for development in the rural area of the borough. It does not establish the principle of development; this being established through existing local plan policies. The guidance therefore expands on existing adopted policy and does not, in itself, promote additional development. No impact is considered likely.	None	None	No
Design requirements by development type – Holiday parks	This sub-section provides detailed design guidance for holiday park development in the borough. It does not establish the principle of development; this being established through existing local plan policies. The guidance therefore expands on existing adopted policy and does not, in itself, promote additional development. No impact is considered likely.	None	None	No

5. Conclusions

- 5.1 The Great Yarmouth Borough-Wide Design Code Supplementary Planning Document (SPD) sets out flexible and practical guidance to help shape placemaking across the borough. The

SPD does not promote or support new development in addition or different to that which is already supported through existing policies in the Local Plan Part 1 Core Strategy and Local Plan Part 2. Rather, it provides detailed design guidance on how development should come forward in terms of layout, design, protection and enhancement of the natural, built and historic environment, and improving the health and well-being of communities. As such no likely significant effects on internationally designated habitat sites are considered to arise from the SPD as drafted alone or in combination with any other plans or strategies. The SPD has therefore been ‘screened out’ and no appropriate assessment is required.

Appendix 1: Sources of background information

Great Yarmouth Consolidated Local Plan (Local Plan Part 1 Core Strategy – Adopted 2015, Local Plan Part 2 – Adopted 2021) -

<https://storymaps.arcgis.com/stories/fa64b44d16b74a6b9173280f373c4b80>

Appendix 2: Designated Sites Considered

The table below provides details on the designated sites considered as part of this screening assessment. The table is adapted from the Habitats Regulations Assessment of the Great Yarmouth Local Plan Part 2 (Footprint Ecology, 2020).

Site	Reason for designation, trends in key species (where known)	Condition	Threats and Reasons for adverse condition	Notes / other issues
The Broads SAC, Broadlands SPA/Ramsar	Hard oligo-mesotrophic waters with Charophytes, natural eutrophic lakes with <i>Magnopotamium</i> or <i>Hydrocharition</i> type vegetation, transition mires and quaking bogs, calcareous fens with <i>Cladium mariscus</i> and species of the <i>Caracion daravallianae</i> , alkaline fens and alluvial forests with <i>Alnus glutinosus</i> and <i>Fraxinus excelsior</i> , <i>Molinia</i> meadows on calcareous, peaty or clayey-silt-laden soils. Desmoulin's whorl snail <i>Vertigo moulinsiana</i> , otter <i>Lutra lutra</i> and fen orchid <i>Liparis loeselii</i> . Breeding bittern and marsh harrier (both increasing), wintering hen harrier, Bewick's and whooper swan (no trends available) and wigeon (stable) shoveler (declining) and gadwall (stable).		Management neglect and succession, water abstraction, drainage, sea level rise and saline incursions. Sewage discharges and agricultural runoff. Tourism and recreation	Calcareous fens in support Annex II fen orchid <i>Liparis loeselii</i>

Site	Reason for designation, trends in key species (where known)	Condition	Threats and Reasons for adverse condition	Notes / other issues
Relevant component SSSIs				
Burgh Common & Muckfleet Marshes	Floristically-rich fen meadows, tall fen vegetation and drainage dykes.	22 % favourable; 29 % unfavourable recovering; 49 % unfavourable no change.	Water pollution - agriculture/run off	Likely to be affected by upstream abstraction issues.
Hall Farm Fen, Hemsby	Floristically rich unimproved fen grassland with dykes unusual in supporting both acidic and calcareous plant communities.	100 % unfavourable no change.	Water abstraction.	Water abstraction likely to be affecting this site.
Trinity Broads	Shallow, inter-connected lakes with fringing reedswamp, wet carr woodland and fen.	29 % favourable; 36 % unfavourable recovering; 36 % unfavourable no change.	Inappropriate scrub control. Water abstraction. Water pollution - agriculture/run off. Water pollution – discharge.	
Shallam Dyke Marshes, Thurne	Grazing marsh and clearwater drainage dykes.	1 % favourable; 3 % unfavourable recovering; 79 % unfavourable no change; 17 % unfavourable declining.	Drainage, Inland flood defence works, Water pollution - agriculture/run off	
Upper Thurne Broads & Marshes	Open water and marginal reedswamp, species rich mixed and <i>Cladium</i> fen, base-poor seepage community, grazing marsh, alder carr. Marsh harrier and bittern	40 % favourable; 2 % unfavourable recovering; 47 % unfavourable no change; 11 % unfavourable declining.	Water pollution - agriculture/run off. Drainage. Inappropriate css/esa prescription. Agriculture – other. Siltation.	
Winterton-Horsey Dunes SAC, Great Yarmouth North Denes SPA	Atlantic decalcified fixed dunes (<i>Calluno-Ulicetea</i>), Humid dune slacks, Embryonic shifting dunes, Shifting dunes along shoreline with <i>Ammophila arenaria</i> . Breeding little tern (variable numbers between years).		Declines in management, water abstraction, land drainage, scrub encroachment.	
Relevant component SSSIs				
Great Yarmouth North Denes	Full successional sequence of vegetation from pioneer to mature types; foredune, mobile dune, semi-fixed dune and dry acid dune grassland, accreting ness (promontory) Largest UK breeding colony of little tern on the foreshore.	100 % favourable.		
Winterton-Horsey Dunes	An extensive dune supporting well developed dune heath, slacks and dune grassland.	30 % favourable; 56 % unfavourable	Inappropriate coastal management	

Site	Reason for designation, trends in key species (where known)	Condition	Threats and Reasons for adverse condition	Notes / other issues
	Little terns breed on the foreshore.	recovering; 14 % unfavourable no change.		
Breydon Water SPA/Ramsar	Breeding common tern <i>Sterna hirundo</i> (no trends available), wintering Bewick's swan (declining), avocet <i>Recurvirostra avosetta</i> (stable) and golden plover <i>Pluvialis apricaria</i> (stable), ruff <i>Philomachus pugnax</i> , wintering Lapwing <i>Vanellus vanellus</i> (SPA) (stable). At least 20,000 wintering waterfowl		Sea-level rise, recreational disturbance	
Relevant component SSSIs				
Breydon Water	The only intertidal flats occurring on the east coast of Norfolk attracting large numbers of wildfowl and waders on passage and during the winter months.	100 % favourable.		
Halvergate Marshes	Halvergate Marshes support wintering waterfowl including Bewick's swan, lapwing and golden plover.	32 % favourable; 44 % unfavourable recovering; 24 % unfavourable no change.	Inappropriate weed control. Inappropriate css/esa prescription. Inappropriate cutting/mowing. Water abstraction. Inappropriate ditch management	

ELT / DEVELOPMENT CONTROL COMMITTEE



URN: 23-086

Report Title : Final Draft Great Yarmouth Borough-Wide Design Code Supplementary Planning Document

Report to: Development Control Committee

Date of meeting : 12 July 2023

Responsible Officer : Kim Balls, Principal Strategic Planner

EXECUTIVE SUMMARY

To authorise public consultation on the draft Great Yarmouth Borough-Wide Design Code Supplementary Planning Document.

RECOMMENDATIONS :

That the Development Control Committee:

1. endorses the draft Great Yarmouth Borough-Wide Design Code SPD included as Appendix 1 to this report for public consultation;
2. delegates authority to the Strategic Planning Manager to make minor amendments to the consultation document prior to consultation.

1. Introduction

- 1.1. The National Planning Policy Framework sets an expectation that all local planning authorities should prepare local design guides or design codes. These are planning tools to help shape placemaking and design, setting out clear principles and standards for how development should be designed. In meeting this expectation, the Council has committed to progress a borough-wide design code within its Annual Action Plan.
- 1.2. Design codes can either form part of a development plan or be prepared as a Supplementary Planning Document (SPD) to aid greater detail and interpretation to adopted design policies within a development plan. The Great Yarmouth Borough-Wide Design Code (SPD) falls within the latter and has been under preparation since September 2022, supported by appointed design consultants HAT Projects.
- 1.3. The Town and Country Planning (Local Planning) Regulations 2012 require two stages of consultation during the preparation of a Supplementary Planning Document. Firstly, consultation is required during the initial preparation of the document to inform a draft Supplementary Planning Document. Once a draft Supplementary Planning Document has been prepared this must then be subject to further consultation prior to adoption.

- 1.4. The Great Yarmouth Borough-Wide Design Code SPD was subject to continuous ‘informal’ consultation with specific interest groups and stakeholders between September 2022 and May 2023. A consultation statement summarising issues raised and how they have been considered is attached to this report.
- 1.5. This report request the Committee’s endorsement of the second stage of consultation on the SPD. A draft of the Supplementary Planning Document which is proposed for consultation is attached to this report.

2. Great Yarmouth Borough-Wide Design Code

- 2.1. The purpose of the Great Yarmouth Borough-Wide Design Code SPD is to supplement the interpretation of existing design-based policies in the Council’s adopted Local Plan, providing greater detail and expectations for what constitutes ‘good design’ across the borough.
- 2.2. The SPD will apply to all scales and forms of development within the borough (aside from new industrial/warehousing/business development within the South Denes and Beacon Park Enterprise Zones, where separate design codes already guide such development in the existing Local Development Orders) including householder applications, small sites, major developments, and regeneration sites.
- 2.3. The SPD is structured into the following four parts:
 - **About Great Yarmouth:** providing a broad overview of the borough’s distinctive landscape and built character and signposting users to more detailed sources of information and character analysis.
 - **Borough wide design requirements:** summarising existing design standards that apply across the whole borough area.
 - **Area specific design requirements:** setting out design requirements and priorities which apply to character areas (e.g. Great Yarmouth within town walls or seafront, Gorleston town centre) and character types (e.g. historic village centres, inter-war/post-war housing estates, terraced streets etc).
 - **Development type design requirements:** setting out requirements that are specific to different types of development proposals (e.g. new residential developments, infill/redevelopments, new commercial development etc).
- 2.4. The above structure has been developed to allow developers and planning agents to readily identify and apply the code requirements that will be applicable to a specific proposal when preparing a planning application. The structure will also benefit the Council’s own planning officers, elected members and Development Control Committee in their decision-making when assessing development proposals.

3. Next Steps

- 3.1. Consultation on the draft SPD is proposed to take place between 14th July and 8th September 2023 (8 weeks). Members of the public and stakeholders on the Council's Local Plan consultation database will be informed of the consultation.
- 3.2. Copies of the SPD and supporting document (consultation statement, strategic environmental assessment and habitat regulations screening assessments) will also be available during (and following) the consultation period:
 1. on the Council's website;
 2. in the Town Hall reception;
 3. at Great Yarmouth and Gorleston Library.
- 3.3. Electronic copies will also be provided to each Borough Councillor.
- 3.4. People will be strongly encouraged to submit their comments electronically via Smart-Survey, but they may also do so by letter or email. All submitted comments, whether made online or otherwise will be made available for the public after the close of the consultation.
- 3.5. Following consultation, revisions may be made to the SPD to take into account any comments received. The final SPD will then be brought back to the Development Control Committee for adoption.

4. Financial Implications

- 4.1. The costs associated with the consultation and the wider costs associated with the preparation of the Supplementary Planning Document, which has been supported by appointed consultants, HAT Projects, have been resourced from within the Strategic Planning budget.

5. Risk Implications

- 5.1. The risks in producing the SPD are limited. Without the document in place, there is a risk that reliance upon the existing design-based policies in the Council's Local Plan (which are fairly broad and provide limited detail) may lead to development expectations falling short of the high quality design that is deserving of the borough.

6. Legal Implications

- 6.1. The powers to prepare an SPD are outlined within the Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Planning) Regulations 2012. Consultation is a necessity in the preparation of a Supplementary Planning Document and if not done correctly could lead to future scope for challenge.

7. Conclusion

- 7.1. That the Development Control Committee:
 1. endorses the draft Great Yarmouth Borough-Wide Design Code SPD as included in Appendix 1 of this report for public consultation;

2. delegates authority to the Head of Planning to make minor amendments to the consultation document prior to consultation.

8. Background Papers

Appendix 1 – Draft Great Yarmouth Borough-Wide Design Code Supplementary Planning Document

Appendix 2 – Consultation Statement

Appendix 3 – Strategic Environmental Assessment Screening Report

Appendix 4 – Habitat Regulations Assessment Screening Report

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

Consultations	Comment
Monitoring Officer Consultation:	Considered at ELT – 5 July 2023
Section 151 Officer Consultation:	Considered at ELT – 5 July 2023
Existing Council Policies:	Local Plan Part 1 Core Strategy, Local Plan Part 2
Equality Issues/EQIA assessment:	None

URN: 23-103

Report Title: Disciplinary Policy

Report to: Cabinet

Date of meeting: 11th September 2023

Responsible Cabinet Member: Councillor Carl Smith

Responsible Director / Officer: Karen Sly/Sarah Tate

Is this a Key decision? No

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

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

This report presents the new Disciplinary Policy & Procedure to Cabinet, following full consultation with Executive Leadership Team (ELT), UNISON and the Joint Consultative Working Group (JCWG).

RECOMMENDATIONS:

That Cabinet:

1. Approves the new Disciplinary Policy and;
2. Gives delegated authority to the Head of Organisational Development to make minor and/or consequential amendments to the Policy for the purpose of keeping it up-to-date, clarifying its content or interpretation, correcting any errors or omissions, updating it in accordance with changes in legislation, and/or caselaw, or with changes in the management structure.

1. Introduction

A Disciplinary Policy promotes the fair treatment of employees and provides employees with information about expectations of standards and behaviour and the procedure which we will follow when dealing with an employee's unacceptable or improper behaviour /misconduct.

The current policy has been revised taking account of up-to-date legislation, the ACAS Code of Practice and reflects learnings from recent cases and case law.

2. Work to Date / Proposal

The policy has been thoroughly reviewed and updated by HR and has been through the consultation process with ELT, UNISON and JCWG. Feedback has been positive and only minor amendments were made to the draft policy. UNISON and the JCWG, independently provided very similar feedback.

It is proposed that Cabinet approve the policy.

The Head of Organisational Development is seeking delegated authority to make minor and/or consequential amendments to the Policy for the purpose of keeping it up-to-date, clarifying its content or interpretation, correcting any errors or omissions, updating it in accordance with changes in legislation and/or case law, or with changes in the management structure.

3. Impact / Next Steps

Once the policy has been approved it will be made available to staff via the Loop and training will be provided as and when required.

4. Financial Implications

None at this stage.

5. Risk Implications

The current policy is out of date and needed revision. The risk of not approving this policy is that we continue to work with an outdated policy which is not fit for purpose.

6. Legal Implications

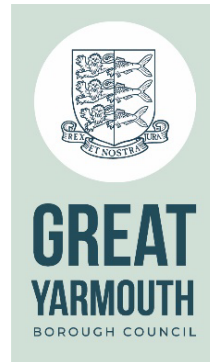
The revised policy considers and is compliant with all relevant employment legislation, ACAS guidance and case law.

7. Background Papers

- Current Discipline Policy
- ACAS Code of Practice

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

Consultations	Comment
Monitoring Officer Consultation:	Carried out
Section 151 Officer Consultation:	Carried out
Existing Council Policies:	Disciplinary Policy
Equality Issues/EQIA assessment:	Considered



Disciplinary Policy & Procedure

Author	HR
Version No.	2
Updated by	HR
Date of update	September 2023
Description of changes to this version	Updated to include guidance on what to consider before suspending, in line with ACAS guidance, Investigating Officer role, additional examples of misconduct and gross misconduct and scheme of delegation in line with new constitution.
Document Status	FINAL
Next review due:	September 2026

Disciplinary Policy & Procedure

1. Introduction

- 1.1 We have clear standards of conduct which all our employees must meet. These standards are set out in various ways including in our policies and procedures, in the Council's Constitution which includes the Code of Conduct, our Agreed Behaviours and contracts of employment, and they are communicated on a day-to-day basis through management instructions. They are also often a matter of common sense.
- 1.2 This Policy is the means by which rules are observed and standards are maintained and applies to all Council employees, other than the Chief Executive and Chief Officers who are covered by separate arrangements. The policy has been agreed with Unison.
- 1.3 The Policy takes into account the Acas Code of Practice on disciplinary & grievance procedures and sets out the procedure which we will normally follow if you breach the conduct standards expected of you, but we are not obliged to do so (particularly if you are in your probationary period). It applies where there are apparent issues of misconduct (as further defined below) including at all premises, sites and locations where the Council's business is conducted, to all Council related activities performed at any other location including when working from home; to any Council, or Council-related social function, activity, or trip where conduct (including acts or omissions and words, both spoken or written) may have an effect on the Council's employees, councillors, contractors, business partners, suppliers, customers, business interests, relationships or reputation and (in limited circumstances) to off-duty misconduct (see further below).
- 1.4 Day-to-day supervision of employees is outside the procedure's scope. For example, there will be occasions when it is appropriate for a manager to discuss certain issues with an employee as part of normal supervisory arrangements and without recourse to the formal procedures.
- 1.5 This Policy does not form part of an employee's contract of employment, and we reserve the right to amend or remove this Policy.
- 1.6 This policy does not apply to:
- Dismissals due to redundancy or the non-renewal of fixed-term contracts on their expiry
 - Cases which clearly involve performance rather than conduct, for example where there is a lack of capability, which should be dealt with under the Capability Policy
 - Cases which clearly involve attendance due to ill health, which should be dealt with under the Sickness Management Policy
- 1.7 This policy does not normally apply to employees who are subject to an initial probationary review period, who are dealt with under a separate procedure.
- 1.8 No matter what the outcome, we will keep a written record of all disciplinary cases to help with any questions or similar cases in the future.

2. Employee Assistance Programme – provided by Norfolk Support Line

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

3. Definitions of misconduct and gross misconduct

3.1. What is misconduct?

Misconduct is a general term referring to behaviour that falls below the standards we expect. You will not usually be dismissed for a first allegation of misconduct, unless it amounts to gross misconduct, which we discuss in the next section.

The following list gives examples of what we would normally regard as misconduct. The list is neither prescriptive or exhaustive and should be referred to as a guide; other types of behaviour which are of a comparable nature may also be construed as misconduct:

- i. A breach of the Data Protection Act, Council policies, procedures, guidelines and/or Code of Conduct
- ii. Minor breaches/less serious failure to comply with your employment contract or to carry out the duties of the post.
- iii. Breach of professional standards relevant to your employment
- iv. Less serious acts of insubordination, rudeness or inappropriate behaviour towards or in the presence of employees, councillors, contractors, business partners or members of the public
- v. Failure to comply with a reasonable, lawful, and safe instruction or request, whether verbal or written.
- vi. Unauthorised use of, or minor damage to, council property
- vii. Regular/persistent lateness and/or unauthorised absence from work or a failure to comply with absence reporting procedures.
- viii. Refusing to follow instructions, where doing so is not serious enough to be gross misconduct.
- ix. Making an excessive number of personal calls using work phones
- x. Using obscene language or otherwise behaving offensively
- xi. Being careless when carrying out your duties
- xii. Wasting time during your contracted working hours
- xiii. Smoking in areas where smoking is not allowed.
- xiv. Minor non-compliance with the Council's rules in relation to the Working Time Regulations
- xv. Failure to comply with a duty of care for the security of personal data you may use in the course of your job.
- xvi. Providing information to the media without authorisation
- xvii. Failing to take reasonable care for your health and safety and that of other people who may be affected by your actions or omissions.
- xviii. Gambling during work time / core business hours or on Council premises and/or using Council property or equipment.
- xix. Failure to report loss of or damage to Council property (including vehicles) issued to or used by the employee.
- xx. Aiding or procuring any act of misconduct or unreasonable failure to report any form of misconduct.

- xxi. Unauthorised use of Council equipment, clothing or other property whilst off duty

3.2. What is gross misconduct?

You will usually be dismissed without warning, without notice and without payment in lieu of notice if we find you have committed an act of gross misconduct. This is known as summary dismissal.

The following list gives examples of what we would normally regard as gross misconduct. This list is not prescriptive or exhaustive and other types of behaviour which are of a comparable nature may also be construed as gross misconduct; this should therefore be referred to as a guide.

- i. A serious or repeated breach of the Data Protection Act Council policies, procedures, guidelines and/or Code of Conduct
- ii. A breach of the Code of Conduct which is so serious as to undermine public confidence in the Council i.e., bring the Council into disrepute.
- iii. Serious breaches of confidence including providing information to the media without authorisation
- iv. Serious breaches/failure to comply with your employment contract or to carry out the duties of the post and/or insubordination, deliberate/serious failure to comply with a reasonable, lawful, and safe management instruction or request, whether verbal or written.
- v. Serious acts of rudeness or inappropriate behaviour towards or in the presence of employees, elected members, councillors, contractors, business partners or members of the public. Conduct that violates common decency or engaging in behaviour / conduct likely to bring the Council's name into disrepute and/or discredit the Council or its business.
- vi. A serious or unlawful act of discrimination, bullying, harassment, victimisation (whether it takes place in person or online), or physical violence.
- vii. Threatened or actual physical assault on Elected Members, Councillors, colleagues or members of the public; fighting or riotous behaviour at work and similar actions
- viii. Unauthorised use of, or serious and/or deliberate and/or malicious and/or intentional damage to, or sabotage of equipment, systems clothing or property (including vehicles) belonging to the Council, its employees, contractors, business partners, customers or members of the public
- ix. The use, possession, distribution, purchase, sale or being under the influence of any illegal/controlled drugs or alcohol whilst at work or on Council premises, incapability for work caused by the use of alcohol, or drugs which have not been prescribed by a qualified medical practitioner, or driving or operating machinery whilst impaired due to the influence of alcohol or drugs or appearing to be under the influence (e.g. smelling of alcohol).
- x. Continued absence without leave, including unauthorised absence from work where permission to be absent has been withheld.
- xi. Misuse of work phones, internal email, external email or other internet and computer-based facilities, including the storage and/or transmission of obscene, illicit or undesirable material.
- xii. Serious negligence including professional negligence, misconduct, omission, or, in certain situations, failure in performance to a reasonable and acceptable standard or carelessness, particularly if it leads to us losing trust and confidence in you.

- xiii. Deliberate breach of professional standards relevant to your employment
- xiv. A breach of security and/or deliberate and/or wrongful disclosure of passwords in connection with computers (and similar systems) and buildings. Unauthorised use/access to (computer) systems and information, including attempting to access/log in.
- xv. Viewing, receiving or sending anything that breaches our Harassment and Bullying Policy or our Equal Opportunities Policy and/or knowingly accessing websites containing offensive, obscene or pornographic material.
- xvi. Serious health and safety breaches including actions endangering life and limb.
- xvii. Gross negligence in carrying out (or failing to carry out) the duties of the employee's job.
- xviii. Aiding or procuring any act of gross misconduct or unreasonable failure to report any form of misconduct or gross misconduct.
- xix. Sexual misconduct at work.
- xx. Fraud, theft, loss or misappropriation of cash, property or data belonging to the Council, fellow employees or persons in the care of the Council or any act of dishonesty including deliberate falsification of time sheets, expenses, travelling and subsistence claim forms or other documents which would lead to a financial (or some other) benefit or corrupt practices including bribery.
- xxi. Requesting or accepting money or other consideration as an inducement or in return for use of GYBC's property or resources, the provision of GYBC services, the placing of orders/contracts or the showing of favour or otherwise the conferring a benefit by or on behalf of GYBC.
- xxii. Abuse of position for private advantage or satisfaction of self or others including an inappropriate or unprofessional relationship with a client/tenant and/or use of information obtained in the course of your employment for personal gain or benefit or passing it to others who might use it in such a way or divulging information received without prior approval.
- xxiii. Altering records, to put yourself in a better light even if there is no immediate financial benefit to you.
- xxiv. Malicious misuse of any of our procedures, for example, if you make up allegations when taking out a grievance against someone.
- xxv. Covertly recording your colleagues or any management (or other) meeting where the participants do not know you are recording.
- xxvi. Providing false information, including in support of an application for employment which are material to the success of the application or the level of remuneration payable.
- xxvii. Failure to disclose an unspent conviction whether incurred before or after appointment.
- xxviii. Actions outside of work/off-duty behaviour which is inconsistent with the employee's relationship with the Council and/or which seriously undermines the Council's trust and confidence in the employee, and/or affects your ability to carry out your job or has a negative effect on our reputation, including but not limited to:
 - ii. the charge of offences of dishonesty; or
 - iii. the charge of sexual, drug or violence offences.
 - iv. your use of social media.
 - v. brings GYBC into disrepute or reputational damage.
 - vi. Loss of Legal Authority to Continue Employment.

4.0 Fairness and respect

- 4.1 We recognise that a disciplinary procedure can be stressful and upsetting. Everyone involved in the process is entitled to be treated calmly and with respect and should be supported at all times by their line manager unless their line manager is acting as investigating officer, in which case this should be provided by another line manager.
- 4.2 We will not tolerate abusive or insulting behaviour from anyone taking part in a disciplinary procedure and treat any such behaviour as (further) potential misconduct.
- 4.3 Managers should maintain separate lines of communication with employees who are under investigation and alleged victims to prevent them from feeling isolated or abandoned, to give them reassurance that their views will be heard, that confidentiality will be maintained and that the number of people involved will be kept to a minimum. This should include a check on an individual's general wellbeing, including being aware of any signs of deteriorating mental health, when appropriate steps will need to be taken, in consultation with HR, for example consideration of a referral to Occupational Health.
- 4.4 Managers should remind employees of the support available from the Council's Employee Assistance Programme, Norfolk Support Line and continue to hold regular 1-1's and PDR's.
- 4.5 Remote proceedings - where it is not possible to hold a face-to-face meeting under this procedure, we will conduct the process remotely. We will ensure that you and your representative have access to the necessary technology for participating. Your rights will not be affected, and we will ensure that the procedure remains fair and reasonable.
- 4.6 Adjustments to proceedings – if you have a disability that may have an impact on your ability to participate fully in this procedure, or for example, if you need assistance because English is not your first language, you should let us know by contacting your line manager and HR, who will make appropriate arrangements for you.
- 4.7 Record of meetings - we will take a record of all meetings conducted under this procedure. This will be done either by the person holding the meeting or by an additional person arranged by us to take notes. The record of the meeting will be shared with the employee.
- 4.8 You, or any person acting on your behalf, are not normally permitted to record electronically any meeting that we hold under this procedure. This is to encourage openness and full participation. Any breach of this provision may lead to further disciplinary action, which could include dismissal.
- 4.9 In certain limited circumstances, we may record, or permit a meeting to be recorded electronically, for example where it is a reasonable adjustment for an employee with a disability. Where we permit a meeting to be recorded electronically, we will take responsibility for making the recording. Where we intend to record meetings held remotely, we will comply with our data protection obligations and obtain prior consent from all attendees.
- 4.10 Change of circumstances - sometimes circumstances prevent parts of this procedure from being followed in full. For example, employees may be too ill to participate in a disciplinary meeting for the foreseeable future or a specified manager may be unavailable to chair the meeting. When this happens, we will do our best to ensure that you fully understand the allegations, are given a proper opportunity to respond to them and that your response is fairly

and carefully considered.

- 4.11 Postponement of meetings - we will make every effort to ensure that any meeting we hold under this procedure is scheduled for a time and place that is reasonable and within your normal working hours. You are therefore required to attend the meeting if it is possible for you to do so.
- 4.12 If you are unable to attend a hearing within what we consider a reasonable period of time, then we will look at alternative ways of conducting the hearing. This may involve conducting the hearing virtually. We reserve the right to proceed with a meeting in your absence when it has not been possible to arrange a meeting that you are able to attend. In that case, we will make every effort to ensure that you are able to make representations in writing or asking a representative or colleague to attend on your behalf.
- 4.13 If your companion/trade union representative is not available to attend the hearing, we will agree to postpone once and seek to agree a mutually convenient time. However, any such postponement must be short, and we reserve the right to proceed with the original meeting if no new date can be found that is within ten working days of the scheduled date.
- 4.14 To protect the interests of the people involved, including any witnesses or otherwise, confidentiality will be maintained during any investigation process as far as is possible. If you fail to maintain confidentiality when you are involved in some way in a disciplinary, grievance or bullying and harassment complaint, then you may face action under our Disciplinary Policy.
- 4.15 We will keep a written record of any disciplinary cases we deal with. We will place information and documents about a complaint raised by an employee or about an employee on their personnel file. These will be processed in accordance with our Data Protection Policy.

5. Informal action / minor misconduct

- 5.1. Cases of minor misconduct may be dealt with informally; sometimes an informal discussion between an employee and their line manager is often all that is required to improve an employee's conduct. Your manager will usually make a confidential note of the discussion, which will be shared with you and placed on your personnel file for future reference, but we will not issue a formal warning. However, where informal action does not bring about an improvement, or the misconduct is considered too serious to be classed as minor then it may be dealt with under the formal procedure.
- 5.2. Where the line manager concludes that there is a need for informal coaching, counselling and/or an informal warning, they shall be responsible for putting the required measures in place. Any such information action must make clear why it is being taken, the period for which it is being taken and any change in behaviour required of the employee.
- 5.3. If your conduct does not improve (and in any case, where we believe it appropriate to do so), we will follow the formal process set out in this Policy.

6. Right to be accompanied

- 6.1. You are entitled to be accompanied by a colleague, an official employed by a trade union or a workplace trade union representative at all meetings held under the formal disciplinary process. Informal discussions or counselling sessions do not attract the right to be accompanied.

- 6.2. If you want to be accompanied, you should tell your line manager and the Investigating Officer as soon as possible who you want to accompany you and whether they are a colleague or trade union official or representative. It is your responsibility to arrange for them to attend. We will not prevent them from attending, but we may rearrange the meeting if their absence from work could cause operational problems. If you choose a work colleague, they must not be involved in the case or be a close relative.
- 6.3. You may, at management's discretion, also be allowed to bring a companion who is not a colleague or union representative. This will be considered in circumstances such as where your first language is not English, or to help overcome a disability, when you may be allowed to bring a friend or family member, for example, who is not acting in a legal capacity or involved in the case.
- 6.4. Should there be a disciplinary hearing, your colleague or union representative can, if you prefer, explain the key points of your case to the hearing (where applicable) and can respond on your behalf. You can also confer with them during the hearing. However, they must not answer questions put directly to you or try to prevent us asking questions or outlining our arguments.

7. Mediation

- 7.1. Although grievances most obviously lend themselves to the possibility of mediation, depending on the nature of the alleged conduct, we may suggest mediation at any stage to try to resolve issues. Mediation is a voluntary process where the mediator helps two or more people in dispute to reach an agreement. We will use mediation only where you, and the other individuals involved in the disciplinary issue, agree to do so. Any agreement comes from those in dispute, not from the mediator; the mediator is not there to judge or tell those involved what they should do.
- 7.2. Mediators may be employees trained and accredited by an external mediation service who act as internal mediators in addition to their day jobs or they may be from an external mediation provider. The mediator will discuss your alleged conduct with everyone involved and seek to facilitate a resolution.

8. Suspension and alternative options – for the procedure which should be followed when considering suspending an employee, including consideration of alternative options, managers/decision makers must refer to the suspension checklist and ACAS advice: www.acas.org.uk/suspension-during-an-investigation.

- 8.1. If there is an allegation of misconduct, your line manager will consider whether there is a need to suspend you from work whilst we follow the disciplinary process. Most disciplinary situations will not require suspension. Suspension should only be considered exceptionally if there is a serious allegation of misconduct and:

- there are reasonable grounds to believe that the employee might seek to tamper with or destroy evidence, influence witnesses and/or sway an investigation into the disciplinary allegation; or
- working relationships have severely broken down to the point that there is a genuine risk to other employees, property, customers or other business interests if the employee remains in the workplace; or
- the employee is the subject of criminal proceedings which may affect whether they can

do their job.

8.2.Suspension can leave individuals feeling prejudged, demotivated and devalued. Managers should therefore only use suspension after very careful consideration. It should always be made very clear that suspension is not an assumption of guilt and is not considered a disciplinary sanction. The employee should be reminded and reassured that a fair procedure will follow in which their point of view will be listened to and fairly considered.

8.3.Some individuals may find it extremely distressing to be told they are being suspended. This may be the case even if the person does not show any obvious signs of stress. Managers should bear this in mind in deciding when and how to communicate a decision about suspension. They should encourage a suspended employee to access some immediate support and to offer help to do this, for example, to offer to contact a colleague, friend or relative of their choosing to meet them immediately. They should also remind the employee of Norfolk Support Line.

8.4.When deciding whether suspension is appropriate, the line manager should consider:

- what information is available so far – what has happened, who is involved and how serious it might be, and whether a decision to suspend is reasonable, including whether other employers in a similar industry, with the same information, would see that a decision to suspend was reasonable
- the well-being of the person under investigation and how their mental health might be affected if they're suspended
- the risks of not suspending – this might be a risk to others at work, the business, or the investigation
- how serious those risks are
- any alternatives to suspension they could use
- A plan of what support will be provided to anyone suspended, to support their wellbeing and mental health
- Suspension must never be used as a sanction against an employee prior to a disciplinary meeting and decision and a suspended employee must be kept informed of progress.

8.5.The employees line manager/designated deputy should maintain contact with an employee who has been suspended, to check on their health and welfare and offer support. Where possible, this should normally be a minimum of weekly.

8.6.If the case changes during investigation, the employee's suspension should be reviewed by the person who made the original decision to suspend.

8.7.When considering suspending an employee Managers must refer to Appendix 1 for further information and complete the Suspension Checklist, give consideration to alternatives to suspension, and follow a fair process when suspending someone. A file note of the considerations must be made by the manager and retained with the disciplinary case.

9. Criminal offences

9.1 If the police are involved in any issues which we are also investigating, we will not usually delay our internal processes whilst we await the outcome of any decision to charge or criminal

prosecution. However, in carrying out a disciplinary investigation, we will exercise caution to ensure that it does not impede police enquiries.

9.2 Conduct outside of work which is alleged to be criminal may be considered a disciplinary matter by us if we reasonably believe that it is relevant to your job / your employment with the council.

10. Investigation

10.1 If the line manager becomes aware of an incident, complaint and/or allegation that requires an investigation, they should meet with you to make you aware and that an investigation will need to be carried out. You should cooperate fully with any investigation.

10.2 It is important that all disciplinary allegations are investigated fully before any action is taken.

10.3 The investigation will usually be conducted by a manager, which may be your line manager, unless they have been directly involved in which case. They will act in the capacity of Investigating Officer for the purposes of an investigation.

10.4 How much investigation is required will depend on the nature of the allegation. They may need to interview other witnesses, gather documents and view recordings. They will hold a meeting with you to discuss the allegation. You should cooperate fully with any investigation.

10.5 Investigation meetings are solely for the purpose of establishing the facts of the case. When getting information from a witness the Investigating Officer should seek their consent to share their statement and written evidence, if necessary.

The employee under a disciplinary investigation should be given a copy of any written evidence, including witness statements. Other people working on the investigation may also need to look at the information, as well as those chairing and supporting disciplinary and appeal hearings. This might mean that we need to make some information anonymous, for example private information about other people, before sharing it, although we cannot guarantee anonymity.

If the report includes people's details, it should be stored securely with access only allowed when necessary; anyone who has access needs to follow data protection law (UK GDPR) and should be securely disposed of once it's no longer needed or is out of date.

10.6 Disciplinary action will not be considered at an investigatory meeting, and no decision on disciplinary action will be taken until after a disciplinary hearing has been held, should one be required.

10.7 At the conclusion of the investigation, they will collate the evidence and pass it to a more senior person, who has usually not been involved in the process up to this point, this will usually be a Head of Service, for consideration.

10.8 Guidance from Acas on conducting workplace investigations, to be read in conjunction with this policy www.acas.org.uk/acas-guide-to-conducting-workplace-investigations

11 Disciplinary hearings

11.1 If a decision is taken that an allegation should be taken forward to a disciplinary hearing, then we will write to you to:

- Set out the disciplinary allegation which has been made against you
- Provide all the evidence we will look at when considering the allegation
- Confirm the date, time and venue for a formal disciplinary hearing
- Set out the possible outcomes of the meeting (including whether dismissal might result)
- Set out details of your right to be accompanied

11.2 The disciplinary hearing will be chaired by a Head of Service ('the Hearing Chair').

11.3 At the point the decision is made to go to a disciplinary hearing the employee(s) will be given a minimum of 14 calendar days' notice with case papers prior to a hearing to give them time to prepare.

11.4 All parties should make every effort to attend the hearing. You should let us know as soon as possible if there is a reason why you or your chosen companion cannot attend the meeting at the arranged time.

11.5 We will usually reschedule the meeting once, provided we are satisfied with your reason for not attending, for a jointly agreed time not normally exceeding 10 working days. We will not reschedule the meeting a second time unless there is a very good reason to justify this. Note that we may not reschedule at all if we decide it is likely to lead to unreasonable delay, and we may instead have to make our decision on the disciplinary issue without you being present.

11.6 If your chosen companion cannot attend on a proposed date, you can suggest an alternative time and date so long as it is reasonable and it is not more than 10 working days after the original date.

11.7 By agreement with the Hearing Chair, the employee may send their representative to the hearing on their behalf and/or submit a written statement.

11.8 If you fail to attend due to circumstances outside your control, such as illness, we may arrange another meeting. If you are off sick for the disciplinary hearing, we may pause the disciplinary procedure and refer you to Occupational Health to understand your fitness to attend work and participate in this process. If you still say you cannot attend or if you go on extended sick leave, we may see if it would help to make other arrangements, for example look at holding the meeting somewhere else. If you refuse to or cannot meet, we will need to look at the case and come to a reasonable decision; if we conclude that a decision will need to be made on the evidence available, we will inform you in writing. If you unreasonably refuse to attend, we will hold the hearing in your absence and inform you of the decision in writing.

11.9 You should review the evidence provided and contact us as soon as possible if there are any other documents, or further evidence, which you would like us to consider. Please provide copies

to the Chair and HR of anything you want us to look at least 5 days before the hearing, along with the name(s) of any witnesses you intend to call.

11.10 We will usually arrange for a designated note-taker to attend, for example, a member of HR or Democratic or Executive Services, or we may choose to record the meeting. You may also make notes (for your own purposes) but please do not covertly record the meeting e.g., using your mobile phone, as this suggests that you do not trust our process or the managers who are conducting the hearing. We may decide to deal with any covert recording under the Disciplinary Policy. If you have misgivings about either the process or the managers leading it, you should tell us openly so that we can address your concerns. In turn, we will not record the meeting without your knowledge.

11.11 At the hearing, introductions will be made, and the purpose of the hearing will be explained, including that the purpose of the meeting is to consider the facts and decide whether disciplinary action should be taken in accordance with the disciplinary policy and how the meeting will be conducted. We will go through all the evidence with you and make sure that you understand the allegation you are facing. We may call witnesses as part of this process, but we are not obliged to do so.

11.12 We will give you the opportunity and time to respond to the allegations and to put your own case. We will also give you the opportunity to ask us questions, present your own evidence, call your own witnesses and respond to the evidence we put forward. If there are any questions you want us to put to our witnesses, please tell us and (unless there is a good reason not to) we will make sure they are asked. We may seek to establish whether you are prepared to accept that you may have done something wrong and any steps you consider could remedy the situation.

11.13 We will summarise the main points of the discussion after questioning is completed, to remind all parties to be reminded of the nature of the offence, the arguments and evidence put forward. You can summarise or add if you have anything further to say.

11.14 At the conclusion of the disciplinary hearing, we will usually adjourn before a decision is taken about whether a disciplinary penalty is appropriate, to enable the Hearing Chair to consider their decision. We may advise you of the outcome, following the adjournment, or by letter within 5 working days of the disciplinary hearing. In any event the outcome will be confirmed in writing as soon as possible.

11.15 Possible outcomes of a disciplinary hearing include:

- No further action
- Informal counselling, coaching or a warning
- A written warning
- A final written warning
- Some other disciplinary sanction short of dismissal
- Dismissal with notice
- Summary dismissal (without notice)

12 Formal disciplinary action

- 12.1 A **First Written Warning** will set out the nature of the misconduct, the change in behaviour required and that a Final Written Warning may be considered if there is further misconduct. Unless you already have active written warning(s) relating to disciplinary matters on your personal file, a first written warning will usually remain in place for 12 months from the date you are notified of the decision; in exceptional circumstances it may be for a longer period. A copy of the Written Warning will be kept on your personnel file for employment history purposes but will be disregarded for disciplinary purposes after a period of 12 months unless there is a repetition, or you commit another misconduct during the period of the warning.
- 12.2 A **Final Written Warning** if there is an active first written warning on your record and you are involved in further misconduct, we will usually issue you with a Final Written Warning setting out the nature of the misconduct, the change in behaviour required and that any further misconduct may lead to dismissal or some other action short of dismissal. A copy of the Final Written Warning will be kept on your personnel file for employment history purposes but will be disregarded for disciplinary purposes after a period of 12 months unless there is a repetition, or you commit another misconduct during the period of the warning. If you do not meet the requirements of the final written warning in the timeframe set, it could lead to dismissal.
- 12.3 **In serious cases of misconduct, we may go straight to a Final Written Warning**, without first issuing a first written warning. In either case, the final written warning will usually remain in place for 12 months from the date you are notified of the decision; in exceptional circumstances this period may be extended up to 24 months. A copy of the Written Warning will be kept on your personnel file for employment history purposes but will be disregarded for disciplinary purposes after a period of 12 months unless there is a repetition, or you commit another misconduct during the period of the warning. If you do not meet the requirements of the final written warning in the timeframe set, it could lead to dismissal.
- 12.4 **Action short of dismissal** – If you already had a live Final Written Warning or in cases of more serious misconduct, you may be liable to be dismissed with notice. In such circumstances the Hearing Chair may, at their discretion, consider offering you the alternative of receiving a (further) Final Written Warning in conjunction with a transfer or relegation/demotion/loss of seniority (at a lower grade with a corresponding reduction in pay), and/or loss of increments. If you accept such offer in writing within 48 hours of the offer being made, that alternative action shall stand as the outcome and will be a permanent change to your terms and conditions and there will be no salary protection. The Hearing Chair shall be responsible for putting any alternative action in place. A note shall be placed on your personnel file to record the fact of the alternative action, along with any (further) Final Written Warning.
- 12.5 **Dismissal** - If there is an active (live) final written warning on your record and you are involved in further misconduct, you may be dismissed. You may also be dismissed for a first serious case of misconduct. Dismissal will be with notice, save for cases of gross misconduct, where it will be without notice.
- 12.6 In addition to the disciplinary action as above, the Council will in certain cases seek recovery of monies or property due to it from employees.

12.7 No matter what the outcome, the Hearing Chair shall be responsible for putting actions/alternative action in place and for providing HR with a note which shall be placed on the employees personnel file to record the fact.

12.8 We will keep a written record of all disciplinary cases to help with any questions or similar cases in the future.

13 Agreed Outcome

13.1 At any stage (except in cases of gross misconduct where dismissal is a potential outcome) under this Procedure, the employee may request that they be offered an Agreed Outcome. This will only be appropriate at the end of an investigation into a potential disciplinary issue where the disciplinary offence is admitted by the employee, the facts of the allegation are not in dispute and the employee has accepted their fault and they wish to conclude matters without going through a Disciplinary Hearing. Employees are encouraged to speak to their union representative, if they have one, who will liaise with HR, or directly with HR if they do not.

13.2 A request by an employee for an Agreed Outcome must be made by in writing and must state that it is a request for an Agreed Outcome under this Procedure.

13.3 Agreed outcomes are only appropriate where both parties are agreeable to the process. Upon receipt of such a request, the Head of Service and Head of Organisational Development will consider whether it is appropriate to offer an Agreed Outcome and if so, the outcome which GYBC is prepared to agree, including the level and duration of any sanction to be imposed.

13.4 Where there is agreement to an agreed outcome as being the acceptable way forward for both parties, the following principles should be followed: Both parties must be in agreement to proceed in this way; this decision is final and there should not be a later referral to a disciplinary hearing or appeal on this issue. If the employee accepts such Agreed Outcome in writing within 48 hours of an offer being made, that Agreed Outcome shall stand as the outcome. The disciplinary sanction issued, and accepted by the employee, will have the same status as those obtained via a hearing, except that there will be no necessity for an appeal. All relevant documentation, including a record of the meeting, must be retained in the usual manner on the personal file, with copies sent to Human Resources and the Trade Union.

13.5 In the absence of any Agreed Outcome which is offered being accepted or where it is not considered appropriate to offer an Agreed Outcome, the matter shall proceed as usual under this Procedure. No reference will be made by the Council to any Agreed Outcome requested or offered at any future Disciplinary Hearing.

14 Appeals

14.1 You have the right to appeal against any disciplinary action taken against you under this Policy. If you wish to appeal, you must submit your appeal in writing within 10 working days of receiving your outcome letter, clearly setting out your grounds of appeal, to the person detailed in the outcome letter you receive.

14.2 Once we have received your letter of appeal, we will arrange an appeal hearing. You s) will be given a minimum of 14 calendar days' notice with case papers prior to a hearing to give you time to prepare.

14.3 An Appeal Officer, who will be an Executive Director(s) within the Executive leadership Team, will be appointed to hear your appeal. They will not usually have had any involvement in the process or the allegation up to this point.

14.4 You will receive a letter inviting you to the Appeal Hearing, at which you have the right to be accompanied. It may be necessary to conduct further investigations depending on your grounds of appeal.

We will usually arrange for a designated note-taker to attend, for example, a member of HR or Democratic or Executive Services, or we may choose to record the meeting. You may also make notes (for your own purposes) but please do not covertly record the meeting e.g., using your mobile phone, as this suggests that you do not trust our process or the managers who are conducting the hearing. We may decide to deal with any covert recording under the Disciplinary Policy. If you have misgivings about either the process or the managers leading it, you should tell us openly so that we can address your concerns. In turn, we will not record the meeting without your knowledge.

14.5 The appeal could involve a review of the original decision, taking account of the specific grounds of appeal you have raised. Alternatively, it could involve a full re-hearing of the matter. We will decide which approach is most appropriate for your case.

14.6 You should be aware that our appeal officers are not limited in their options when considering your appeal. They can, if they believe it appropriate, decrease a sanction, approve the original outcome, remove a sanction or increase a sanction.

14.7 At the conclusion of the Appeal Hearing, you will be advised of the outcome, either on the day (following an adjournment to enable the Appeal Chair to consider their decision) or by letter; we will usually aim to do this within 10 days of your appeal hearing. In any event the outcome will be confirmed in writing as soon as possible. The decision you receive on appeal is our final decision. There is no further right of appeal.

15 If you raise a grievance during the disciplinary procedure

15.1 If you have a grievance that relates to ongoing disciplinary proceedings, you should raise this during the disciplinary procedure; we may pause the disciplinary and deal with the grievance first. We will consider whether it might be appropriate to deal with both at the same time if the grievance and disciplinary cases are related.

15.2 If you raise a grievance during disciplinary proceedings that is unrelated to those proceedings, the disciplinary proceedings and grievance procedure will normally run independently in parallel.

16 Administration of the Disciplinary Policy

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

Appendix 1 – Suspension

1.1 As suspension can have a significant effect on the mental health and working relationships of those involved, it is important for managers to consider alternatives to suspension. Such alternatives can include the following temporary changes:

- change shifts
- work in a different part of the organisation
- work from home
- work from a different office or site
- stop doing part of the job
- work with different customers or away from customers – for example if we are investigating a serious complaint from a customer
- stop using a specific system or tool – for example removing access to the organisation's finance system if we are investigating a large amount of missing money.

1.2 If reasonable alternative duties can be identified which would remove the need for suspension, you may be assigned such alternative duties at the discretion of your line manager. Wherever possible, the reason for the temporary change should be kept confidential and your line manager should discuss with you what they will tell others at work about the temporary change.

1.3 When there is a need to separate two people, the individual making the complaint should not usually be moved, unless they ask to be moved and their manager agrees. In all situations the manager should support the wellbeing and health of both/all people involved and encourage them to seek support if they need it.

1.4 In the event that a decision is taken not to suspend, this can be reviewed later in the investigation if circumstances change.

If a decision is made to suspend you

1.5 Suspension is not an indication of our position on any allegation you may face and is not a disciplinary action; being suspended is not an indication that disciplinary action will be taken against you.

1.6 If a decision is made to suspend you, and you feel there is a problem with it, including if you do not agree with your suspension and want us to reconsider your decision or with how your suspension has been handled, you should raise it informally in the first instance, with your line manager. If the issue is not resolved at this stage, you can raise it formally, as a grievance, in line with the Council's Grievance Policy. If you are a member of a trade union you could also talk to your trade union representative. If you raise an issue, it is up to us, as your employer, to decide whether the suspension will continue.

1.7 In all situations the line manager should ensure that support is made available to you and other individuals involved to support your/their well-being and mental health.

The process when suspending someone

1.8 If the manager decides to suspend you, they should support you during the suspension, and should ensure that they:

- communicate clearly with you when you are advised that you are being suspended and throughout the process
- make it clear that the suspension does not mean that a decision has been taken about whether you have done something wrong.
- make clear that during the process your point of view will be listened to and considered before making any decisions.
- keep in regular contact with you throughout the suspension and support your mental health and wellbeing.
- update you about the investigation and when it's likely to end.
- make sure the suspension is as brief as possible and only lasts for as long as it needs to.
- make sure you know who you can contact if you have any concerns and make you aware that support can be accessed through the Employee Assistance Programme – Norfolk Support Line, your Trade Union, Citizen's Advice, ACAS or MIND.
- Carry out a fair investigation in line with this policy and the Acas Code of Practice on disciplinary and grievance procedures

1.9 It is important everyone involved keeps the suspension confidential wherever possible, that they discuss what they will tell people who work with the suspended person and will not share any personal information unless it is necessary. Circumstances where the manager or suspended person will need to discuss the suspension with someone else includes where the manager needs to tell the person or team investigating the matter and where the suspended person needs to discuss with their line manager what to tell others about why they are off work.

1.10 If we suspend you:

- a You will continue to be paid as normal during any period of suspension, subject to the following.
- b You should be contactable by your manager during your normal working hours. It is a condition of receiving full pay during any period of suspension that you remain ready, willing and able to attend work (including attending any meetings required under this Procedure) at all times during your normal working hours.
- c Save where otherwise advised, any suspension will be reviewed regularly.
- d You must stay away from work; not visit Council premises; and not make contact with staff, Council Members, clients, suppliers or contractors (unless we authorise this in writing) other than your manager, your work colleague or union representative who is supporting you and HR and must not undertake any activities as a Council employee.
- e You are not permitted to undertake any work during your contracted hours
- f You may contact somebody specifically to ask them to be a witness, or to accompany you at a meeting under this Policy, after asking your line manager first.
- g You must not discuss the issue with any representative of the media
- h If pre-approved holidays fall during a period of suspension, they will still count as holiday leave and will be deducted from your holiday entitlement as normal, unless otherwise agreed
- i If you request to take holiday during suspension, and the manager agrees, you can follow the usual process to book your holiday.
- j If we are cancelling your holiday, your line manager must give you notice as usual.

1.11 We will only suspend you for as long as reasonably necessary to allow us to complete our investigation and any formal process which follows it.

1.12 We will keep any suspension under review and may lift your suspension at any time if we decide that it is no longer necessary. Likewise, we may decide to suspend you at any point during the disciplinary process even if at the start of the process we did not choose to do so.

When considering whether to suspend someone / when suspending an employee, managers/Heads of Service should:

- refer to ACAS advice on suspension www.acas.org.uk/suspension-during-an-investigation/the-process-for-suspending-someone
- complete the Suspension Checklist Form which must be retained with the disciplinary case and reviewed if necessary; a copy must be provided to HR.
- Refer to the Disciplinary Policy which will give you more information.

CABINET



URN: 23-102

Report Title: Grievance Policy

Report to: Cabinet

Date of meeting: 11th September 2023

Responsible Cabinet Member: Councillor Carl Smith

Responsible Director / Officer: Karen Sly/Sarah Tate

Is this a Key decision? No

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

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

This report presents the new Grievance Policy & Procedure to Cabinet, following full consultation with Executive Leadership Team (ELT), UNISON and the Joint Consultative Working Group (JCWG).

RECOMMENDATIONS:

That Cabinet:

1. Approves the new Grievance Policy and;
2. Gives delegated authority to the Head of Organisational Development to make minor and/or consequential amendments to the Policy for the purpose of keeping it up-to-date, clarifying its content or interpretation, correcting any errors or omissions, updating it in accordance with changes in legislation, and/or caselaw, or with changes in the management structure.

1. Introduction

The policy provides details of how an employee can raise a problem or complaint with their employer.

The current policy has been revised taking account of up-to-date legislation, the ACAS Code of Practice and reflects learnings from recent cases and case law.

2. Work to Date / Proposal

The policy has been thoroughly reviewed and updated by HR and has been through the consultation process with ELT, UNISON and JCWG. Feedback has been positive and only minor amendments were made to the draft policy. UNISON and the JCWG, independently provided very similar feedback.

It is proposed that Cabinet approve the policy.

The Head of Organisational Development is seeking delegated authority to make minor and/or consequential amendments to the Policy for the purpose of keeping it up-to-date, clarifying its content or interpretation, correcting any errors or omissions, updating it in accordance with changes in legislation and/or case law, or with changes in the management structure.

3. Impact / Next Steps

Once the policy has been approved it will be made available to staff via the Loop and training will be provided as and when required.

4. Financial Implications

None at this stage.

5. Risk Implications

The current policy is out of date and needed revision. The risk of not approving this policy is that we continue to work with an outdated policy which is not fit for purpose.

6. Legal Implications

The revised policy considers and is compliant with all relevant employment legislation, ACAS guidance and case law.

7. Background Papers

- Current Grievance Policy
- ACAS Code of Practice

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

Consultations	Comment
Monitoring Officer Consultation:	Carried out
Section 151 Officer Consultation:	Carried out
Existing Council Policies:	Grievance Policy
Equality Issues/EQIA assessment:	Considered



Grievance Policy & Procedure

Author	HR
Version No.	2
Updated by	HR
Date of update	September 2023
Description of changes to this version	Updated to include response to grievance and appeal. There is a separate policy on Bullying, harassment & victimisation.
Document Status	FINAL
Next review due:	September 2026

Grievance Policy

1. Introduction

If you have an issue or problem at work, you should aim to settle it informally with your line manager. Many problems can be raised and settled during the course of everyday working relationships. This also allows for problems to be settled quickly, before they develop into something more serious.

Examples of issues that may give rise to a grievance include:

- terms and conditions of employment
- health and safety
- work relations
- bullying and harassment
- new working practices
- working environment
- organisational change
- discrimination

1.1. This Policy:

- a takes into account the Acas Code of Practice on disciplinary & grievance procedures
- b Sets out the informal and formal processes that can be followed when raising a grievance
- c Explains what we will do if we receive a formal grievance
- d Explains how grievance meetings operate
- e Sets out how we will deal with situations like related grievances and grievances raised during a disciplinary process
- f Explains the role of the grievance officer
- g Provides an introduction to mediation and the circumstances in which it might be offered when a grievance has been raised

1.2. Please note that this Policy does not form part of your contract of employment. We reserve the right to amend or remove this Policy.

1.3. This Policy should be read alongside our Whistleblowing Policy and Bullying, Harassment & Discrimination Policy.

- 1.4. This Policy applies to all employees. It does not apply before your employment starts. If your employment has ended, we may refuse to investigate any grievance, or we may use a different procedure.
- 1.5. **Employee Assistance Programme** - All Council employees have free confidential access to telephone support 24/7, 365 days a year to Norfolk Support Line, who provide face to face and virtual counselling, self-help workbooks and podcasts and blogs as well as providing a range of information and signposting for practical support for problems at work and at home. To access the service call 0800 169 7676 or go to the Norfolk Support Line website. [Norfolk Support Line](#)

2. The informal grievance process

- 2.1 We aim to settle grievances informally first.

If you have an issue/problem/complaint about work or someone you work with, it is usually a good idea for you to raise it informally first. Before doing anything else, you should approach your line manager, as most issues can and should be resolved informally. You may be able to agree a solution informally between you. If your issue or concern involves your line manager – or there is some other reason you don't want to raise it with them – you should instead tell their line manager/Head of Service or HR.

- 2.2 You do not have to put anything in writing. The issue can be discussed verbally if you prefer.

- 2.3 Mediation can be considered at this and any stage if deemed appropriate by both parties.

- 2.4 If this informal approach does not solve your issue/problem/complaint, or you do not want to first raise the matter informally, you can use the formal procedure.

3. Mediation

- 3.1. Depending on the subject matter of the grievance, at any stage of the informal or formal process we may consider offering mediation to resolve it. We are not obliged to offer mediation, and it is an option which we will only look into with your agreement. It should be noted that both / all parties would need to agree this approach.
- 3.2. Mediation is a voluntary process which involves an independent, impartial person working with both sides to find a solution. It can help to diffuse tension and avoid issues escalating. We will use mediation only where you, and the other individuals involved, agree to do so. Any agreement comes from those in dispute, not from the mediator; the mediator is not there to judge or tell those involved what they should do.
- 3.3. Mediators may be employees trained and accredited by an external mediation service who act as internal mediators in addition to their day jobs or they may be from an external mediation provider. The mediator will discuss your alleged conduct with everyone involved and seek to facilitate a resolution.

4. Fairness and respect

- 4.1. We recognise that being involved in a grievance can be stressful and upsetting. Everyone involved in the process is entitled to be treated calmly and with respect and should be supported at all times by their line manager. Where the issues are directly related to your line manager, an alternative manager will be appointed to support you.
- 4.2 We will not tolerate abusive or insulting behaviour from anyone taking part in a grievance and treat any such behaviour as potential misconduct.
- 4.3 If we are unable to resolve your grievance informally, a grievance officer will be appointed to look at your grievance and maintain communications with all parties

During this time your manager should continue to hold regular 1-1's and PDR's with you, and check on your wellbeing, including being aware of any signs of deteriorating mental health, when appropriate steps will need to be taken, in consultation with HR, for example consideration of a referral to Occupational Health. Managers should also remind employees of the support available to them from the Council's Employee Assistance Programme, Norfolk Support Line.

- 4.4 Remote proceedings - where it is not possible to hold a face-to-face meeting under this procedure, we may conduct the process remotely. We will ensure that you and your representative have access to the necessary technology for participating. Your rights will not be affected, and we will ensure that the procedure remains fair and reasonable.
- 4.5 Adjustments to proceedings - if you have a disability that may have an impact on your ability to participate fully in this procedure, or for example, if you need assistance because English is not your first language, you should let us know by contacting your line manager and HR, who will make appropriate arrangements for you. Also see 3. Right to be accompanied.
- 4.6 Record of meetings - we will take a record of all meetings conducted under this procedure. This will be done either by the person holding the meeting or by an additional person arranged by us to take notes. The record of the meeting will be shared with the employee.

You, or any person acting on your behalf, are not normally permitted to record electronically any meeting that we hold under this procedure. This is to encourage openness and full participation. Any breach of this provision may lead to disciplinary action, which could include dismissal.

In certain limited circumstances, we may permit a meeting to be recorded electronically, for example where it is a reasonable adjustment for an employee with a disability. Where we permit a meeting to be recorded electronically, we will take responsibility for making the recording. Where we intend to record meetings held remotely, we will comply with our data protection obligations and obtain prior consent from all attendees.

- 4.7 Sometimes circumstances prevent parts of this procedure from being followed in full. For example, employees may be too ill to participate in a grievance meeting or a specified

manager may be unavailable to chair the meeting. When this happens, we will do our best to ensure that parties are given a proper opportunity to participate.

- 4.8 We will make every effort to ensure that any meeting we hold under this procedure is scheduled for a time and place that is reasonable and within your normal working hours. You are therefore required to attend the meeting if it is possible for you to do so.
- 4.9 If you are too ill to attend, we will consider re-arranging the meeting to a time when your attendance is possible. We may refer you to Occupational Health to understand your fitness to attend work and participate in this process. However, it is important to ensure that grievance procedures are completed within a reasonable timescale.
- 4.10 If you are unable to attend a hearing within what we consider a reasonable period of time, then we will look at alternative ways of conducting the hearing. This may involve conducting the hearing virtually i.e. via Teams. We reserve the right to proceed with a meeting in your absence when it has not been possible to arrange a meeting that you are able to attend. In that case, we will make every effort to ensure that you are able to make representations in writing or asking a representative or colleague to attend on your behalf.
- 4.11 If your companion/trade union representative is not available to attend the meeting, we will agree to postpone and seek to agree a mutually convenient time. However, any such postponement must be short, and we reserve the right to proceed with the original meeting if no new date can be found that is within ten working days of the scheduled date.
- 4.12 Confidentiality must be maintained to protect the integrity of an investigation and the employee(s) involved. If you fail to maintain confidentiality when you are involved in some way in a disciplinary, grievance or bullying and harassment complaint, then you may face action under our Disciplinary Policy.
- 4.13 Whilst employees can approach a colleague(s) to act as a witness, they should take care not to unduly influence them, in order to protect the interests of everyone involved, and the integrity of an investigation.
- 4.14 We may place information and documents about a complaint raised by or about you on your personnel file. These will be processed in accordance with our Data Protection Policy.

5. The right to be accompanied

- 5.1. You are entitled to be accompanied by a colleague or trade union representative at any grievance or grievance appeal meeting called under this Policy. Informal discussions, mediation or counselling sessions do not attract the right to be accompanied.
- 5.2. If you want to be accompanied, you should tell your line manager as soon as possible who you want to accompany you and whether they are a colleague or trade union official or representative. It is your responsibility to arrange for them to attend. We will not prevent them from attending, but we may rearrange the meeting if their absence from work would

cause operational problems. If you choose a work colleague, they must not be involved in the case or be a close relative.

- 5.3. Your colleague or trade union representative can, if you'd like them to, explain the key points of your grievance at the meeting and you can confer with them during the meetings. However, they must not answer questions put directly to you or try to stop us from asking questions or outlining our views.
- 5.4. You may, at management's discretion, also be allowed to bring a companion who is not a colleague or union representative. This will be considered in circumstances for example such as where your first language is not English, or to help overcome a disability, when you may be allowed to bring a friend or family member, , who is not acting in a legal capacity or involved in the case.

6. Grievance and grievance appeal officers

- 6.1. When we receive a formal grievance from you, a grievance officer will be appointed to investigate your grievance; this may be your line manager unless they are involved in your grievance. The Grievance Officer will, wherever possible, have had no involvement in the subject matter of the grievance. The role of the Grievance Officer usually includes investigating the grievance, holding a grievance hearing with you and communicating the outcome of your grievance.
- 6.2. If you appeal the outcome of a formal grievance, a Head of Service, or a member(s) of the Executive Leadership Team, acting as a Grievance Appeal Officer, will hear your appeal. Wherever possible the Grievance Appeal Officer will have had no prior involvement in the grievance process or the subject matter of the grievance. Their role includes reviewing the background, undertaking any further investigation, holding a grievance appeal hearing with you and communicating the outcome of your grievance appeal in writing.
- 6.3. If you wish to raise any issue regarding an appointed Grievance Officer or Grievance Appeal Officer, or if you are concerned about their actions, then please contact HR to discuss the matter further. We will not normally give credence to a belief by you that a grievance or grievance appeal officer is biased or has a personal animosity towards you unless you have raised it at the very earliest opportunity. The fact that someone does not agree with you, or tests your account by asking probing questions, is not evidence of bias or animosity.

7. Formal grievance

- 7.1. If the matter is serious or you wish to raise your concern formally, you should put your grievance in writing to your line manager; you can use the form at Appendix 1 if you wish. You should keep to the facts and avoid language that is insulting or abusive. If your grievance is against your manager and you feel unable to approach them, you should raise it with another manager, a Head of Service or HR. If we receive a formal grievance from you, we will:
 - a Follow a full and fair procedure

- b Investigate all matters raised
- c Act promptly
- d Keep you regularly updated with the status of the grievance investigation
- e Be mindful of the impact of the grievance and the grievance process on your wellbeing and provide appropriate support as required
- f Not treat you unfavourably for having raised a grievance
- g Retain all documentation collected as part of the grievance process securely, in accordance with our Data Protection Policy.

8. The formal grievance process

We follow a three-stage process when dealing with formal grievances.

8.1. Stage 1: Submission of a written grievance

Put your grievance in writing and send it to your line manager and HR (unless your concern is about them) in which case send it to your/a Head of Service and HR. Your letter/email/form should include the following:

- a What your complaint is – please provide as much specific information as possible.
- b Any evidence you have to support your grievance – this can be sent as an accompanying file or bundle if necessary.
- c What outcome you are hoping to achieve from the grievance process – this is particularly important, as if we don't know what you want, we can't help you achieve it.

Your line manager (or Head of Service/HR) will confirm receipt of your grievance promptly. The Grievance Officer will then investigate the complaint you have raised. How we do this will depend on the nature of your grievance. For example, it may involve a review of documents, or it may involve interviewing you and/or others involved in the complaint. You must cooperate with our investigation, or we will not be able to investigate it properly.

Guidance from Acas on conducting workplace investigations, to be read in conjunction with this policy www.acas.org.uk/acas-guide-to-conducting-workplace-investigations

8.2. Stage 2: Grievance hearing

The Grievance Officer, which may be your line manager (unless they are involved in your grievance), will invite you to a grievance hearing to discuss your grievance. They will usually do this as quickly as possible, although the process may take longer if the complaint is complex. We aim to act without unreasonable delay throughout the grievance process.

You have the right to be accompanied at this meeting by a work colleague or trade union representative (see section 3 for more details).

If you or your chosen companion are unable to attend the meeting at the time arranged, then you should let us know without delay and we will organise an alternative date and time. Unless there is a good reason, we are unlikely to rearrange a meeting more than once. If you do not attend a grievance meeting that we have set up (or rearranged) for you and you do not give us a good reason, we may treat the grievance as withdrawn by you.

At the grievance hearing, the Grievance Officer will discuss your grievance with you, including any desired outcome. A note-taker will usually be present. They may ask you questions and may challenge your perception of events – this is what they need to do to form a clear understanding of the situation and establish the facts.

You and your representative can:

- ask questions.
- ask for specific colleagues to be interviewed.
- ask for any other evidence to support your case to be obtained; or
- call an adjournment to the meeting at any time, for example if you need to discuss the matter with your representative, clarify an issue or seek further advice.

After the grievance hearing, the Grievance Officer is likely to need to complete their investigation. Sometimes this will involve looking at documents or interviewing other people. They may ask you for more information or for another meeting. They may conclude that there is no need for any further investigation.

A designated note-taker will usually be present, for example a member of HR or Democratic or Executive Services and/or we may record the meeting. If we propose to do so, we will let you know in advance. We will let you have copies of any notes taken or recording made.

You may also make notes for your own purposes but please do not covertly record the meeting without our consent, e.g., using your mobile phone, as this suggests that you do not trust our process or the managers conducting the meeting. If you record the meeting covertly, we will normally regard that as serious misconduct. If you have any concerns about the process or the management leading it, you should tell us openly so that we can address your concerns.

The Grievance Officer will decide on the appropriate course of action. This could mean:

- Upholding – they believe that your concerns are valid and will take steps to improve the situation.
- Not upholding – they believe that your concerns are not valid/there is no evidence to support your concerns; or
- Partly upholding - they agree with some parts of your grievance but not all.

You will receive a letter confirming the decision, and who you should raise an appeal with if you are unhappy with their decision.

Whether your grievance has been handled informally or formally, the Grievance Officer will consider the most appropriate option available when considering how to resolve the situation for you.

These options include: -

- an explanation for you as to why certain decisions have been made, to provide you with a better understanding of working practices etc.
- an informal resolution meeting between you and a colleague you have a concern with.
- formal mediation between you and the colleague you have a concern with (everyone involved must agree to this approach).
- re-training/coaching for you or someone else.
- aiming for no contact with the colleague you have a concern with e.g., working different shift patterns or transferring one or both of you.
- disciplinary action (the outcome of which is confidential); or
- ensuring appropriate apologies are received.

You will receive:

- a copy of any notes taken at meetings with you.
- a letter confirming the outcome of your grievance; and
- a report outlining the steps that have been taken to investigate your concerns, the findings of the investigating manager, and their conclusion.

We will seek consent from employees who provide a witness statement or information, and employees should be aware that the information they provide will be shared in the report and provided to the employee and others (for example those chairing / supporting meetings and hearings) as required. This might mean that we need to make some information anonymous before sharing it, for example private information about other people, although we cannot guarantee anonymity.

If the report includes people's details, it should be stored securely with access only allowed when necessary; anyone who has access needs to follow data protection law (UK GDPR) and should be securely disposed of once it's no longer needed or is out of date.

8.3. Stage 3: Appeal

You have the right to appeal any finding made in relation to your grievance. Any appeal should be submitted in writing to the Grievance Officer and HR within ten working days of receiving the grievance outcome letter. In your appeal letter, you should explain clearly why you are appealing and provide us with any additional evidence you would like us to consider as part of your appeal.

We will appoint a Grievance Appeal Officer (a Head of Service or Member(s) of ELT) to deal with your appeal. An appeal hearing will be held with you. We usually aim to arrange an appeal hearing as soon as reasonably practicable, and by no later than 28 days of the submission of your appeal. You have the right to be accompanied at the appeal hearing by a work colleague or trade union representative (see section 5).

Following the appeal meeting, we will carry out any additional investigation which we feel is required. Our final decision will be sent to you in writing. We will try to do this within two weeks of the appeal hearing. You do not have any further right of appeal, and this marks the end of the grievance process.

Where appropriate we may talk privately with any employees involved in the grievance. The grievance outcome and details will remain confidential.

9. Competing or related grievances

- 9.1. Where we receive competing grievances, we will usually follow the full formal process set out above in relation to both. We will not prioritise one over the other. We will keep all information confidential and separate in relation to the two processes.
- 9.2. Where grievances cover similar or related subjects, we may approach all those involved to seek to agree that the grievances can be joined, and a joint meeting held to discuss them. However, this would require the agreement of each person involved. Each person has the right to follow the full process individually if they wish to.

10. Grievances raised during a disciplinary or performance management process

- 10.1. Our approach is driven by the fact that we do not normally want a grievance to delay (or even derail) an ongoing disciplinary or performance management process.
- 10.2. Where a grievance is raised whilst a disciplinary or performance management process is in progress, we may choose any of these three options:
 - a Pause the existing process whilst we investigate the grievance
 - b Deal with the existing process at the same time as the grievance, as part of the same overall process
 - c Deal with the existing process at the same time as the grievance but run two independent processes concurrently

When making our decision on this, we will take into account the most appropriate course of action in each case and the need to act without delay.

11. Temporary changes to the working environment during the grievance process

- 11.1. Most grievance investigations can be conducted while you remain in your usual working environment. However, there will be some situations when we may consider moving you or others to a different work location or role while the investigation is carried out. If there are concerns about employees in a grievance case working together while the grievance is looked into, we will consider what else they can do in the short term. For example, where an employee has said that someone at work is bullying them, we will see whether work schedules can be rearranged temporarily so that the two people do not work together. If we

take this type of action, it is not a punishment but a temporary change while we look into the grievance. We will act reasonably and treat you fairly when considering any temporary change(s).

12. If a crime could have occurred

If the grievance could be a criminal matter (for example, related to an assault), the police might need to be involved. Line Managers should use their own judgement about when to involve the police, in consultation with a Head of Service and Head of OD.

If the police are involved in any issues which we are also investigating, we will not usually delay our internal processes whilst we await the outcome of any decision to charge or criminal prosecution. However, in carrying out a disciplinary investigation, we will exercise caution to ensure that it does not impede police enquiries.

13. Useful links

The following internal policies contain additional information and guidance:

- a Disciplinary Policy
- b Bullying, Harassment & Discrimination Policy
- c Whistleblowing Policy
- d Data Protection Policy

14. Administration of the Grievance Policy

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



URN: 23-104

Report Title: Policy

Report to: Cabinet

Date of meeting: 11th September 2023

Responsible Cabinet Member: Councillor Carl Smith

Responsible Director / Officer: Karen Sly/Sarah Tate

Is this a Key decision? No

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

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

This report presents the new Bullying, Harassment & Discrimination Policy, following full consultation with Executive Leadership Team (ELT), UNISON and the Joint Consultative Working Group (JCWG).

RECOMMENDATIONS:

That Cabinet:

1. Approves the new Bullying, Harassment & Discrimination Policy and;
2. Gives delegated authority to the Head of Organisational Development to make minor and/or consequential amendments to the Policy for the purpose of keeping it up-to-date, clarifying its content or interpretation, correcting any errors or omissions, updating it in accordance with changes in legislation, and/or caselaw, or with changes in the management structure.

1. Introduction

Currently information about bullying and harassment is contained within the old Grievance Policy. In reviewing the Grievance Policy, this information has been reviewed in line with ACAS guidance and is provided as a separate policy, with the addition of 'discrimination' and also includes information on 'victimisation' to bring it up to date.

As an employer we have a duty of care to do all we can to try to prevent and stop bullying, harassment, discrimination and victimisation happening at work and this policy should help us to achieve this.

Anyone who harasses, victimises or discriminates against someone at work is responsible for their own actions. But as an employer, we can be responsible too – this is called 'vicarious liability'. By law, we must do everything we reasonably can to protect staff from harassment, discrimination and victimisation. These cover:

- employees and workers
- contractors and self-employed people hired to personally do the work
- job applicants

The new policy provides clear information to employees, managers and others about what might constitute bullying or harassment and the steps which they can take to prevent and stop it.

2. Work to Date / Proposal

The policy has been written by HR and has been through the consultation process with ELT, UNISON and JCWG. The policy has been well received, feedback has been positive, and no amendments have been made to the draft following full consultation.

It is proposed that Cabinet approve the policy.

The Head of Organisational Development is seeking delegated authority to make minor and/or consequential amendments to the Policy for the purpose of keeping it up-to-date, clarifying its content or interpretation, correcting any errors or omissions, updating it in accordance with changes in legislation and/or case law, or with changes in the management structure.

3. Impact / Next Steps

Once the policy has been reviewed it will be made available to staff via the Loop and training will be provided as and when required.

4. Financial Implications

None at this stage.

5. Risk Implications

The current policy is out of date and needed revision. The risk of not approving this policy is that we continue to work with an outdated policy which is not fit for purpose.

6. Legal Implications

The new policy considers and is compliant with all relevant employment legislation, ACAS guidance and case law.

7. Background Papers

- Current Grievance Policy
- ACAS Code of Practice and guidance
-

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

Consultations	Comment
Monitoring Officer Consultation:	Carried out
Section 151 Officer Consultation:	Carried out
Existing Council Policies:	Grievance Policy
Equality Issues/EQIA assessment:	Considered

Bullying, harassment and discrimination policy

Author	HR
Version No.	2
Updated by	HR
Date of update	September 2023
Description of changes to this version	Updated with reference to ACAS, inclusion of discrimination and victimisation and provided as a separate policy, referring to the Grievance Policy.
Document Status	FINAL
Next review due:	September 2026

Bullying, harassment and discrimination Policy

1. Introduction

- 1.1. We are committed to providing a work environment where everyone is treated with dignity and respect. We do not tolerate bullying, harassment, discrimination or victimisation.
- 1.2. This Policy:
 - a Explains the concepts of 'bullying', 'harassment' 'discrimination' and 'victimisation'
 - b Sets out our expected standards of behaviour
 - c Sets out the process you should follow if you have a bullying harassment, discrimination or victimisation complaint
 - d Explains how we will deal with any complaints
- 1.3. This Policy applies to everyone who works for us, including employees, workers, agency workers, contractors, consultants, casual workers, volunteers and interns. It also covers job applicants.
- 1.4. This Policy does not form part of your contract with us. We reserve the right to amend or remove this Policy.

2. What is 'bullying'?

- 2.1. Bullying can be described as unwanted behaviour from a person or group that is one of the following:
 - a Offensive, intimidating, malicious or insulting
 - b An abuse or misuse of power that undermines, humiliates or causes physical or emotional harm
- 2.2. Bullying can take many different forms. Examples of bullying behaviour include:
 - a Spreading malicious rumours about someone
 - b Consistently putting someone down in meetings
 - c Deliberately giving someone a heavier workload than everyone else

- d Excluding someone from team social events
 - e Someone consistently undermining their manager's authority
 - f putting humiliating, offensive or threatening comments or photos on social media
- 2.3. Bullying could involve a pattern of behaviour or a one-off incident. It can be verbal and non-verbal and could happen face-to-face on social media, online, in emails, by phone or in writing. It can happen at work or in other work-related situations and may not always be obvious or noticed by others.
- 2.4. Although bullying is often connected to a power imbalance, that does not mean that it always involves a more senior person bullying a more junior person. It can also be directed at someone more senior than the bully. It may take the form of showing continued disrespect, spreading rumours, refusing to follow instructions or complete tasks, undermining authority, making fun of or mocking the more senior person, doing things to make someone seem unskilled or unable to do their job properly.
- 2.5. Constructive and fair feedback about your behaviour or performance from your manager or colleagues is not bullying. It is part of normal employment and management functions.
- 2.6. Sometimes bullying might be classed as harassment, if it is related to certain 'protected characteristics' under discrimination law (Equality Act 2010).

3. What is 'harassment'?

- 3.1. Under the Equality Act 2010 there are 3 types of harassment:
- sexual harassment, which is unwanted behaviour of a sexual nature
 - harassment related to certain 'protected characteristics' under the Equality Act 2010
 - less favourable treatment as a result of harassment related to sex, sexual harassment or gender reassignment
- 3.2. When bullying or unwanted behaviour is about certain protected characteristics under discrimination law, then we refer to it as 'harassment'. The protected characteristics which apply are:
- a Sex
 - b Sexual orientation
 - c Race
 - d Religion or belief
 - e Gender reassignment
 - f Age

g Disability

3.3. The law on harassment does not cover the protected characteristics of:

- marriage and civil partnership
- pregnancy and maternity

If someone experiences worse treatment because of having one of these protected characteristics, they might have been discriminated against.

3.4. Unwanted behaviour can include a serious one-off incident, repeated behaviour, spoken or written words, imagery, graffiti, gestures, mimicry, jokes, pranks, physical behaviour that affects the person. Behaviour can still be harassment even if the person being harassed does not complain or ask for it to stop.

3.5. We define harassment as unwanted behaviour which violated the person's dignity or created an intimidating, hostile, humiliating, degrading or offensive environment for the person. Name-calling, lewd comments, excluding colleagues, making insensitive jokes and displaying pornographic material are all examples of harassment.

3.6. It can be harassment if the behaviour has one of these effects even if it was not intended or if the behaviour was intended to have one of these effects even if it did not have that effect.

3.7. The law on harassment also applies if a person is harassed because they are thought to have a certain protected characteristic when they do not, is harassed because they are linked to someone with a certain protected characteristic or they witness harassment, if what they have seen has violated their dignity or created an intimidating, hostile, degrading, humiliating or offensive working environment for them.

4. Discrimination

By law, discrimination is when someone is treated unfairly because of any of the following 'protected characteristics':

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

For example, if someone is turned down for a job or promotion because of their sexual orientation, it is likely to be discrimination.

5. Victimisation

Victimisation is when someone is treated unfairly because they made or supported a complaint to do with a 'protected characteristic', or someone thinks they did or might do.

6. Our position

- 6.1. We have a responsibility to look after the wellbeing of our employees. We will not tolerate bullying, harassment, discrimination or victimisation by anyone working for us.
- 6.2. Anyone who harasses, victimises or discriminates against someone at work is responsible for their own actions. We expect you to treat people with respect and dignity in all communications you have with them, whether face-to-face, over the phone or in writing.
- 6.3. As a Council, we are also guided by our Agreed Behaviours. These Agreed Behaviours impact the way we view workplace behaviours and our expectations of you.
- 6.4. We have clear and universal standards of workplace conduct, including:
 - a Bad and/or offensive language or gestures of any nature should not be used in the workplace, whether directed at a particular person or not.
 - b Inappropriate images or other content should not be viewed or shared at work.
 - c You should always think before making a joke in the workplace – could anyone be upset or offended by what you say?
 - d You should never invade colleagues' personal space.
 - e You should not exclude colleagues unfairly from discussions or events.
 - f You should not use crude humour.
 - g You should not use an aggressive tone or aggressive language when speaking with colleagues.
 - h You should not be physically aggressive towards colleagues.
 - i You should not gossip about your colleagues.

7. If you think you are being bullied, harassed or discriminated against

- 7.1. It may be best to raise the matter informally first as informal resolution is usually quicker and less stressful for everyone. Dealing with it informally means taking steps to resolve the complaint without using a formal procedure like a grievance. You should speak to your line manager in the first instance unless your line manager is the person bullying you, when you can talk to someone else, for example another manager or HR, and decide the best approach together.

- 7.2. Sometimes, what seems like bullying may not be. You could consider talking it through with someone you trust. Talking it through can sometimes help you see the situation in a different way.
- 7.3. In some cases, the person you think has bullied you might not realise the impact of their behaviour. If you believe that you are being bullied or harassed, then you should consider whether it would be appropriate to discuss the matter informally with the person who is bullying or harassing you. Sometimes, people do not realise how their actions are impacting others and it might be that an informal discussion can resolve the issue and reset behaviours. You could talk with them, if you feel you can. If you decide to talk to them, you should explain what they did and how it made you feel, stay calm, be firm but not aggressive.
- 7.4. If you do not feel comfortable talking with the person directly, you could put it in an email, ask for support from a trade union representative if you are a trade union member, or talk with your manager or someone else at work you feel comfortable with.
- 7.5 You could keep a diary or record of the bullying including what happened, how it made you feel, dates and times it happened, any evidence, for example emails or screenshots of social media posts and names of witnesses, if there are any.
- 7.6 In some circumstances, your manager might be able to resolve the complaint informally by talking privately with you and the people involved.

To take this approach, they would usually start by talking the issue through again with you, including how you'd like to see it resolved. If your complaint is about another employee's behaviour, then they would talk separately with the person you've complained about. Depending on how the talks go, it may be possible to resolve the complaint this way.

Your manager might discuss different ways of resolving your complaint informally with you, including, if you agree, trying mediation, which involves an independent impartial person helping both sides to find a solution. Mediation is a voluntary process which involves an independent, impartial person working with both sides to find a solution. It can help to diffuse tension and avoid issues escalating. We will use mediation only where you, and the other individuals involved, agree to do so. Any agreement comes from those in dispute, not from the mediator; the mediator is not there to judge or tell those involved what they should do.

Mediators may be employees trained and accredited by an external mediation service who act as internal mediators in addition to their day jobs or they may be from an external mediation provider. The mediator will discuss your alleged conduct with everyone involved and seek to facilitate a resolution.

7. Raising a formal complaint

- 8.1. If you have tried to resolve things informally or a direct approach has not worked, or you feel unable to raise it informally or the situation is too serious to be resolved informally then you

should refer to our Grievance Policy, which sets out a clear process for raising complaints (both informally with an appropriate manager, and formally, if you prefer).

- 8.2. We may, if we think it necessary, temporarily separate you and the person you are complaining about whilst we investigate your complaint. This is not a prejudgment of your complaint. It is simply a way to stop things from getting worse during the investigation. We will not normally move the person who made the complaint unless they ask to be moved.
- 8.3. Sometimes it is necessary to suspend an employee(s); we will explore other options before doing so.
- 8.4. If you notice behaviour of others which may be in breach of this Policy, then you should first consider whether it is appropriate to challenge the behaviour yourself. Only do so if you feel comfortable. If you don't feel comfortable, or a direct approach has not worked, then please report the matter to your Line Manager who will investigate.
- 8.5. If we decide that your complaint is not upheld, we will always tell you why in accordance with our Grievance Policy. Regardless of the formal outcome, we will consider ways of improving your relationship with your colleague[s] and may, for example, suggest mediation or offer training.
- 8.6. Anyone who raises an allegation of bullying or harassment with us in good faith will not be subjected to any detriment as a result.

9. Supporting employees

- 9.1. It is likely to be stressful and distressing for someone to experience bullying, harassment, discrimination or victimisation or witness someone else being bullied, harassed, victimised or discriminated against or to be accused of bullying, harassment, discrimination or victimisation
- 9.2. Managers should consider their employee's wellbeing, offer them support while the complaint is being handled and afterwards and inform of the support that is available to them, in case they need it, including:
 - counselling through our employee assistance programme (EAP), Norfolk Support Line, for example if they are feeling stressed. GYBC employees have free confidential access 24/7, 365 days a year to the Norfolk Support Line, providing a range of information and signposting for practical support for problems at work and at home. To access the service call 0800 169 7676 or go to the Norfolk Support Line website. [Norfolk Support Line](#)
 - a referral to Occupational Health, which should be made via HR
 - trade union representatives, who can offer advice
 - specialist external organisations and charities that provide bullying, harassment and discrimination support

10. Confidentiality

- 10.1. To protect the interests of the person complained about, the person who has raised the complaint and any others who may be involved as witnesses or otherwise, confidentiality will be maintained during any investigation process as far as is possible.

10.2. If you fail to maintain confidentiality when you are involved in some way in a bullying and harassment complaint, then you may face action under our Disciplinary Policy.

10.3. We may place information and documents about a complaint raised by or about you on your personnel file. These will be processed in accordance with our Data Protection Policy.

11. Breaches of this Policy

11.1. Any breaches of this Policy will be handled under our Disciplinary Policy and may result in action including dismissal for gross misconduct or the termination of your contract with us.

12. Internal policies

In addition to this policy, the following internal policies contain additional information:

- a Grievance Policy
- b Disciplinary Policy
- c Data Protection Policy

13. Administration of the Bullying, Harassment & Discrimination Policy

13.1. HR is responsible for the administration of the Bullying, Harassment & Discrimination Policy. Should you have any feedback, please contact hr@great-yarmouth.gov.uk.

URN: 23-105

Report Title: Menopause Policy

Report to: Cabinet

Date of meeting: 11th September 2023

Responsible Cabinet Member: Councillor Carl Smith

Responsible Director / Officer: Karen Sly/Sarah Tate

Is this a Key decision? No

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

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

This report presents the new Menopause Policy, following full consultation with Executive Leadership Team (ELT), UNISON and the Joint Consultative Working Group (JCWG).

RECOMMENDATIONS:

That Cabinet:

1. Approves the new Menopause Policy and;
2. Gives delegated authority to the Head of Organisational Development to make minor and/or consequential amendments to the Policy for the purpose of keeping it up-to-date, clarifying its content or interpretation, correcting any errors or omissions, updating it in accordance with changes in legislation, and/or caselaw, or with changes in the management structure.

1. Introduction

Every woman and trans and non-binary people will go through the menopause and around one in five will experience severe menopausal symptoms that are likely to affect them, and their colleagues, in the workplace.

At the Council, 62% of staff are female, and of those, 71% are of menopausal age. Currently 43% of our total workforce are of menopausal age and could suffer with symptoms which may affect them in the workplace.

Introducing a policy and educating managers is one of the best ways organisations can support menopause at work.

Menopausal women are demographically the fastest growing group of workers in the UK. Despite it being a natural life process, the menopause – and how menopause at work can affect employees – is rarely discussed.

Some of the facts sourced by relevant organisations are as follows:

- 1 in 10 women leave work due to their menopausal symptoms (source – Fawcett Society, Menopause and the Workplace, 2022)
- 81% suggest menopause has an impact on their performance at work (source – Talking Menopause Employee Surveys 2021)
- 98% want to see menopause normalised in the workplace (source – Talking Menopause Surveys 2021)
- The global workforce is becoming older, with a higher number of those directly experiencing symptoms in employment. This means more individuals than ever before are going through menopause at work
- 91% of Talking Menopause Survey* respondents suggested little or no acknowledgement of menopause in their organisations
- 81% of menopausal employees* suggested that menopause had a moderate to extremely high impact on their performance at work. *Talking Menopause Client Surveys 2021
- Approximately 14 million workdays are lost in the UK annually due to menopausal symptoms
- The impact of the menopause affects everyone - regardless of age, gender or status

ACAS recommends that employers have a menopause policy and states that:

- Managing the effects of the menopause at work is important for both employers and their staff.
- It's important for employers to be aware of all of the people who might go through the menopause and menopause symptoms and to support them all equally.
- the menopause is a health and wellbeing concern for staff and needs to be handled sensitively.
- It's important for employers to be aware that the menopause and its symptoms can affect staff at any time. Being aware of this can help staff continue to do their job confidently and effectively.
- The menopause can also have an impact on those supporting someone going through the menopause, for example a relative, partner, colleague or carer.
- Although the menopause will only be experienced by women and other people who have a menstrual cycle, men should also be included in conversations and training. This is because they might be supporting others going through it.
- Supporting and creating a positive and open environment between an employer and someone affected by the menopause can help prevent the person from:
 - losing confidence in their skills and abilities
 - feeling like they need to take time off work and hide the reasons for it
 - having increased mental health conditions such as stress, anxiety and depression

If an employee or worker is put at a disadvantage or treated less favourably because of their menopause symptoms, this could be discriminatory if connected to a protected characteristic.

2. Work to Date / Proposal

Although this policy is new, the Council have been supporting their staff regarding the menopause for some time. Managers have previously had training on the menopause and MENO Talk is a forum which provides a supportive and confidential environment in which staff can come together to talk about the effects of the menopause - whether that is their own personal experience or whether they are supporting a family member going through it. This forum has been running since 2019.

3. Impact / Next Steps

Once the policy has been approved it will be made available to staff via the Loop and training will be provided as and when required.

Further work will be undertaken to provide refresher training to all staff as well as continued MENO Talk sessions and consideration of menopause and wellbeing champions to be a point of contact for staff who may not feel able to speak to their manager but would feel more comfortable with support from colleagues who are going through similar things.

4. Financial Implications

None at this stage for the policy but there may be training costs as we roll out more training to staff.

5. Risk Implications

The risks of not introducing a policy and training for managers and others include a higher level of absence, poor performance, increase in leavers and potential claims.

6. Legal Implications

ACAS states that employers should make sure they have steps, procedures and support in place to help staff affected by the menopause.

The relevant law which relates to the menopause, includes the:

- Equality Act 2010, which protects workers against discrimination
- Health and Safety at Work Act 1974, which says an employer must, where reasonably practical, ensure everyone's health, safety and welfare at work

The menopause is not a specific protected characteristic under the Equality Act 2010, but if an employee or worker is put at a disadvantage and treated less favourably because of their menopause symptoms, this could be discrimination if related to a protected characteristic, for example:

- age
- disability
- gender reassignment
- sex

Having a policy and training for managers and others, should help to reduce the risk of claims for discrimination due to managers and others not being informed/aware.

The policy considers and is compliant with all relevant employment legislation, ACAS guidance and case law.

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

Consultations	Comment
Monitoring Officer Consultation:	Considered
Section 151 Officer Consultation:	Considered
Existing Council Policies:	Sickness Management Policy
Equality Issues/EQIA assessment:	Considered



Menopause Policy

Author	HR
Version No.	1
Updated by	HR
Date of update	September 2023
Description of changes to this version	N/a - new policy
Document Status	Draft
Next review due:	September 2026

MENOPAUSE POLICY

1.0 Introduction

- The menopause is something that we are all affected by, either directly or indirectly. We want to help you to understand what the menopause is and how it might affect people. We want to remove any stigma associated with the menopause. This is the best way of making sure that everyone impacted by it feels supported and understood.
- This Policy:
 - a Sets out what the menopause is
 - b Explains how it might affect people, both directly and indirectly
 - c Provides a clear explanation of the support networks in place across our business to help those who may need support on this issue
 - d Sets out expected conduct and behaviour towards colleagues who are affected, directly or indirectly, by the menopause
- Managing the effects of the menopause at work is important for both managers and their staff.
- For those experiencing symptoms it can be a difficult and stressful time. Everyone will experience the menopause differently and for some, symptoms can be quite severe and can affect people both physically and mentally.
- The menopause is a natural stage of life which affects most women and other people who have a menstrual cycle. This can include:
 - trans people – 'trans' is an umbrella term used to describe people whose gender is not the same as the sex they were assigned at birth
 - people with 'variations of sex development' (VSD) – some people might prefer to identify as intersex or use the term 'differences in sex development' (DSD)
- Please note that this Policy does not form part of your contract. We reserve the right to amend or remove this Policy.
- This Policy applies to all employees, contractors, agency workers, casual workers, interns and volunteers working for us.

2. What is the menopause?

- Menopause occurs when a woman stops having menstrual periods. It is triggered by a reduction in the production of the hormone oestrogen. Menopause can affect women of all ages, and although it usually occurs between 45 and 55 years old, women can experience an early menopause at any time before this. However, the timing and symptoms are different for everyone.
- It's not only those who identify as women who will experience menopause. Some transgender men, non-binary people and intersex people or people with variations in sex characteristics may also experience menopause. In this Policy, reference to a specific gender should be taken to include all genders.
- There are 3 different stages to the menopause:

- perimenopause - marks the start of menopausal symptoms and may last several years.
- menopause
- post menopause - the time after a woman experiences her last period.
- Some people might also experience early menopause or go through medical menopause earlier in their lives. These types of menopause can be medically complicated, and managers should consider this when supporting their staff.
- All stages and types of the menopause are different, and symptoms can vary from person to person, and range from very mild to severe.

3. What are the common symptoms of the menopause?

- The menopause affects each person differently. Three out of four women will have symptoms and one out of four women will have severe symptoms. Symptoms are both physical and psychological in nature and can change over time.
- Common symptoms include:
 - a Poor concentration
 - b Poor memory
 - c Lack of confidence
 - d Brain fog
 - e Hot flushes
 - f Headaches
 - g Dry eyes
 - h Anxiety
 - i Low mood
 - j Panic attacks
 - k Poor sleep
 - l Weight gain
 - m Fatigue
 - n Joint and muscle pain

4. The role of managers

- We are committed to supporting you through the menopause. This process starts with creating an environment where discussion about the menopause isn't taboo – it is out in the open and understood. We do not want our employees to feel embarrassed or awkward.
- Managers should be aware that the menopause and its symptoms can affect employees at any time. Recognising this, and the symptoms of the menopause, is vital to treating an affected employee fairly. It can explain certain behaviours that you might otherwise put down to a bad attitude or poor performance.
- We will give managers specific training in handling all menopause-related issues sensitively and with confidence. This is not just about legal compliance; good support at work leads to happier and better-performing employees who have valuable skills and experience. If you are a manager and think that someone who reports to you may be going through the menopause and it is affecting their performance, if you're not sure what to do, please contact HR. Women who don't get the right support can lose confidence in their ability to do their job (some even decide to leave) and may find that their mental health suffers.

5. Support through the menopause

We know that the menopause is a very personal matter. We might ask how you are, in general terms. You can then decide whether to talk to us about the menopause or not. We encourage you to do so because we want to support you.

We have a four-step approach that applies to discussions around the menopause and the action we will take.

- Step 1
 - a You could start by speaking with your GP or medical specialist about your menopause-related concerns and the help and advice available to you.
 - b You could also talk to your line manager, if you feel comfortable doing that, or to HR.
 - c If for any reason you are unable to approach your line manager, you can speak to another manager, of the same sex if you prefer.
- Step 2
 - a Meet with your line manager. All managers have been, or will be, trained in understanding and helping employees through the menopause. You should expect to be able to have a private, friendly, honest and constructive conversation.
 - We will discuss with you any ideas that could make things easier for you.
 - Your manager will conduct a risk assessment to include identification of any particular areas that are a detriment to individuals going through the menopause and ensure that menopause symptoms are not made worse by the workplace or its work practices and make changes to help staff manage their symptoms when doing their job; risk assessments should be reviewed regularly
 - b Adjustments will depend on different factors, but things you could ask us to consider include:
 - Modifying your uniform/the dress code
 - Allowing you more frequent breaks
 - Extending deadlines
 - Agreeing a flexible working arrangement (a change in working hours or homeworking, for example). We recognise that individuals may wish to work flexibly on a temporary (rather than permanent) basis; if you feel you would benefit from a temporary change to your working arrangements on an ad hoc basis speak to your manager. We will try to facilitate temporary flexible working arrangements wherever this is possible and will continue to review these to ensure that they meet your needs.
 - Altering some aspects of your duties
 - c Your conversation with your line manager will be confidential. They will probably need to discuss issues and possible solutions with others, including the Head of Service, other managers, HR, occupational health.
 - d We will work hard to balance your needs with those of your colleagues; however, on occasions, we may not be able to find a solution that works for everyone.

- e We will keep notes of the things we discuss and will comply with our data protection responsibilities in respect of the information that passes between us, in line with our Data Protection Policy.
- f After your initial meeting with your line manager, and periodically after that, we may carry out health and safety risk assessments and/or seek advice from occupational health.
- Step 3
 - a Taking account of any specialist advice, we will agree with you the adjustments that we will make.
 - b We will meet with you to make sure that the adjustments are working for you and us. If any modifications are needed, or if anything new needs to be put in place, we will discuss that with you.
- Step 4
 - a We will meet with you on an ongoing basis to check that your symptoms are being managed effectively.
 - b You may find that your symptoms change over time. Please tell us if that happens, so that we can look at making further or alternative adjustments. Once your symptoms pass, we expect you to tell us, and we may discuss with you removing the adjustments in place.
 - c We may need to consult with occupational health/your doctor at various points to make sure everything is being done that should be done.
- There is no expectation on you to work if you are unwell, including because of menopausal symptoms. If you are sick and unable to work, you should follow the procedure set out in our Sickness Management Policy. If you require time off to attend medical appointments related to the menopause you should speak to your line manager.
- We are aware that you may be indirectly affected by the menopause. It may directly affect a loved one or family member, and this may cause concern or distress. We are committed to supporting you too. We urge you to talk to your line manager or a member of HR so we can discuss how we might best support you.

6. Our expectations of our staff

- We may not be able to tell you about any menopause-related issues that a particular colleague is experiencing. We need you to accept that and respect their privacy.
- Employees must treat each other fairly. Any unfavourable treatment, harassment, teasing or inappropriate comments in relation to the menopause or a colleague's symptoms could constitute age, disability or sex discrimination. You are expected to treat each other with respect and compassion. We have a zero-tolerance policy on bullying, harassment, discrimination and victimisation (please see our Bullying, Harassment & Discrimination Policy for more information).
- If you treat a colleague badly (including making unwanted comments or jokes) because of their menopause symptoms, you could be disciplined.

7. Employee assistance programme

Help and support is also available through our employee assistance programme (EAP), provided by Norfolk Support Line. You can use our EAP to speak to an independent adviser on a confidential basis about any issue that is troubling you. To access the service call 0800 169 7676, or for further information go to the Norfolk Support Line website [Norfolk Support Line](#)

8. Useful links and contacts

The following internal policies contain additional information and guidance

- a Disciplinary Policy
- b Grievance Policy
- c Flexible Working Policy
- d Equal Opportunities Policy
- e Bullying & Harassment Policy
- f Data Protection Policy
- g Sickness Management Policy

9. External sources of help

There are various web-based resources and organisations that provide help and support on the menopause, including:

- <https://www.nhs.uk/conditions/menopause>
- <https://www.themenopausecharity.org>
- [Menopause matters](#), which provides information about the menopause, menopausal symptoms and treatment options;
- the [Daisy Network](#) charity, which provides support for people experiencing premature menopause or premature ovarian insufficiency; and
- the [Menopause Café](#), which provides information about events where strangers gather to eat cake, drink tea and discuss the menopause.

10. Administration of the Menopause Policy

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

CABINET



URN: URN 23-135

Report Title : Wellesley 3G – Proposed Hire Charges

Report to: ELT / Cabinet

Date of meeting : 23/08/2023 and 11/09/2023

Responsible Cabinet Member: Emma Flaxman-Taylor; Housing, Health and Communities

Responsible Director / Officer : Natasha Hayes; Executive Director Place

Is this a Key decision ? No

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

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

There is a need to set a fair and sustainable charging model for the hire of the new 3G pitch at the Wellesley to promote optimum community use and create a sustainable operating model. With GYS taking on the short-term responsibilities for booking, a hire charge needs to be set in line with the 'GYBC Fees & Charges Policy: 21/22 to 24/25'. This includes ensuring a fair price for all services is delivered, charges are affordable, costs are recovered and that the relative service demand has been considered.

RECOMMENDATIONS :

That Cabinet :

1. Approve the proposed Fees and Charges proposed in this paper

1. Introduction

Following significant investment from Great Yarmouth Borough Council and the Football Foundation, a new fenced and floodlit artificial 3G grass football pitch (9v9) has been installed at the Wellesley Recreation Ground. This replaced the previous MUGA. Alongside this, work has taken place to refurbish the Grade II Listed Tennis Pavilion to provide toilet, kitchen and changing provision on the site, providing essential welfare facilities for the users of the new pitch. Following an initial testing period, the Council wishes to open the facilities to public and community group bookings, in line with the original business case.

The 9v9 pitch can be divided into 3 x 7v7 pitches to maximise the number of users at any one time with up to 42 individual users per session.

2. Proposal

In line with the fees and charges policy, the following fees are proposed. These consider the cost of running the new 3G facility including opening, closing, and taking bookings, utilities, and other associated costs. We have considered the costs of using similar facilities across the County, as well as ensuring that the cost is as low as possible to ensure that, as much as is practicable, costs are minimised for community groups, especially in the current economic climate. GYBC has engaged GYS to take bookings, open and close the pitch.

2.1 Analysis of charges elsewhere

The below table indicates the fees and charges at other facilities:

<i>Facility</i>	<i>Surface</i>	<i>Size</i>	<i>7v7 cost (ph)</i>	<i>Full pitch cost (ph)</i>
Wellesley Rec 3G (GYBC Business Case)	3G	9v9	£35	£105
Flegg High Ormiston Academy	3G	11v11	£30	£100
Cliff Park Ormiston Academy	2G	11v11	£25	£60
FDC Bowthorpe	3G	7v7	£48	n/a
Long Stratton Leisure Centre	3G	9v9	£38	£70
Brundall Sports Hub (CSF)	3G	11v11	£40	£150
AVERAGE	-	-	£36	£97

2.2 – Estimated costs and income

	Week 1		Week 2		Week 3		Week 4		Monthly Total
	7v7	9v9	7v7	9v9	7v7	9v9	7v7	9v9	
INCOME									
Community Use * (27hrs a week @ £35ph 3hrs a week @ £70ph)	£945	£210	£945	£210	£945	£210	£945	£210	£4620
EXPENDITURE									
Pitch Sinking fund**	£312.50		£312.50		£312.50		£312.50		£1250
Maintenance (GYS)**	£294.33		£294.33		£294.33		£294.33		£1177.32
Total	£548.17		£548.17		£548.17		£548.17		£2192.68

* based on 100% usage of all available spaces from 17:00 onwards

** based on figures from Wellesley Road Business Case, Jan 22

As this is a new facility, the initial period of operation will be a benchmarking phase on usage and charges until 31/03/2024. Data from the business case has been used to define the above costs and estimated income. It is estimated that GYTFC will use the pitches for around 27 hours a week.

2.3 Proposed pricing model

Based on the above information, a price of £35 per hour for a 7v7 pitch (one third of the available facility) and £85 per hour for the full-size 9v9 pitch are recommended to be implemented at the Wellesley 3G Pitch.

A commitment in the original bid to the Football Foundation bid was that the Football Great Yarmouth Town FC are eligible for a reduced booking rate across all their teams. This is to support the increase in participation in grass roots football. The fee for GYTFC is proposed to be £17.50ph for a 7v7 booking, and £45ph for a full-pitch booking.

3. Next Steps

Following approval of these fees and charges we will work with GYS to open the 3G facility to the public as soon as possible, ensuring the wider community can benefit from this fantastic facility.

4. Financial Implication

As detailed in 2.2 there are estimated costs to maintain, open and close the pitches and take bookings. This will be consistently reviewed against income during the initial benchmarking period to 31/03/2024.

Pitch Maintenance

To keep the pitch in good condition there is a need for the correct maintenance to take place which GYS will take responsibility for. The pitch will be kept tidy and litter free and checked between bookings to ensure it is safe to use.

In terms of more routine maintenance, the surface will be brushed regularly in accordance with the number of hours of use. A general guide is one hour of maintenance to every 10-15 hours of usage. This will level the infill (rubber crumb) to ensure uniformity of the surface whilst also preventing any pile lean and/or flattening.

Site Management

The additional existing facilities on the Recreation Ground are managed and maintained by GYS who are, therefore, well placed to manage the new pitch and redeveloped Tennis Pavilion.

The 3G Pitch is to be open 7 days a week, 9.00-21.00 on Weekdays, 9.00-18.00 on weekends. It is anticipated that this arrangement could be for minimum of 3 months, and possibly a maximum of 12.

5. Risk Implications

None

6. Legal Implications

None

7. Conclusion

In conclusion the proposed pricing structure is fair and in-line with other local facilities, and therefore is one that should be adopted for the Wellesley 3G pitch. The model also provides funding for the resourcing to open, close and take bookings.

A number of day time slots per week will be available free of charge for some user groups / organisations per the Football Foundation grant criteria. This will include organisations such as Active Norfolk, Age UK & Norfolk & Waveney Mind, further extending the community impact of this community resource. A number of local Schools will be able to make use of the site, both as part of their PE provision and through the East Norfolk School Sports partnership based at Cliff Park Ormiston Academy.

8. Background Papers

None

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

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

CABINET



URN: 23-047

Report Title: Council Tax Support – Options for 2024/25 Scheme

Report to: Cabinet

Date of meeting: 11 September 2023

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

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

Is this a Key decision ? Yes

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

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

This report outlines options for Great Yarmouth Borough Council's Local Council Tax Support Scheme for 2024/25 for Members to consider in relation to public consultation on next year's scheme.

RECOMMENDATIONS :

That Cabinet grants permission to consult on the options as outlined within the report for the 2024/25 Local Council Tax Support Scheme.

1. Introduction

1.1 On the 1 April 2013 the Council introduced a new Local Council Tax Support Scheme which replaced Council Tax Benefit following the Government announcement in the Spending Review 2010 that financial support for council tax would now be localised.

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

- The amount of funding provided to local authorities to run a localised scheme would be approximately 10% less than was spent on the previous Council Tax Benefit 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 customers of a working age.

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

2. Current Scheme

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

3. Requirements For Further Consultation

- 3.1 There is a legal requirement to conduct a further consultation where the Council is considering changing the Council Tax Support Scheme for future years. Even where only minor changes or no changes are made, it is considered best practice to consult each year.

4. Options to Consider for Consultation

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

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

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

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

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

In considering these options we can also look to protect customers that may be more vulnerable. They would be protected from a reduced maximum award in options 2 to 5 and would continue to be entitled to a maximum award of 91.5% if in receipt of the benefits below.

- Armed Forces Independence Payments
- Attendance Allowance – Higher Rate
- Attendance Allowance – Lower Rate
- DLA Higher Care
- DLA Middle Care
- DLA Lower Care
- DLA Higher Mobility
- DLA Lower Mobility
- PIP Daily Living Enhanced
- PIP Daily Living Standard
- PIP Mobility Enhanced
- PIP Mobility Standard
- Severe Disability Allowance
- War Disablement Pension
- Carers Allowance
- Bereavement Support Payment

5. Financial Implications

- 5.1 Customers of Pension Age are fully protected from any reductions in the maximum amount of award for council tax support so will continue to receive up to 100% of their council tax liability depending on their circumstances.
- 5.2 The cost of the Local Council Support Scheme is split amongst the Norfolk precepting authorities and takes the form of a local discount on the local authority's tax base.
- 5.3 The overall cost of the 2023 scheme and the options shown above are based on a snapshot of 2023 liabilities as shown in the table below.
- 5.4 When considering the options to reduce the maximum award, we should look to make provision for a local hardship fund to be in place to help mitigate cases where financial hardship is identified.
- 5.5 We should also look to identify funding for the administration of the hardship fund along with the resources required in our Early help Hub to provide financial and wider support to those who may be more adversely impacted by any changes in the scheme.
- 5.6 As part of the consultation process in relation to potential changes to the scheme, we would look to secure the appropriate level of financial support from the Police and Norfolk County Council to fund the hardship fund and wider support needs from the more significant reductions in their costs as detailed in Appendix 1.
- 5.7 Appendix 1 also provides a breakdown of the financial impact in considering these options with protections for some people in place and for without these protections. The tables below also include a recommended budget which would be required on each of the options.

Total Cost of scheme £ 10,543,678 (Working age and Pension age)

Table 1 - Total Caseload (10,829) *Snapshot Working Age 6,845 Pension Age 3,984

Working Age Household Type	Caseload
Singles	3,287
Couples	638
Lone Parents	2,132
Families	788

Table 2 – With protections in place (2679 cases protected)

Options on Maximum Award	Current Expenditure Working Age	Revised Expenditure Working Age	GYBC Reduction in Expenditure	Recommended Hardship Fund
Option 1 - 91.5%	£6,111,195	£6,111,195	£0	
Option 2 - 87.5%	£6,111,195	£5,253,448	£74,623	£125,000
Option 3 - 85%	£6,111,195	£5,164,740	£82,341	£200,000
Option 4 - 80%	£6,111,195	£4,990,659	£97,486	£350,000
Option 5 - 75%	£6,111,195	£4,821,158	£112,233	£500,000

Table 3 – Without protections in place

Options on Maximum Award	Current Expenditure Working Age	Revised Expenditure Working Age	GYBC Reduction in Expenditure	Recommended Hardship Fund
Option 1 - 91.5%	£6,111,195	£6,111,195	£0	
Option 2 - 87.5%	£6,111,195	£5,134,509	£84,971	£125,000
Option 3 - 85%	£6,111,195	£4,971,643	£99,141	£200,000
Option 4 - 80%	£6,111,195	£4,646,580	£127,160	£350,000
Option 5 - 75%	£6,111,195	£4,332,564	£154,740	£500,000

6. Risks

6.1 There are risks that should be considered if we reduce the current level of financial support.

- a) We need to consider the impact any reduction on households who may be struggling with the wider 'cost of living' issues.
- b) We also need to consider the impact on workloads as the more cases that fall into arrears, the more work is involved in trying to recover the council tax.
- c) In turn, this could also impact on overall collection and income for the council and other preceptors.

6.2 In part these risks are mitigated by consideration of protection for certain more vulnerable groups, and by provision of a hardship scheme and wider support to help households which may struggle to pay their council tax or are adversely impacted by any changes to the scheme.

7. Recommendation

- 1) To grant permission to consult on the five options as outlined in this report for the 2024/25 Council Tax Support Scheme.

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

Consultations	Comment
Monitoring Officer Consultation:	Yes as part of ELT, consultation of the scheme, legality and regulations
Section 151 Officer Consultation:	Yes, financial cost of scheme
Existing Council Policies:	
Equality Issues/EQIA assessment:	Yes

Appendix 1 - Overall Costings for options to consider

Table 1 with protections (2679 cases protected)

Scheme Type	Overall Cost for Working Age/Pension age current	Overall Cost for Working Age only	Total Reduction from Current Working Age with protections	GYBC Reduction from Current Working Age (8.7%)	Norfolk Police Reduction from Current Working Age (14.6%)	Norfolk County Council Reduction from Current Working Age (76.7%)	Total Hardship Fund Contribution
Current 91.5%	£10,543,678	£6,111,195	n/a				
Caseload	10,829	6,845					
87.5% with Protection		£5,253,449	£857,747	£74,624	£125,231	£657,892	£125,000
85% with Protection		£5,164,740	£946,455	£82,342	£138,182	£725,931	£200,000
80% with Protection		£4,990,660	£1,120,535	£97,487	£163,598	£859,451	£350,000
75% with Protection		£4,821,159	£1,290,037	£112,233	£188,345	£989,458	£500,000

Table 2 without protections

Scheme Type	Overall Cost for Working Age/Pension age current	Overall Cost for Working Age only	Total Reduction from Current Working Age without protections	GYBC Reduction from Current Working Age (8.7%)	Norfolk Police Reduction from Current Working Age (14.6%)	Norfolk County Council Reduction from Current Working Age (76.7%)	Total Hardship Fund Contribution
Current 91.5%	£10,543,678	£6,111,195	n/a				
Caseload	10,829	6,845					
87.5% without Protection		£5,134,510	£976,685	£84,972	£142,596	£749,118	£125,000
85% without Protection		£4,971,643	£1,139,552	£99,141	£166,375	£874,037	£200,000
80% without Protection		£4,649,580	£1,461,615	£127,161	£213,396	£1,121,059	£350,000
75% without Protection		£4,332,565	£1,778,631	£154,741	£259,680	£1,364,210	£500,000

CABINET



URN: 23-069

Report Title: HRA Service Charge Review

Report to: ELT 23rd August 2023
Cabinet 11th September 2023

Responsible Cabinet Member: Cllr Graham Plant

Responsible Director/Officer: Justin Gibbs, (Tenancy Services Manager)

Is this a Key decision? No

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

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

This report outlines proposed revised approach to charging for Council Tenants and Leaseholders with a focus on caretaking and gardening services in communal areas. Currently tenants pay the same charge for caretaking services despite a range of service levels being delivered in different locations. All tenants and leaseholders pay for gardening services as part of the overall rental/lease charge, including tenants who don't reside in communal areas. This proposal sets out a revised approach with only tenants and leaseholders who receive a service being charged and the level of charge reflecting the frequency of works delivered.

RECOMMENDATIONS:

That Cabinet:

- 1) Note the report and approve consultation with tenants/leaseholders on de-pooling service charges and levying charges in accordance with the different level of services delivered in each area.

1 Introduction

1.1 The Council provides a range of caretaking and gardening services that support the management and provision of a clean, safe environment for residents accessing communal areas adjacent to the Council's social housing homes. Service charges to tenant/leaseholders contribute to the cost of providing these services.

1.2 This report provides a summary of the current approaches delivered and explores the fairest way to charge tenants/leaseholders for future service delivery.

2 Estate Services

2.1 The Council provide estate services through caretaking and gardening to communal areas accessed by approximately 4500 properties including homes sold freehold or leasehold through the Right to Buy scheme. The caretaking service is split into two defined areas with outcome based standards:

- Internal Lifts/Stairwells – routine safety checks and cleaning delivered where required to flooring; windows; railings and other internal communal areas to provide a clean, safe environment.
- External Areas – litter picking, and estate monitoring supported by reporting defects for resolution and communication with residents regarding issues that are impacting the area.

2.2 Caretaking services are delivered in accordance to service need. Cleaning frequencies range between fortnightly to four weekly in stairwells/lifts and twice a week to four weekly in external communal areas. This ensures a clean, safe and well maintained environment is provided for all residents. Tenants/leaseholders in some areas do receive a significantly more frequent service than others. This is due to the number of residents accessing an area linked to property numbers or the behaviour of some users.

2.3 The gardening service includes grass cutting, shrub/hedge maintenance, weeding and cleansing and is carried out across the Council's estates and not just the communal areas of flatted schemes. Some areas only receive cleansing (sweeping and weeding of hard standing areas). Each area is visited every 3 weeks (subject to service demands) between March – end October, with two further visits in the winter months to undertake major winter pruning; refurbishment works and cleansing.

2.4 Customer satisfaction with how the Council keeps communal areas clean, safe and well maintained is high. The recent STAR survey resulted in an outcome of 78% tenants/leaseholders very satisfied/satisfied with how the landlord keeps communal areas clean, safe and well maintained. This compares favourably with other organisations and placed the Council in the top quartile in terms of performance.

3 Service Charges

3.1 The Landlord and Tenant Act 1985 (as amended) sets out the approach how and when landlords can levy service charges. This includes service costs relating to caretaking and gardening. Service charges are only able to recover the costs that have been reasonably incurred by a landlord.

- 3.2 The Council currently applies a caretaking service charge that is broken down into two areas (internal; external) for tenants/leaseholders. The charge is set at the same level for each area.
- 3.3 A service charge for leaseholders is currently levied for the gardening service. However, the remaining costs of the gardening service are paid for by the HRA with the cost met by all Council tenants. Consequently, tenants who have no communal areas are contributing to the overall costs.
- 3.4 This report sets out an approach for service charges to be in place and only be charged to those tenants and leaseholders who receive the service. It will include a review of other areas where services are provided to some tenants but no service charge is charged. This approach is called de-pooling. For existing social rent tenants, the impact of de-pooling means that changing the approach to levy a service charge or introducing new service charges will see their rent proportionally reduce so there is no change in the overall cost to them. However, new tenants can be charged the service charges on top of their rent.
- 3.5 This means that whilst de-pooling will mean a fairer and more transparent charging basis for services, the increase in HRA income will be gradual as the new charges can only be added to rent as existing tenancies end and the properties are relet. New tenants will be charged more than existing tenants for services delivered. The approach includes the provision of services through:
- Setting service charges linked to service frequency and type rather than one overall charge for caretaking regardless of where tenants/leaseholders live. This would result in tenants and leaseholders having a higher service charge if they received a more frequent service delivered or receive more than one service. It would also result in tenants who don't receive the service no longer contributing to service costs that are currently partly met by the HRA.
 - Introducing a service charge for gardening rather than all tenants including those without communal areas paying for the service from rental income received. This means separating the charge from the rent account so only those tenant households who receive the gardening service pay for this service, similar to leaseholders currently.
 - Reviewing other landlord services to identify costs which should be recovered via service charges. For example, a service charge for communal lighting, as like gardening services, this cost is currently met from the overall HRA rental income.
- 3.6 Tenants who purchased their home through the Right to Buy scheme and purchased a freehold house or bungalow, currently don't contribute to the ongoing costs of maintenance in communal areas where they reside. The new approach will change this, with an annual grounds maintenance to be charged. This will bring the Council in to line with our landlords and also private housing estates.

4.0 Next Steps and Implementation

- 4.1 To support a fairer charging approach, consult all tenants and leaseholders on the approach of introducing service charges for all services provided such as communal lighting, gardening services which are currently paid for via rental income and that charges reflect service levels.
- 4.2 The new approach to service charges is implemented from April 2024, with the service charge rates reviewed to reflect the 2024/5 budget and approved as part of the 2024/5 HRA Budget unless significant concerns are raised by tenants/leaseholders through the consultation.
- 4.3 To minimise the service costs for tenants and leaseholders, future Right to Buy sales involving the freehold of a property will include a clause in the sale covenant re levying service charges for communal areas.
- 4.4 The Portfolio for Operational Property and Housing Assets will be briefed on this report and the consultation approach prior to consultation commencing. Following consultation, an updated report will be presented to ELT and Cabinet for approval.

5.0 Financial Implications

- 5.1 The total budget for providing the caretaking and gardening services to housing communal areas in 2023/24 is £1,023,358. Full consultation with tenants and leaseholders will inform a review of the current approach and will be set out in a subsequent paper to ELT and Cabinet for approval.

6.0 Risk Implications

- 6.1 This approach will provide all tenants and leaseholders with clear breakdown of the level of services delivered and charges made to support delivery. This may lead to some dissatisfaction that they are receiving a reduced service compared to other tenants and leaseholders.

7.0 Legal Implications

- 7.1 The Housing Act 1985 and Landlord and Tenant Act 1985 legislate a requirement for landlords to consult on all major changes to a tenant/leaseholders tenancy/lease agreements. All tenants/leaseholders have been informed the Council are reviewing its approach to how we charge for caretaking and gardening services. If this proposal is approved a full consultation will be delivered to clearly outline the proposed changes and provide residents with a range of opportunities to provide their views for consideration.

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

Consultations	Comment
Monitoring Officer Consultation:	Pre-circulated for comment
Section 151 Officer Consultation:	Pre-circulated for comment
Existing Council Policies:	N/A
Equality Issues/EQIA assessment:	Survey results will support meeting the needs of vulnerable groups

CABINET



URN: 23-137

Report Title: 2023/24 Budget Monitoring Report – Period 3

Report to: ELT / Cabinet / Scrutiny

Date of meeting: 23 August 2023 / 11 September 2023 / 19 September 2023

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

Responsible Director / Officer: Financial Services Manager

Is this a key decision? No

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

EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

This report presents the month 3 budget monitoring position for financial year 2023/24 for both the General Fund and Housing Revenue Account (HRA) including the respective capital programmes and financing. It includes explanations for significant variances to the budgets currently forecast for the full year.

RECOMMENDATIONS:

That Cabinet:

- 1) It is recommended that members note the content of the report and the revised forecast for the General Fund and Housing revenue Account for 2023/24.
- 2) approve the updated General Fund capital programme (Appendix E).

1. INTRODUCTION

1.1. This report presents the budget monitoring forecast position for the General Fund and Housing Revenue Account and their respective capital programmes for the financial year 2023/24 as at June 2023. This report compares the actual expenditure and income position at the end of June 2023 to the general fund budget for 2023/24 and presents a forecast position for the current year.

1.2. The original base budgets for 2023/24 were approved by Council in February 2023 and assumed a transfer from the general fund reserves of £1,143,503 and a transfer of £1,945,006 from the housing revenue account. This was alongside setting the capital programmes for both the General Fund and the Housing Revenue Account. This report provides an updated forecast for the current year compared to this position and will be used to inform the outturn position for 2023/24.

2. GENERAL FUND - OVERVIEW

- 2.1. The General Fund Summary at Appendix A shows the high-level forecast budget monitoring position on 30 June 2023 of a deficit position of £1,202k. The original budget has been revised to £895k which is a variance from the forecast of £307k.
- 2.2. Appendices A and B provide commentary on the more significant variances (£+/-£10,000 full year) identified from the budget monitoring process carried out between finance and services for the position at the end of period 3 and where there is anticipated year-end under/overspend. Appendix C provides a summary of the general fund service income and expenditure by type (e.g. employee costs).
- 2.3. The employee turnover report to the end of period 3 is 3.9% (in comparison to period 3 in 2022/23 which was reported as 4.34%). Employee turnover is the total number of leavers as a percentage of the average head count of employees over the period. In financial terms turnover will result in underspends against direct employee related budget, for example pay, NI and pension when posts become vacant up to the point of recruitment. Turnover savings will also be accrued from restructuring and where there have been significant delays in-between a post becoming vacant and then being filled. Some of the in-year vacancy savings will be offset using agency and interim appointments. Overall, for the period to the end of June there is an underspend (£158k) of direct employee costs (per Appendix C) the detail of the more significant will have been reported in the detail included at appendix B.
- 2.4. Other factors which are not yet confirmed or quantified are the impact of external contract arrangements for the provision of services provided by GYN. These will continue to be monitored.

3. GENERAL FUND BUDGET MONITORING POSITION – REVENUE SUMMARY

- 3.1. The following table provides a summary of the full year projections for 2023/24, these are based on the actuals at the end of period three and informed by known pressures on the revenue account.

Budget Area	Full Year Current Budget £'000	Full Year Forecast £'000	Total Estimated Full Year Effect £'000
Service Area	14,574	15,064	490
Non-Service Areas	2,880	2,880	0
Use of Reserves	(1,261)	(1,444)	(183)
Income	(15,297)	(15,297)	0
Total (Surplus)/Deficit	895	1,202	307

- 3.2. The overall position will continue to be monitored in the current financial year and will be reported to Management Team and used to inform the budget setting for 2024/25.
- 3.3. There are a number of income areas which are forecast to be less than the budget set in February 2023, these include demand led services for example Crematorium and Planning income. In addition there is a reduction in income against the budget on a number of areas within the Property services area including where previous savings proposals for example concessions have not yet been achieved. The Interim Head of Property and Asset Management

is undertaken a full review of the services income projections to consider options to address the adverse variances seen on income forecasted in comparison to the budget set for 2023/24 and will be bring forward proposals to mitigate these impacts for the future budget setting timetable.

- 3.4. Other options to mitigate the forecast position are also being considered by Extended Leadership Team and action to be taken will be reported at month 6 as required.

4. GENERAL FUND BUDGET MONITORING POSITION – CAPITAL PROGRAMME

- 4.1. Actual spend until the end of June 2023 totals £1.4m as summarised under Appendix E. This is in line with expectations as capital spending tends to occur in the final quarters of the financial year.
- 4.2. The 2023/24 budget set the General Fund Capital Programme at £46.897m.
- 4.3. Approved budgets totalling £9.726m were rolled forward from 2022/23 and £2.7m additions were made as part of the 2022/23 outturn report, approved at Cabinet on 25th July 2023. The revised budget therefore totals £59,323m.
- 4.4. Details of the revised 2023/24 budget are provided under Appendix E. The revised programme has been amended further to incorporate the following changes:
- 4.5. The Council has been awarded £400k grant funding from the Department for Environment, Food and Rural Affairs (DEFRA). This is to be used to provide capital grants for small scale investment in micro and small enterprises in rural areas. It is intended to fund farm business diversification projects outside of agriculture (for example, creating rural leisure and tourism facilities).
- 4.6. A budget of £160k has been added to the Capital Programme for 2023-24 and £240k will be added for 2024-25 based on when the Council will receive the funding.
- 4.7. In January 2023 the council was awarded Levelling Up funding of £20m. The Council formally accepted this funding in April 2023. The funding has been added to the North Quay project already contained within the Capital Programme and will be spent over a number of financial years but has been profiled in line with the forecasted payments from central government.
- 4.8. For 23-24, a budget of £3.56m has been included. The budget profile may have to be adjusted in future as the project develops.
- 4.9. At Cabinet on 25th July 2023 the following budgets were approved and have therefore been added into the Capital Programme £1.23m for the purchase of 5 properties to be used for temporary accommodation, partially funded by the Local Authority Housing Fund (LAHF) scheme.
- 4.10. £296k capital S106 funds are to be used to make improvements to play areas within the borough. In addition to these funds, a capital contribution of £125k needs to be made to make all the improvements required to those playgrounds where no or limited S106 funds are available. A provisional budget of £304,750 had been included in the Capital Programme as part of the budget report that was approved by Council in February 2023, however, this was subject to further approval in line with the Council's play strategy. Following the approval of the use of the S106 funds and since the required borrowing of £125k is less than the £165k that was provisionally approved, the budget has been adjusted accordingly.

- 4.11. £225k has been included to facilitate the delivery of the Office Rationalisation project, funded from borrowing.
- 4.12. £400k has been included for the re-provision of play facilities at Beacon Park, to be funded from capital receipts.
- 4.13. £113k has been added to the refuse vehicle budget in the Capital Programme to allow the purchase of the six diesel and one electric refuse vehicles and associated infrastructure as agreed as part of the fleet strategy work. These costs will be passed onto GYS as part of the service level agreement around asset lease and replacement. This is in addition to £120k approved for the retrofit of six vehicles with emerging fuel technology as approved at Policy and Resources Committee in November 2022.
- 4.14. The Council is currently still experiencing increased construction & materials costs across its capital projects, mainly due to inflationary pressures. Whilst committed capital projects are potentially at less risk (depending on the contract), those projects still at the planning development stage are at greater risk of not being delivered within their approved budgets.
- 4.15. In order to partially mitigate this risk a centralised major capital projects contingency had already been approved; however, the Capital Programme will need to be constantly reviewed during the year and projects may need to be reconsidered and/or reprioritised according to funding available.
- 4.16. The capital contingency has been reduced by £585k to amend the financing on the Marketplace project. Please note that this is not additional budget for the Market project, but rather a reprofiling of the sources of finance. The amount comprises £375k approved at Policy and Resources Committee in July 2022, £160k for extra work on utilities, approved as part of the Period 4 Budget monitoring report at Policy and Resources Committee in September 2022 and £50k approved by ELT under delegation in October 2022.
- 4.17. The Homes Upgrade Grant 1 (HUG1) project contained in the capital programme is now complete, however, an underspend on the total amount of grant received has been identified. This underspend will need to be repaid to the Department of Energy Security and Net Zero. The total amount to be repaid is being finalised and will be reported in future budget monitoring reports. Current Council spend on HUG1 and Local Authority Delivery 3 (LAD3) is lower than the spend of the Council's delivery agent reflecting a time difference in the receipt of invoices.

5. GENERAL FUND CONCLUSIONS

- 5.1. The General Fund revenue budget is showing a forecast full year overspend of £515k. The position will continue to be monitored during the financial year and consideration of required action to mitigate any adverse budget variances will be given by budget holders and the Executive Leadership Team.
- 5.2. The General Fund capital 2023/24 budget stands at £46.9m as at month 3, any unspent capital budgets for ongoing capital projects at the end of March 2024 will mainly be carried forward to 2024/25. The position will continue to be monitored as projects progress.

6. HOUSING REVENUE ACCOUNT- OVERVIEW

- 6.1. There is a statutory requirement to maintain a Housing Revenue Account (HRA) and that account must not show a deficit. The HRA is a separate (ring fenced) account of the Council

covering income and expenditure relating to its role as landlord. Under the self-financing arrangements for local authorities, the HRA records the costs of management and maintenance of the Council's dwellings and the related income from rents and other charges. The Government provides guidance on what should be included in the HRA to protect Council tenants.

- 6.2. Although there is not a requirement for a similar separation of capital expenditure, the capital programme as it relates to the HRA is separately monitored. This report outlines the estimated forecasts for the full financial year 2023/24 as well as showing the position of the HRA as at the end of period 3.
- 6.3. The regular review and monthly monitoring of the HRA budgets provides a sound basis for the preparation of estimates for 2023/24 and of the HRA Business Plan.

7. HOUSING REVENUE ACCOUNT BUDGET MONITORING POSITION - REVENUE

- 7.1. For budget monitoring purposes, the actual expenditure and income to the end of period 3 is reviewed to produce estimated forecasts, compared against original budgets, for the 2023/24 financial year. Key variations are identified and explained within Appendix H & I for Revenue and Appendix J for Capital.
- 7.2. To prepare updated forecasts, detailed analysis has been undertaken of actual figures and any further changes identified from the budget monitoring process, completed alongside services via review work. Updated forecasts are set out in Appendix G & J.
- 7.3. The Housing Revenue Account summary, displayed within Appendix G, shows a 2023/24 forecast deficit of £2.426m, from a currently budgeted deficit of £2.338m, resulting in an unfavorable movement of £0.089m.
- 7.4. The forecast changes incorporated within Appendix G are explained in detail on Appendix H and relate to Job evaluations increases, property SLA increases and increased IT software costs.
- 7.5. The HRA employee turnover for 2023/24, to the end of Period 3 is currently 2.22%. Employee turnover is the total number of leavers as a percentage of the average head count of employees over the period. In financial terms, turnover will result in underspends against direct employee related budget, for example pay, NI and pension when posts become vacant up to the point of recruitment. Some of the in-year vacancy savings will be offset using agency and interim appointments. Overall, for the period to the end of June 2023, there is a total spend of £824k for direct employee costs, there are vacancy savings of £28.5k and there has been a job revaluation of the income assistant role which has led to an increase in budget of £34.6k over the whole team. This has resulted in an overall increase of £6.1k, within supervision and management pay area.
- 7.6. Responsive & Void repair and maintenance budgets currently reflect an increase in revenue void spend, due to an increase in demand for the quarter. Although these services are currently reflecting an overspend, there is a likelihood of underspend within responsive repairs due to a lower demand currently within this area. Budgets will continue to be monitored going forward and forecasts will be adjusted to reflect any market changes.
- 7.7. Compliance budgets are currently reflecting a slight overspend due to some backlogged jobs but in general the budgets remain in line with budget, this will be closely monitored, and forecasts will be updated to reflect any key changes highlighted by the compliance manager.

8. HOUSING REVENUE ACCOUNT BUDGET MONITORING POSITION – CAPITAL PROGRAMME

- 8.1. The Housing Revenue Account originally set a major capital works budget of £10.5m for 2023/24. The 2023/24 capital budget will be updated from P4 to reflect all 2022/23 approved carry forward budgets from the 2022/23 Outturn report. There is no change to forecast budget at the end of Period 3.
- 8.2. Actual capital spend to the end of Period 3 totals (£0.077m), however this currently includes outstanding invoices of £1m, from the Social Housing Decarbonisation Fund (SHDF) that are still due to be paid from the prior financial year (summarised in Appendix J).
- 8.3. Capital programmes are progressing with areas of work mobilising and revisions to work plans being reviewed and prioritised as needed. £1.1m of expenditure has been committed to date on kitchens and bathrooms, roofing works and major voids. Major voids works are continuing to address some of the Council's most demanding vacant properties.
- 8.4. The Council was successful in bidding and securing £1.6m of grant funding under the Social Housing Decarbonisation Fund (SHDF). The project was granted an extension to continue and complete works into the first half of 2023/24. Works aim to provide the needed fabric improvements, improving the energy performance of the buildings, as well as improving the quality of life for the tenants. Budget provisions for works are currently categorised within Appendix J, under Decarbonisation.
- 8.5. The Council also successfully secured both Homes England and Brownfield land release grant funding, to support the development of 18 new one-bedroom affordable homes at Jubilee Court, Great Yarmouth. This project is budgeted at £3.4m and is currently being delivered using both grant and Right to Buy receipts, providing some valuable additions to the Great Yarmouth's affordable housing stock. Jubilee court is on target to complete in Period 4 23/24.
- 8.6. The HRA business plan continues to operate under the assumptions that only affordable and additional housing plans should use further borrowing, with the remaining capital financing being met from Revenue. The Council has continued to take a prudent approach following the removal of the debt cap and with no further guidance being provided around the repayment of debt. To ensure the sustainability of the HRA, future modelling may incorporate a blended approach of both revenue funding capital and further borrowing, aiming to increase the affordability of the HRA over the long term, managing its reserves.

9. HOUSING REVENUE ACCOUNT – RIGHT TO BUY (RTB) SUMMARY 2023/24

- 9.1. The following table provides the number of the RTB sales year to date at period 3 against our anticipated budgeted sales for 2023/24.

	Estimated Sales	Actual Sales
Qtr. 1	4	4
Qtr. 2	4	0
Qtr. 3	6	0
Qtr. 4	6	0
Total	20	4

- 9.2. Right to Buy sales total four sales up to the end of period 3. This is currently in line with budget expectations.
- 9.3. Right to Buy capital receipts will support the capital programme in 2023/24, to support the development of Affordable Housing.

10. HOUSING REVENUE ACCOUNT CONCLUSION

- 10.1. The Housing Revenue Account currently shows a revised 2023/24 forecast deficit of £2.426m, from a current budgeted deficit of £2.338m, resulting in an unfavorable movement of £0.089m. The Income and expenditure position will continue to be monitored going forward.
- 10.2. Major Capital spend to the end of Period 3 totals (£0.077m). Spend will increase in later periods as areas of works are fully mobilised. A capital budget totaling £10.5m is currently forecast to be delivered within 2023/24.
- 10.3. The detail within the report highlights the significant variances, including estimated forecasts of the full year impact to the HRA revenue and capital budgets. The report has flagged a couple of factors that are continuing to place financial pressure on Local Authorities, in particular the pay award and rising utility costs. The cost-of-living crisis will continue to be monitored to inform the update to the current budget and future financial forecast.
- 10.4. The income and expenditure will continue to be monitored in detail during the year, including additional reviews of the HRA 40-year business plan throughout the year.
- 10.5. The HRA is dependent mainly on the rental income stream of the social housing rents, and we have a dedicated team monitoring tenant arrears on a regular basis.

11. FINANCIAL IMPLICATIONS

- 11.1. The detail within the report highlights the significant variances for the 2023/24 financial year for both the general fund and HRA, including a full year review of the respective capital budgets.
- 11.2. The forecast position is subject to change as the year progresses and as highlighted in section 3 of this report action to mitigate adverse variances will need to be considered and will be updated as part of the month 6 monitoring.

12. RISK IMPLICATIONS

- 12.1. The continued high levels of Consumer Price Inflation again present risks, and whilst the budgets for 2023/24 did allow for high levels these were not assumed to remain high in the long term, these estimates will be reviewed as part of the updated budget review.
- 12.2. Funding for local government continues to be a risk and the continued uncertainty around timing of funding reforms is uncertain and whilst it is unlikely in the short term (2024/25) the medium-term picture is less certain and the impacts of the business rates reset and transitional funding is not known.
- 12.3. Reserves held by the Council continue to provide a cushion in the short-term but these are not a medium to long term solution for producing a balanced budget.
- 12.4. The pressures on demand led services for example demand for temporary and homelessness housing and insufficient external funding continues to be a risk for the council with increasing

pressure to the general fund, whilst there is an earmarked reserve that can be used in the short term to mitigate the impact, this is not sustainable.

- 12.5. The revenue budget is reliant upon fees and charges income from a number of demand led services, for example car parking, planning and building control and crematorium. The actual achievement of income levels will be influenced by factors outside of the Councils control and whilst a prudent approach was taken for the setting of these budgets the actual performance will be subject to in year fluctuation. These will need to be closely monitored closely to allow corrective actions to be taken as required to mitigate the overall impact to the general fund.

13. OVERALL CONCLUSION FOR GENERAL FUND AND HOUSING REVENUE ACCOUNT

- 13.1. The report has highlighted financial pressures for both the Housing Revenue Account and the General Fund in the year which will be closely monitored and where applicable corrective action taken.
- 13.2. Work on the 2024/25 has already commenced and will include critical review of all expenditure and income lines and commitments against all reserves to mitigate the impact in the short term. The use of the reserves is not a long-term sustainable option and therefore options will be brought forward as part of the medium-term financial strategy work.

14. Background Papers

- 14.1. Budget Setting Reports for the General Fund and the Housing Revenue Account 2023/24 – February 2023.

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

Consultations	Comment
Monitoring Officer Consultation:	Consultation with ELT
Section 151 Officer Consultation:	Report Author
Existing Council Policies:	
Equality Issues/EQIA assessment:	

Appendix A - General Fund Summary Budget Monitoring 2023/2024

	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Comments
Net Cost of Services						
Executive	3,742,419	3,742,419	529,022	3,784,419	42,000	See Appendix B for details of significant variances.
Housing	868,737	868,737	(491,976)	982,897	114,160	
Inward Investment	659,678	659,678	(126,271)	725,384	65,706	
Planning and Growth	616,713	733,483	36,767	822,083	88,600	
Customer Services	(408,122)	(266,947)	4,100,810	(376,572)	(109,625)	
Property and Asset Management	388,037	388,037	(1,094,217)	815,501	427,464	
IT, Communications, Marketing and Events	1,957,105	1,957,105	32,015	1,957,105	0	
Environmental Services	6,181,183	6,183,698	861,419	6,223,330	39,632	
Health Integration and Communities (new)	307,338	307,338	(495,486)	129,838	(177,500)	
	14,313,088	14,573,548	3,352,083	15,063,985	490,437	
Non Service Expenditure/Income						
Recharge to the Housing Revenue Account	(1,701,263)	(2,093,813)	244	(2,093,813)	0	Review of recharging calculation following outturn has revised the estimated overall recharge between General Fund service and the Housing Revenue Account.
Loan Interest Payable	1,821,000	1,821,000	54,501	1,821,000	0	
Interest Receivable	(474,906)	(474,906)	(52,829)	(474,906)	0	
Capital Charges Reversal	(1,506,384)	(1,506,384)	(1,506,384)	(1,506,384)	0	
Revenue Contribution to Capital	50,000	50,000	0	50,000	0	
Transfers to/(from) Earmarked Reserves	(1,144,674)	(1,261,444)	0	(1,444,276)	(182,832)	Forecast transfer from Earmarked Reserves not yet included within current budget as awaiting final confirmation of amount required.
Pension Back Funding	2,224,021	2,224,021	416,141	2,224,021	0	
Parish Precepts	671,572	671,572	335,786	671,572	0	
Provision for Loan Repayment (MRP)	2,129,843	2,129,843	0	2,129,843	0	
Accounting Adjustments - soft loans, acc absences	0	0	224,030	0	0	
Apprenticeship Levy	58,539	58,539	8,733	58,539	0	
	2,127,748	1,618,428	(519,777)	1,435,596	(182,832)	
Income						
Council Tax - Parishes	(671,572)	(671,572)	(596,030)	(671,572)	0	
Council tax - Borough	(5,417,359)	(5,417,359)	595,909	(5,417,359)	0	
Business Rates	(6,065,000)	(6,065,000)	(4,733,800)	(6,065,000)	0	
Revenue Support Grant	(2,537,824)	(2,537,824)	0	(2,537,824)	0	
New Homes Bonus	(187,081)	(187,081)	(46,770)	(187,081)	0	
Other Grants and contributions	(418,496)	(418,496)	(120,247)	(418,496)	0	
	(15,297,332)	(15,297,332)	(4,900,937)	(15,297,332)	0	
(Surplus)/Deficit	1,143,504	894,644	(2,068,631)	1,202,249	307,605	Forecast is a £58k increase from original budget. Actuals for period 3 includes accruals that have not been offset to date in the financial year.

Appendix B - General Fund Services - Budget monitoring and commentary 2023/24**Note 1 Significant variances requiring commentary:**

Significant variances of +/- £10,000 full year variances require commentary. This is based on the total variance for the service line level for the services as Heads of Service are able to vire budgets within their areas as required.

Note 2 Support Services Recharges:

Support Services Recharge variances are driven by the variances in direct costs and income identified under those services recharged across the Council at year end and therefore there will be variances reported during the year.

Note 3 IAS19 Accounting Adjustment:

IAS19 requires services to recognise pension costs for employees as provided by the Council's Actuary. These IAS19 addition pension charges do not impact on the yearend position as they are reversed under Appendix A as part of the Pension Back Funding line at year end.

Note 4 Period Actuals:

The year to date actuals show not only in year transactions but also the prior year accruals made at the end of the last financial year. In many instances the actual costs have not yet been paid or income not been received.

Executive

Executive Team	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	765,640	765,640	188,867	765,640	0	
Non-pay	12,869	12,869	6,455	12,869	0	
Gross Direct Income	0	0	(30)	0	0	
Net Direct Expenditure/(Income) Total:	778,509	778,509	195,291	778,509	0	No significant variance.
Support Services Recharges	(487,700)	(789,070)	0	(789,070)	0	
Capital Charges	0	0	0	0	0	
Total:	290,809	(10,561)	195,291	(10,561)	0	

Legal	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	546,819	546,819	(209,096)	546,819	0	
Gross Direct Income	(35,000)	(35,000)	81,741	(35,000)	0	
Net Direct Expenditure/(Income) Total:	511,819	511,819	(127,355)	511,819	0	No significant variance.
Support Services Recharges	(495,390)	(511,820)	0	(511,820)	0	
Capital Charges	0	0	0	0	0	
Total:	16,429	(1)	(127,355)	(1)	0	

Equinox	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	64,708	64,708	16,513	64,708	0	
Non-pay	21,039	21,039	(3,514)	21,039	0	
Gross Direct Income	(132,000)	(132,000)	(31,249)	(132,000)	0	
Net Direct Expenditure/(Income) Total:	(46,253)	(46,253)	(18,250)	(46,253)	0	No significant variance.
Support Services Recharges	0	0	0	0	0	
Capital Charges	0	0	0	0	0	
Total:	(46,253)	(46,253)	(18,250)	(46,253)	0	

GYBS company	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	30,636	30,636	37,761	30,636	0	
Gross Direct Income	(470,000)	(470,000)	(28,400)	(470,000)	0	
Net Direct Expenditure/(Income) Total:	(439,364)	(439,364)	9,361	(439,364)	0	No significant variance.
Support Services Recharges	16,340	24,480	0	24,480	0	
Capital Charges	0	0	0	0	0	
Total:	(423,024)	(414,884)	9,361	(414,884)	0	

Housing Repairs & Maintenance Company	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	0	0	0	0	0	
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	0	0	0	0	0	No significant variance.
Support Services Recharges	0	0	0	0	0	
Capital Charges	0	0	0	0	0	
Total:	0	0	0	0	0	

Corporate Costs	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	196,150	196,150	(215,947)	196,150	0	
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	196,150	196,150	(215,947)	196,150	0	No significant variance.
Support Services Recharges	(61,960)	(196,130)	0	(196,130)	0	
Capital Charges	0	0	0	0	0	
Total:	134,190	20	(215,947)	20	0	

Appendix B - General Fund Services - Budget monitoring and commentary 2023/24

Emergency Response	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	83	0	0	
Non-pay	0	0	2,507	0	0	
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	0	0	2,591	0	0	No significant variance.
Support Services Recharges	0	0	0	0	0	
Capital Charges	0	0	0	0	0	
Total:	0	0	2,591	0	0	
Finance	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	816,818	816,818	152,095	816,818	0	
Non-pay	384,408	384,408	28,606	384,408	0	
Gross Direct Income	(7,500)	(7,500)	(538)	(7,500)	0	
Net Direct Expenditure/(Income) Total:	1,193,726	1,193,726	180,163	1,193,726	0	No significant variance.
Support Services Recharges	(786,560)	(1,219,490)	0	(1,219,490)	0	
Capital Charges	0	0	0	0	0	
Total:	407,166	(25,764)	180,163	(25,764)	0	
Member Services	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	182,570	182,570	55,004	201,070	18,500	Variance reflects additional position agreed to be funded by earmarked reserves.
Non-pay	345,766	345,766	74,636	345,766	0	
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	528,336	528,336	129,640	546,836	18,500	
Support Services Recharges	(473,850)	(533,890)	0	(533,890)	0	
Capital Charges	0	0	0	0	0	
Total:	54,486	(5,554)	129,640	12,946	18,500	
Corporate Strategy	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	100,203	100,203	21,017	100,203	0	
Non-pay	4,533	4,533	41	4,533	0	
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	104,736	104,736	21,058	104,736	0	No significant variance.
Support Services Recharges	(78,200)	(108,910)	0	(108,910)	0	
Capital Charges	0	0	0	0	0	
Total:	26,536	(4,174)	21,058	(4,174)	0	
Elections	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	169,029	169,029	86,331	172,029	3,000	
Non-pay	143,794	143,794	101,682	143,794	0	
Gross Direct Income	(25,211)	(25,211)	(28,501)	(30,711)	(5,500)	
Net Direct Expenditure/(Income) Total:	287,612	287,612	159,513	285,112	(2,500)	No significant variance.
Support Services Recharges	43,950	58,900	0	58,900	0	
Capital Charges	0	0	0	0	0	
Total:	331,562	346,512	159,513	344,012	(2,500)	
Human Resources	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	495,211	495,211	118,821	521,211	26,000	Variance reflects overlap of maternity and covering positions.
Non-pay	131,937	131,937	74,135	131,937	0	
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	627,148	627,148	192,956	653,148	26,000	
Support Services Recharges	(519,020)	(640,210)	0	(640,210)	0	
Capital Charges	0	0	0	0	0	
Total:	108,128	(13,062)	192,956	12,938	26,000	
Total Executive:	900,029	(173,721)	529,022	(131,721)	42,000	
Total Executive excluding capital charges and recharges:	3,742,419	3,742,419	529,022	3,784,419	42,000	
Total Executive excluding recharges:	3,742,419	3,742,419	529,022	3,784,419	42,000	

Appendix B - General Fund Services - Budget monitoring and commentary 2023/24

Housing

Housing Needs	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	1,377,918	1,377,918	266,460	1,377,918	0	
Non-pay	553,638	553,638	202,930	806,609	252,971	These are demand led services, with B&B accommodation also being heavily subject to increased summer price rises. Increased demand has been received for this service, resulting in increased spend for increased accommodation charges. This is partly mitigated by an increase of income, including any outstanding demand being financed by homelessness grant funding, as reflected in the income below.
Gross Direct Income	(1,441,172)	(1,441,172)	(945,380)	(1,579,983)	(138,811)	Increased income recovery forecast from B&B and temporary accommodation due to increase in service demand as per above.
Net Direct Expenditure/(Income) Total:	490,384	490,384	(475,991)	604,544	114,160	
Support Services Recharges	334,790	431,790	0	431,790	0	
Capital Charges	18,137	18,137	0	18,137	0	
Total:	843,311	940,311	(475,991)	1,054,471	114,160	

Housing Strategy	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	184,935	184,935	29,214	184,935	0	
Non-pay	4,700	4,700	(14,414)	4,700	0	
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	189,635	189,635	14,800	189,635	0	No significant variance.
Support Services Recharges	62,720	85,360	0	85,360	0	
Capital Charges	23,859	23,859	0	23,859	0	
Total:	276,214	298,854	14,800	298,854	0	

Traveller's Site/Gapton Hall	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	68,657	68,657	8,364	68,657	0	
Non-pay	138,732	138,732	21,824	138,732	0	
Gross Direct Income	(123,483)	(123,483)	(25,034)	(123,483)	0	
Net Direct Expenditure/(Income) Total:	83,906	83,906	5,153	83,906	0	No significant variance.
Support Services Recharges	62,980	80,740	0	80,740	0	
Capital Charges	0	0	0	0	0	
Total:	146,886	164,646	5,153	164,646	0	

Refugees	Original Budget 2019/20 £	Current Budget 2019/20 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	0	0	45	0	0	
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	0	0	45	0	0	No significant variance.
Support Services Recharges	0	0	0	0	0	
Capital Charges	0	0	0	0	0	
Total:	0	0	45	0	0	

Better Care Fund	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	128,159	128,159	22,661	128,159	0	
Non-pay	22,364	22,364	774	22,364	0	
Gross Direct Income	(157,019)	(157,019)	(104,093)	(157,019)	0	
Net Direct Expenditure/(Income) Total:	(6,496)	(6,496)	(80,659)	(6,496)	0	No significant variance.
Support Services Recharges	39,370	47,660	0	47,660	0	
Capital Charges	0	0	0	0	0	
Total:	32,874	41,164	(80,659)	41,164	0	

Safe at Home	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	273,910	273,910	62,568	273,910	0	
Non-pay	53,649	53,649	4,653	53,649	0	
Gross Direct Income	(258,247)	(258,247)	(22,611)	(258,247)	0	
Net Direct Expenditure/(Income) Total:	69,312	69,312	44,610	69,312	0	No significant variance.
Support Services Recharges	63,600	76,080	0	76,080	0	
Capital Charges	0	0	0	0	0	
Total:	132,912	145,392	44,610	145,392	0	

Total Housing:	1,432,197	1,590,367	(491,976)	1,704,527	114,160	
Total Housing excluding capital charges and recharges:	826,741	826,741	(491,976)	940,901	114,160	
Total Housing excluding recharges:	868,737	868,737	(491,976)	982,897	114,160	

Appendix B - General Fund Services - Budget monitoring and commentary 2023/24

Inward Investment

Project Management Office	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	76,806	76,806	46,929	76,806	0	
Non-pay	1,802	1,802	805	1,802	0	
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	78,608	78,608	47,735	78,608	0	No significant variance.
Support Services Recharges	64,760	83,140	0	83,140	0	
Capital Charges	0	0	0	0	0	
Total:	143,368	161,748	47,735	161,748	0	
Projects and Programmes	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	106,357	106,357	21,400	106,357	0	
Non-pay	3,092	3,092	455	3,092	0	
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	109,449	109,449	21,855	109,449	0	No significant variance.
Support Services Recharges	187,680	325,890	0	325,890	0	
Capital Charges	0	0	0	0	0	
Total:	297,129	435,339	21,855	435,339	0	
Offshore Wind Project	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	53,692	53,692	11,832	53,692	0	
Non-pay	44,919	44,919	18,930	44,919	0	
Gross Direct Income	(100,000)	(100,000)	101,937	(100,000)	0	
Net Direct Expenditure/(Income) Total:	(1,389)	(1,389)	132,699	(1,389)	0	No significant variance.
Support Services Recharges	0	0	0	0	0	
Capital Charges	0	0	0	0	0	
Total:	(1,389)	(1,389)	132,699	(1,389)	0	
Inclusion Project (ESF)	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	0	0	0	0	0	
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	0	0	0	0	0	No significant variance.
Support Services Recharges	0	0	0	0	0	
Capital Charges	0	0	0	0	0	
Total:	0	0	0	0	0	
Towns Fund	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	0	0	(12,060)	0	0	
Gross Direct Income	0	0	928	0	0	
Net Direct Expenditure/(Income) Total:	0	0	(11,132)	0	0	No significant variance.
Support Services Recharges	0	0	0	0	0	
Capital Charges	0	0	0	0	0	
Total:	0	0	(11,132)	0	0	
Winter Programme - Different Light	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	45,000	45,000	0	45,000	0	
Gross Direct Income	(45,000)	(45,000)	53,430	(45,000)	0	
Net Direct Expenditure/(Income) Total:	0	0	53,430	0	0	No significant variance.
Support Services Recharges	0	0	0	0	0	
Capital Charges	0	0	0	0	0	
Total:	0	0	53,430	0	0	
CCTV	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	114,476	114,476	35,401	114,476	0	
Gross Direct Income	(4,000)	(4,000)	(4,000)	(4,000)	0	
Net Direct Expenditure/(Income) Total:	110,476	110,476	31,401	110,476	0	No significant variance.
Support Services Recharges	21,470	25,140	0	25,140	0	
Capital Charges	35,967	35,967	0	35,967	0	
Total:	167,913	171,583	31,401	171,583	0	

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Culture and Leisure	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	86,264	15,344	86,264	0	
Non-pay	301,920	215,656	(19,625)	215,656	0	
Gross Direct Income	(173,115)	(173,115)	10,000	(173,115)	0	
Net Direct Expenditure/(Income) Total:	128,805	128,805	5,719	128,805	0	No significant variance.
Support Services Recharges	47,840	66,170	0	66,170	0	
Capital Charges	0	0	0	0	0	
Total:	176,645	194,975	5,719	194,975	0	
Indoor Leisure - Phoenix Pool & Marina Centre	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	60,552	60,552	11,921	60,552	0	
Non-pay	104,080	104,080	(184,626)	169,787	65,707	£65k for increased utility costs for the new leisure centre to be funded from the asset management earmarked reserve.
Gross Direct Income	(211,780)	(211,780)	11,581	(211,780)	0	
Net Direct Expenditure/(Income) Total:	(47,148)	(47,148)	(161,124)	18,559	65,707	
Support Services Recharges	77,390	111,600	0	111,600	0	
Capital Charges	86,348	86,348	0	86,348	0	
Total:	116,590	150,800	(161,124)	216,507	65,707	
Conservation	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	161,604	177,888	21,184	177,888	0	
Non-pay	211,261	664,646	97,578	664,646	0	
Gross Direct Income	(106,718)	(576,387)	(18,200)	(576,387)	0	
Net Direct Expenditure/(Income) Total:	266,147	266,147	100,561	266,147	0	No significant variance.
Support Services Recharges	32,840	44,490	0	44,490	0	
Capital Charges	25,408	25,408	0	25,408	0	
Total:	324,395	336,045	100,561	336,045	0	
Economic Development	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	114,244	114,244	20,967	114,244	0	
Non-pay	1,604	1,604	555	1,604	0	
Gross Direct Income	(117,022)	(117,022)	0	(117,022)	0	
Net Direct Expenditure/(Income) Total:	(1,174)	(1,174)	21,522	(1,174)	0	No significant variance.
Support Services Recharges	106,040	128,710	0	128,710	0	
Capital Charges	0	0	0	0	0	
Total:	104,866	127,536	21,522	127,536	0	
Enterprise GY	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	1	1	0	0	(1)	
Gross Direct Income	0	0	(1,950)	0	(1,950)	
Net Direct Expenditure/(Income) Total:	1	1	(1,950)	0	(1,951)	No significant variance.
Support Services Recharges	0	0	0	0	0	
Capital Charges	0	0	0	0	0	
Total:	1	1	(1,950)	0	(1,951)	
Enterprise Zone	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	648,180	648,180	(366,987)	648,180	0	
Gross Direct Income	(780,000)	(780,000)	0	(780,000)	0	
Net Direct Expenditure/(Income) Total:	(131,820)	(131,820)	(366,987)	(131,820)	0	No significant variance.
Support Services Recharges	0	0	0	0	0	
Capital Charges	0	0	0	0	0	
Total:	(131,820)	(131,820)	(366,987)	(131,820)	0	
Total Inward Investment:	1,197,698	1,444,818	(126,271)	1,510,524	63,756	
Total Inward Investment excluding capital charges and recharges:	511,955	511,955	(126,271)	577,661	65,706	
Total Inward Investment excluding recharges:	659,678	659,678	(126,271)	725,384	65,706	

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Planning and Growth

Building Control	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	260,240	260,240	30,728	234,540	(25,700)	Variance reflects vacancies within the service.
Non-pay	41,627	41,627	8,606	45,627	4,000	
Gross Direct Income	(248,100)	(248,100)	(42,048)	(208,100)	40,000	Problems with filling vacancies is impacting on the departments ability to complete works to gain income, as well as works being lost to external inspectors and the downturn in the construction industry.
Net Direct Expenditure/(Income) Total:	53,767	53,767	(2,714)	72,067	18,300	
Support Services Recharges	69,290	83,180	0	83,180	0	
Capital Charges	0	0	0	0	0	
Total:	123,057	136,947	(2,714)	155,247	18,300	
Development Control	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	660,847	810,597	128,744	810,597	0	
Non-pay	39,675	39,675	(69,312)	39,975	300	
Gross Direct Income	(597,450)	(597,450)	(95,298)	(563,450)	34,000	Nationally there has been a reduction of 13% in the number of planning applications received at the started of 2023 when compared to the same period last year. (DLUHC) which is reflective of the trend we are seeing locally. We have a significant Planning Performance Agreement in the pipeline but not yet finalised so not assumed within the figures. The income from this will cover the costs for temporary resources to deal with this application, thereby ensuring the existing resources are not overwhelmed by this largescale proposal.
Net Direct Expenditure/(Income) Total:	103,072	252,822	(35,866)	287,122	34,300	
Support Services Recharges	167,580	215,260	0	215,260	0	
Capital Charges	0	0	0	0	0	
Total:	270,652	468,082	(35,866)	502,382	34,300	
Land Charges	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	49,489	49,489	2,143	49,489	0	
Gross Direct Income	(148,126)	(148,126)	(17,928)	(108,126)	40,000	Less searches requested as the housing market has slowed down since the interest rate increases, so income estimated to be similar levels to 2022/23.
Net Direct Expenditure/(Income) Total:	(98,637)	(98,637)	(15,785)	(58,637)	40,000	
Support Services Recharges	29,250	33,340	0	33,340	0	
Capital Charges	0	0	0	0	0	
Total:	(69,387)	(65,297)	(15,785)	(25,297)	40,000	
Planning business support	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	146,400	108,420	26,117	108,420	0	
Non-pay	0	0	3	0	0	
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	146,400	108,420	26,120	108,420	0	No significant variance.
Support Services Recharges	51,420	59,140	0	59,140	0	
Capital Charges	0	0	0	0	0	
Total:	197,820	167,560	26,120	167,560	0	
Strategic Planning	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	313,185	313,185	69,494	309,185	(4,000)	
Non-pay	119,644	124,644	7,637	124,644	0	
Gross Direct Income	(22,300)	(22,300)	(12,120)	(22,300)	0	
Net Direct Expenditure/(Income) Total:	410,529	415,529	65,012	411,529	(4,000)	No significant variance.
Support Services Recharges	72,190	88,030	0	88,030	0	
Capital Charges	1,582	1,582	0	1,582	0	
Total:	484,301	505,141	65,012	501,141	(4,000)	
Total Planning and Growth:	1,006,443	1,212,433	36,767	1,301,033	88,600	
Total Planning and Growth excluding capital charges and recharges:	615,131	731,901	36,767	820,501	88,600	
Total Planning and Growth excluding recharges:	616,713	733,483	36,767	822,083	88,600	

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Customer Services

Benefits	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	607,054	607,054	135,714	605,554	(1,500)	
Non-pay	20,022,714	20,022,714	3,873,789	19,177,714	(845,000)	
Gross Direct Income	(20,577,086)	(20,577,086)	(76,350)	(19,740,786)	836,300	Based on current benefits claims and forecasting the year end position based on these.
Net Direct Expenditure/(Income) Total:	52,682	52,682	3,933,153	42,482	(10,200)	
Support Services Recharges	83,967	250,247	0	250,247	0	
Capital Charges	0	0	0	0	0	
Total:	136,649	302,929	3,933,153	292,729	(10,200)	
Crematorium and Cemeteries	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	229,942	229,942	56,014	229,942	0	
Non-pay	822,454	822,454	211,191	829,454	7,000	
Gross Direct Income	(1,643,500)	(1,643,500)	(268,969)	(1,573,500)	70,000	Income currently forecasted based on current projections following lower demand than when the budget was set. This will continue to be monitored and the forecast revised as required.
Net Direct Expenditure/(Income) Total:	(591,104)	(591,104)	(1,765)	(514,104)	77,000	
Support Services Recharges	161,370	207,500	0	207,500	0	
Capital Charges	70,543	70,543	0	70,543	0	
Total:	(359,191)	(313,061)	(1,765)	(236,061)	77,000	
Customer Services	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	655,134	655,134	152,012	642,134	(13,000)	Variance due to vacancies within the service.
Non-pay	12,180	12,180	5,209	12,180	0	
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	667,314	667,314	157,222	654,314	(13,000)	
Support Services Recharges	(222,680)	(698,580)	0	(698,580)	0	
Capital Charges	0	0	0	0	0	
Total:	444,634	(31,266)	157,222	(44,266)	(13,000)	
Support Services	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	166,515	166,515	37,809	171,515	5,000	
Non-pay	36,651	36,651	33,792	37,651	1,000	
Gross Direct Income	0	0	500	0	0	
Net Direct Expenditure/(Income) Total:	203,166	203,166	72,101	209,166	6,000	No significant variance.
Support Services Recharges	(145,270)	(213,940)	0	(213,940)	0	
Capital Charges	2,985	2,985	0	2,985	0	
Total:	60,881	(7,789)	72,101	(1,789)	6,000	
Car Parks	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	442,590	442,590	110,240	439,090	(3,500)	
Non-pay	837,445	837,445	90,704	843,945	6,500	
Gross Direct Income	(2,631,841)	(2,490,666)	(554,624)	(2,644,091)	(153,425)	Income is higher than anticipated when the budget was set, so improved position forecast for the year.
Net Direct Expenditure/(Income) Total:	(1,351,806)	(1,210,631)	(353,680)	(1,361,056)	(150,425)	
Support Services Recharges	219,120	316,280	0	316,280	0	
Capital Charges	46,827	46,827	0	46,827	0	
Total:	(1,085,859)	(847,524)	(353,680)	(997,949)	(150,425)	
Revenues	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	815,921	815,921	185,313	790,921	(25,000)	Variance due to vacancies within the service.
Non-pay	243,311	243,311	79,872	243,311	0	
Gross Direct Income	(596,408)	(596,408)	10,300	(596,408)	0	
Net Direct Expenditure/(Income) Total:	462,824	462,824	275,484	437,824	(25,000)	
Support Services Recharges	71,810	528,290	0	528,290	0	
Capital Charges	0	0	0	0	0	
Total:	534,634	991,114	275,484	966,114	(25,000)	
Tearooms	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	64,641	64,641	16,949	70,641	6,000	
Non-pay	46,352	46,352	8,239	24,252	(22,100)	
Gross Direct Income	(113,882)	(113,882)	(6,893)	(91,782)	22,100	Offset of income and costs of sales variances.
Net Direct Expenditure/(Income) Total:	(2,889)	(2,889)	18,295	3,111	6,000	
Support Services Recharges	49,290	62,050	0	62,050	0	
Capital Charges	31,336	31,336	0	31,336	0	
Total:	77,737	90,497	18,295	96,497	6,000	
Total Customer Services:	(190,515)	184,900	4,100,810	75,275	(109,625)	
Total Customer Services excluding capital charges and recharges:	(559,813)	(418,638)	4,100,810	(528,263)	(109,625)	
	(408,122)	(266,947)	4,100,810	(376,572)	(109,625)	

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Property and Asset Management

Public Toilets	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	249,094	249,094	62,600	251,399	2,305	
Gross Direct Income	0	0	0	(2,305)	(2,305)	
Net Direct Expenditure/(Income) Total:	249,094	249,094	62,600	249,094	0	No significant variance.
Support Services Recharges	27,110	39,360	0	39,360	0	
Capital Charges	153,447	153,447	0	153,447	0	
Total:	429,651	441,901	62,600	441,901	0	

Repairs and Maintenance	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	10,589	10,589	213	10,589	0	
Gross Direct Income	(97,572)	(97,572)	254,661	(97,572)	0	
Net Direct Expenditure/(Income) Total:	(86,983)	(86,983)	254,874	(86,983)	0	No significant variance.
Support Services Recharges	58,200	85,710	0	85,710	0	
Capital Charges	205,389	205,389	0	205,389	0	
Total:	176,606	204,116	254,874	204,116	0	

Footway Lighting	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	143,849	143,849	(8,325)	211,349	67,500	Budget setting process for 2023/24 did not fully reflect the higher energy costs in the 2022/23 year, after allowance of the agreed saving in 2023/24.
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	143,849	143,849	(8,325)	211,349	67,500	
Support Services Recharges	63,120	93,100	0	93,100	0	
Capital Charges	69,718	69,718	0	69,718	0	
Total:	276,687	306,667	(8,325)	374,167	67,500	

Coastal Protection	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	203,828	203,828	47,808	205,328	1,500	
Non-pay	115,882	115,882	4,570	118,882	3,000	
Gross Direct Income	(154,853)	(154,853)	0	(159,353)	(4,500)	
Net Direct Expenditure/(Income) Total:	164,857	164,857	52,378	164,857	0	No significant variance.
Support Services Recharges	56,480	76,070	0	76,070	0	
Capital Charges	362,693	362,693	0	362,693	0	
Total:	584,030	603,620	52,378	603,620	0	

Community Centres	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	5,443	5,443	2,088	10,443	5,000	
Gross Direct Income	(1,774)	(1,774)	(1,661)	(3,774)	(2,000)	
Net Direct Expenditure/(Income) Total:	3,669	3,669	427	6,669	3,000	No significant variance.
Support Services Recharges	20,400	28,940	0	28,940	0	
Capital Charges	25,213	25,213	0	25,213	0	
Total:	49,282	57,822	427	60,822	3,000	

Council Offices - Town Hall	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	252,456	252,456	21,288	252,456	0	
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	252,456	252,456	21,288	252,456	0	No significant variance.
Support Services Recharges	(209,290)	(268,280)	0	(268,280)	0	
Capital Charges	15,821	15,821	0	15,821	0	
Total:	58,987	(3)	21,288	(3)	0	

Council Offices - Greyfriars	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	157,707	157,707	6,517	142,707	(15,000)	Underspend on utilities (gas).
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	157,707	157,707	6,517	142,707	(15,000)	
Support Services Recharges	(117,810)	(165,410)	0	(165,410)	0	
Capital Charges	7,710	7,710	0	7,710	0	
Total:	47,607	7	6,517	(14,993)	(15,000)	

Appendix B - General Fund Services - Budget monitoring and commentary 2023/24

Council Offices - Maritime House	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	26,765	26,765	1,327	29,765	3,000	
Gross Direct Income	(4,000)	(4,000)	0	0	4,000	
Net Direct Expenditure/(Income) Total:	22,765	22,765	1,327	29,765	7,000	No significant variance.
Support Services Recharges	10,430	14,570	0	14,570	0	
Capital Charges	4,560	4,560	0	4,560	0	
Total:	37,755	41,895	1,327	48,895	7,000	
Council Offices - Catalyst Centre	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	84,066	84,066	1,572	59,066	(25,000)	Underspend on utilities (gas and electricity).
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	84,066	84,066	1,572	59,066	(25,000)	
Support Services Recharges	(36,680)	(87,860)	0	(87,860)	0	
Capital Charges	3,797	3,797	0	3,797	0	
Total:	51,183	3	1,572	(24,997)	(25,000)	
Beach Huts	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	27,448	27,448	8,159	29,448	2,000	
Non-pay	13,711	13,711	4,848	10,661	(3,050)	
Gross Direct Income	(79,335)	(79,335)	(90,179)	(76,285)	3,050	
Net Direct Expenditure/(Income) Total:	(38,176)	(38,176)	(77,171)	(36,176)	2,000	No significant variance.
Support Services Recharges	29,860	41,930	0	41,930	0	
Capital Charges	0	0	0	0	0	
Total:	(8,316)	3,754	(77,171)	5,754	2,000	
Easter Fayre	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	20,371	20,371	21,756	22,371	2,000	
Gross Direct Income	(20,371)	(20,371)	(13,968)	(13,871)	6,500	
Net Direct Expenditure/(Income) Total:	0	0	7,788	8,500	8,500	No significant variance.
Support Services Recharges	4,410	6,750	0	6,750	0	
Capital Charges	0	0	0	0	0	
Total:	4,410	6,750	7,788	15,250	8,500	
Markets	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	77,595	77,595	55,831	79,595	2,000	
Non-pay	235,734	235,734	47,137	234,557	(1,177)	
Gross Direct Income	(185,769)	(185,769)	(111,369)	(174,769)	11,000	Income is lower than budgeted as a result of the delay in the delivery of the next phase of the capital project. Also this has impacted on the demand for two day and casual markets.
Net Direct Expenditure/(Income) Total:	127,560	127,560	(8,400)	139,383	11,823	
Support Services Recharges	57,580	79,540	0	79,540	0	
Capital Charges	4,820	4,820	0	4,820	0	
Total:	189,960	211,920	(8,400)	223,743	11,823	
Go Trade	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	0	0	4,302	0	0	
Gross Direct Income	0	0	3,953	0	0	
Net Direct Expenditure/(Income) Total:	0	0	8,255	0	0	No significant variance.
Support Services Recharges	0	0	0	0	0	
Capital Charges	0	0	0	0	0	
Total:	0	0	8,255	0	0	
Novus Centre	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	44,761	44,761	1,901	68,648	23,887	Increase in energy costs and repairs and maintenance spend.
Gross Direct Income	(41,867)	(41,867)	0	(40,000)	1,867	
Net Direct Expenditure/(Income) Total:	2,894	2,894	1,901	28,648	25,754	
Support Services Recharges	2,400	2,400	0	2,400	0	
Capital Charges	0	0	0	0	0	
Total:	5,294	5,294	1,901	31,048	25,754	

Appendix B - General Fund Services - Budget monitoring and commentary 2023/24

Bretts	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	56,125	56,125	(58,530)	56,125	0	
Gross Direct Income	(52,101)	(52,101)	36,772	(52,101)	0	
Net Direct Expenditure/(Income) Total:	4,024	4,024	(21,758)	4,024	0	No significant variance.
Support Services Recharges	8,700	11,350	0	11,350	0	
Capital Charges	0	0	0	0	0	
Total:	12,724	15,374	(21,758)	15,374	0	

Courts	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	20,093	20,093	372	20,093	0	
Gross Direct Income	(14,300)	(14,300)	7,516	(14,300)	0	
Net Direct Expenditure/(Income) Total:	5,793	5,793	7,888	5,793	0	No significant variance.
Support Services Recharges	11,080	15,270	0	15,270	0	
Capital Charges	0	0	0	0	0	
Total:	16,873	21,063	7,888	21,063	0	

South Denes Energy Park	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	5,455	5,455	0	5,455	0	
Gross Direct Income	(8,004)	(8,004)	(2,668)	(8,004)	0	
Net Direct Expenditure/(Income) Total:	(2,549)	(2,549)	(2,668)	(2,549)	0	No significant variance.
Support Services Recharges	24,970	35,990	0	35,990	0	
Capital Charges	0	0	0	0	0	
Total:	22,421	33,441	(2,668)	33,441	0	

Factory Units	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	19,965	19,965	290	26,465	6,500	
Gross Direct Income	(113,337)	(113,337)	(35,480)	(106,687)	6,650	
Net Direct Expenditure/(Income) Total:	(93,372)	(93,372)	(35,191)	(80,222)	13,150	No significant variance.
Support Services Recharges	23,470	28,930	244	28,930	0	
Capital Charges	0	0	0	0	0	
Total:	(69,902)	(64,442)	(34,946)	(51,292)	13,150	

Minerva House	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	11,094	11,094	0	11,094	0	
Gross Direct Income	(66,118)	(66,118)	(34,375)	(86,743)	(20,625)	Full rental of Minerva House, stepped rent increase not budgeted for.
Net Direct Expenditure/(Income) Total:	(55,024)	(55,024)	(34,375)	(75,649)	(20,625)	
Support Services Recharges	5,970	7,810	0	7,810	0	
Capital Charges	0	0	0	0	0	
Total:	(49,054)	(47,214)	(34,375)	(67,839)	(20,625)	

Corporate Estates	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	10	10	0	10	0	
Non-pay	482,992	482,992	95,930	482,992	0	
Gross Direct Income	(2,500,903)	(2,500,903)	(1,150,339)	(2,245,903)	255,000	Various rental income targets are not being achieved, due to a variety of reasons (empty properties, requiring repairs, lack of interest etc). Further investigation is ongoing to these variances and action is being taken in the year to look to mitigate this shortfall.
Net Direct Expenditure/(Income) Total:	(2,017,901)	(2,017,901)	(1,054,409)	(1,762,901)	255,000	
Support Services Recharges	493,510	637,680	0	637,680	0	
Capital Charges	34,945	34,945	0	34,945	0	
Total:	(1,489,446)	(1,345,276)	(1,054,409)	(1,090,276)	255,000	

Onians	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	1,480	1,480	262	1,480	0	
Gross Direct Income	(9,900)	(9,900)	(1,200)	(5,400)	4,500	
Net Direct Expenditure/(Income) Total:	(8,420)	(8,420)	(938)	(3,920)	4,500	No significant variance.
Support Services Recharges	8,960	11,960	0	11,960	0	
Capital Charges	0	0	0	0	0	
Total:	540	3,540	(938)	8,040	4,500	

Appendix B - General Fund Services - Budget monitoring and commentary 2023/24

Property Services	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	953,584	953,584	174,492	953,584	0	
Non-pay	52,062	52,062	9,250	52,062	0	
Gross Direct Income	(293,317)	(293,317)	1,019	(293,317)	0	
Net Direct Expenditure/(Income) Total:	712,329	712,329	184,761	712,329	0	No significant variance.
Support Services Recharges	(494,480)	(739,540)	0	(739,540)	0	
Capital Charges	0	0	0	0	0	
Total:	217,849	(27,211)	184,761	(27,211)	0	
Beacon Park	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	236,900	236,900	12,069	194,400	(42,500)	Underspend on electricity costs as these are now being paid by the tenants. Also promotional costs have been lower than anticipated.
Gross Direct Income	(1,111,362)	(1,111,362)	(549,437)	(1,068,862)	42,500	Relevant increase in costs (insurance, electricity etc) noted above not yet recharged to occupiers.
Net Direct Expenditure/(Income) Total:	(874,462)	(874,462)	(537,369)	(874,462)	0	
Support Services Recharges	40,580	55,730	0	55,730	0	
Capital Charges	167,469	167,469	0	167,469	0	
Total:	(666,413)	(651,263)	(537,369)	(651,263)	0	
37-39 Market Place (Palmer's / The Place)	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	42,992	42,992	8,366	110,273	67,281	Costs for business rates and utilities are being incurred whilst the site is under development. Business rates are under appeal with the VOA during the construction phase and therefore funded from earmarked reserves. Subsequently, any refund will then be transferred to back into earmarked reserves.
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	42,992	42,992	8,366	110,273	67,281	
Support Services Recharges	5,960	7,680	0	7,680	0	
Capital Charges	0	0	0	0	0	
Total:	48,952	50,672	8,366	117,953	67,281	
Property Building Services	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	493,081	493,081	47,823	503,081	10,000	Additional spend on children's play equipment funded by contributions.
Gross Direct Income	0	0	0	(10,000)	(10,000)	
Net Direct Expenditure/(Income) Total:	493,081	493,081	47,823	493,081	0	
Support Services Recharges	0	0	0	0	0	
Capital Charges	0	0	0	0	0	
Total:	493,081	493,081	47,823	493,081	0	
Waterways	Original Budget 2022/23 £	Current Budget 2022/23 £	P4 YTD actual 2022/23 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	16,149	16,149	9,700	30,730	14,581	Utility costs (electricity) and final payment to Trust managing the site.
Gross Direct Income	(1,000)	(1,000)	0	0	1,000	
Net Direct Expenditure/(Income) Total:	15,149	15,149	9,700	30,730	15,581	
Support Services Recharges	18,040	25,840	0	25,840	0	
Capital Charges	0	0	0	0	0	
Total:	33,189	40,989	9,700	56,570	15,581	
Preliminary Densification Costs	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	86,000	86,000	7,000	7,000	(79,000)	Costs anticipated to be recovered from funding.
Gross Direct Income	(86,000)	(86,000)	0	0	86,000	
Net Direct Expenditure/(Income) Total:	0	0	7,000	7,000	7,000	
Support Services Recharges	2,400	2,400	0	2,400	0	
Capital Charges	0	0	0	0	0	
Total:	2,400	2,400	7,000	9,400	7,000	
Gorleston Splash Pad	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	13,720	13,720	1,309	14,720	1,000	
Non-pay	13,337	13,337	142	12,337	(1,000)	
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	27,057	27,057	1,450	27,057	0	No significant variance.
Support Services Recharges	8,730	10,830	0	10,830	0	
Capital Charges	0	0	0	0	0	
Total:	35,787	37,887	1,450	37,887	0	
Total Property and Asset Management:	512,137	446,787	(1,093,973)	874,251	427,464	
Total Property and Asset Management excluding capital charges and recharges:	(667,545)	(667,545)	(1,094,217)	(240,081)	427,464	
Total Property and Asset Management excluding recharges:	388,037	388,037	(1,094,217)	815,501	427,464	

Appendix B - General Fund Services - Budget monitoring and commentary 2023/24

IT, Communications, Marketing and Events

Communications	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	181,732	181,732	41,748	181,732	0	
Non-pay	15,170	15,170	7,353	15,170	0	
Gross Direct Income	(25,520)	(25,520)	0	(25,520)	0	
Net Direct Expenditure/(Income) Total:	171,382	171,382	49,102	171,382	0	No significant variance.
Support Services Recharges	(147,990)	(175,550)	0	(175,550)	0	
Capital Charges	0	0	0	0	0	
Total:	23,392	(4,168)	49,102	(4,168)	0	
Print and Design	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	103,618	103,618	43,402	103,618	0	
Non-pay	16,030	16,030	20,167	16,030	0	
Gross Direct Income	(7,700)	(7,700)	(3,495)	(7,700)	0	
Net Direct Expenditure/(Income) Total:	111,948	111,948	60,074	111,948	0	No significant variance.
Support Services Recharges	(139,850)	(214,620)	0	(214,620)	0	
Capital Charges	0	0	0	0	0	
Total:	(27,902)	(102,672)	60,074	(102,672)	0	
Tourism	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	9,103	0	0	
Non-pay	14,366	14,366	12,653	14,366	0	
Gross Direct Income	0	0	3,054	0	0	
Net Direct Expenditure/(Income) Total:	14,366	14,366	24,810	14,366	0	No significant variance.
Support Services Recharges	264,510	299,920	0	299,920	0	
Capital Charges	0	0	0	0	0	
Total:	278,876	314,286	24,810	314,286	0	
Civic and Portering	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	172,714	172,714	29,155	172,714	0	
Non-pay	32,552	32,552	6,214	32,552	0	
Gross Direct Income	(3,000)	(3,000)	0	(3,000)	0	
Net Direct Expenditure/(Income) Total:	202,266	202,266	35,369	202,266	0	No significant variance.
Support Services Recharges	(66,860)	(209,050)	0	(209,050)	0	
Capital Charges	0	0	0	0	0	
Total:	135,406	(6,784)	35,369	(6,784)	0	
Mayor	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	0	0	0	0	
Non-pay	11,076	11,076	2,059	11,076	0	
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	11,076	11,076	2,059	11,076	0	No significant variance.
Support Services Recharges	14,390	15,340	0	15,340	0	
Capital Charges	0	0	0	0	0	
Total:	25,466	26,416	2,059	26,416	0	
Events	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	34,744	34,744	7,698	34,744	0	
Non-pay	78,522	78,522	2,149	78,522	0	
Gross Direct Income	(117,973)	(117,973)	(13,001)	(117,973)	0	
Net Direct Expenditure/(Income) Total:	(4,707)	(4,707)	(3,154)	(4,707)	0	No significant variance.
Support Services Recharges	78,720	157,520	0	157,520	0	
Capital Charges	0	0	0	0	0	
Total:	74,013	152,813	(3,154)	152,813	0	
ICT	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	481,730	481,730	75,733	481,730	0	
Non-pay	861,540	861,540	(211,978)	861,540	0	
Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	1,343,270	1,343,270	(136,245)	1,343,270	0	No significant variance.
Support Services Recharges	(1,339,670)	(1,464,660)	0	(1,464,660)	0	
Capital Charges	107,504	107,504	0	107,504	0	
Total:	111,104	(13,886)	(136,245)	(13,886)	0	
Total IT, Communications, Marketing and Events:	620,355	366,005	32,015	366,005	0	
Total IT, Communications, Marketing and Events excluding capital charges and recharges:	1,849,601	1,849,601	32,015	1,849,601	0	
Total IT, Communications, Marketing and Events excluding recharges:	1,957,105	1,957,105	32,015	1,957,105	0	

Appendix B - General Fund Services - Budget monitoring and commentary 2023/24

Environmental Services

Environmental Health	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
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Gross Direct Expenditure:

Pay	1,353,357	1,355,872	250,914	1,355,872	0	£20k Operational Property Enforcement Group (OPEG) costs will be funded by the enforcement earmarked reserve.
Non-pay	849,264	849,264	303,157	875,564	26,300	

Gross Direct Income	(106,851)	(106,851)	(41,337)	(106,851)	0	
Net Direct Expenditure/(Income) Total:	2,095,770	2,098,285	512,735	2,124,585	26,300	
Support Services Recharges	265,910	363,230	0	363,230	0	
Capital Charges	10,168	10,168	0	10,168	0	
Total:	2,371,848	2,471,683	512,735	2,497,983	26,300	

Selective Licensing	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
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Gross Direct Expenditure:

Pay	56,377	56,377	23,520	56,377	0	No significant variance.
Non-pay	5,821	5,821	179	5,821	0	

Gross Direct Income	0	0	(12,279)	0	0	
Net Direct Expenditure/(Income) Total:	62,198	62,198	11,421	62,198	0	
Support Services Recharges	0	0	0	0	0	
Capital Charges	0	0	0	0	0	
Total:	62,198	62,198	11,421	62,198	0	

Grounds Maintenance	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
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Gross Direct Expenditure:

Pay	0	0	0	0	0	No significant variance.
Non-pay	678,447	678,447	152,574	678,447	0	

Gross Direct Income	(54,945)	(54,945)	(50)	(54,945)	0	
Net Direct Expenditure/(Income) Total:	623,502	623,502	152,524	623,502	0	
Support Services Recharges	18,990	23,300	0	23,300	0	
Capital Charges	75,485	75,485	0	75,485	0	
Total:	717,977	722,287	152,524	722,287	0	

Street Cleansing	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
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Gross Direct Expenditure:

Pay	0	0	0	0	0	No significant variance.
Non-pay	691,063	691,063	171,329	691,063	0	

Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	691,063	691,063	171,329	691,063	0	
Support Services Recharges	14,290	16,750	0	16,750	0	
Capital Charges	0	0	0	0	0	
Total:	705,353	707,813	171,329	707,813	0	

Waste Management	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
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Gross Direct Expenditure:

Pay	107,260	107,260	26,539	107,260	0	No significant variance.
Non-pay	3,394,684	3,394,684	413,751	3,394,684	0	

Gross Direct Income	(1,492,246)	(1,492,246)	(519,914)	(1,492,246)	0	
Net Direct Expenditure/(Income) Total:	2,009,698	2,009,698	(79,624)	2,009,698	0	
Support Services Recharges	122,900	149,250	0	149,250	0	
Capital Charges	20,050	20,050	0	20,050	0	
Total:	2,152,648	2,178,998	(79,624)	2,178,998	0	

Parks and Outdoor spaces	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
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Gross Direct Expenditure:

Pay	0	0	0	0	0	Maintenance of the new site at Diana Way funded by a transfer from earmarked reserves.
Non-pay	211,970	211,970	84,547	223,302	11,332	

Gross Direct Income	0	0	0	0	0	
Net Direct Expenditure/(Income) Total:	211,970	211,970	84,547	223,302	11,332	
Support Services Recharges	26,900	35,390	0	35,390	0	
Capital Charges	3,411	3,411	0	3,411	0	
Total:	242,281	250,771	84,547	262,103	11,332	

Outdoor Sports	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
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Gross Direct Expenditure:

Pay	0	0	0	0	0	No significant variance.
Non-pay	483,520	483,520	123,127	483,520	0	

Gross Direct Income	(102,166)	(102,166)	(32,850)	(102,166)	0	
Net Direct Expenditure/(Income) Total:	381,354	381,354	90,277	381,354	0	
Support Services Recharges	36,740	49,270	0	49,270	0	
Capital Charges	62,458	62,458	0	62,458	0	
Total:	480,552	493,082	90,277	493,082	0	

Appendix B - General Fund Services - Budget monitoring and commentary 2023/24

Licensing	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	202,550	202,550	56,287	202,550	0	
Non-pay	42,736	42,736	16,521	44,736	2,000	
Gross Direct Income	(311,230)	(311,230)	(154,597)	(311,230)	0	
Net Direct Expenditure/(Income) Total:	(65,944)	(65,944)	(81,790)	(63,944)	2,000	No significant variance.
Support Services Recharges	182,150	213,730	0	213,730	0	
Capital Charges	0	0	0	0	0	
Total:	116,206	147,786	(81,790)	149,786	2,000	
Total Environmental Services:	6,849,063	7,034,618	861,419	7,074,250	39,632	
Total Environmental Services excluding capital charges and recharges:	6,009,611	6,012,126	861,419	6,051,758	39,632	
Total Environmental Services excluding recharges:	6,181,183	6,183,698	861,419	6,223,330	39,632	

Health Integration and Communities (new)

Health Integration (previously COVID-19 costs)	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	0	420,222	86,757	420,222	0	
Non-pay	0	654,685	34,816	654,685	0	
Gross Direct Income	0	(1,074,907)	(533,678)	(1,074,907)	0	
Net Direct Expenditure/(Income) Total:	0	0	(412,105)	0	0	No significant variance.
Support Services Recharges	0	0	0	0	0	
Capital Charges	0	0	0	0	0	
Total:	0	0	(412,105)	0	0	

Neighbourhood Management	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Commentary
Gross Direct Expenditure:						
Pay	424,046	424,046	98,854	274,046	(150,000)	Positions covered by funding from current and previous years.
Non-pay	199,967	199,967	(410)	254,467	54,500	
Gross Direct Income	(316,675)	(316,675)	(181,825)	(398,675)	(82,000)	
Net Direct Expenditure/(Income) Total:	307,338	307,338	(83,380)	129,838	(177,500)	Additional funding streams above original budget.
Support Services Recharges	47,080	66,190	0	66,190	0	
Capital Charges	0	0	0	0	0	
Total:	354,418	373,528	(83,380)	196,028	(177,500)	
Health Integration and Communities Services:	354,418	373,528	(495,486)	196,028	(177,500)	
Total Health Integration and Communities Services excluding capital charges and recharges:	307,338	307,338	(495,486)	129,838	(177,500)	
Total Health Integration and Communities Services excluding recharges:	307,338	307,338	(495,486)	129,838	(177,500)	

Total for Services:	12,681,825	12,479,735	3,352,328	12,970,172	488,487	
Total for Services excluding capital charges and recharges:	12,635,438	12,895,898	3,352,083	13,386,335	490,437	
Total for Services excluding recharges:	14,313,088	14,573,548	3,352,083	15,063,985	490,437	

Appendix C - Summary of General Fund Services Income & Expenditure (detail within Appendix B) for Month 3 2023/24

	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £
Employee	13,960,310	14,594,850	3,164,021	14,437,150	(157,700)
Premises	6,398,586	6,398,586	792,406	6,487,124	88,538
Transport	131,348	138,848	31,768	142,811	3,963
Supplies & Services	5,583,964	6,603,270	711,314	6,868,797	265,527
Third Party Payments	3,840,527	3,840,527	15,650	3,840,527	0
Transfer Payments	20,734,367	20,734,367	3,814,627	20,012,035	(722,332)
Support Services	135,000	135,000	12,760	135,000	0
Capital Charges	1,677,650	1,677,650	0	1,677,650	0
Support Services - Recharges Out	(9,383,503)	(12,516,183)	244	(12,516,183)	0
Support Services - Recharges In	9,383,503	12,516,183	(244)	12,516,183	0
Income	(38,146,149)	(39,549,550)	(5,190,462)	(38,329,249)	1,220,301
	14,315,603	14,573,548	3,352,083	15,271,845	698,297

2023/24 Budget Process - Additional income and savings proposals

Service Area	Description	2023/24	2024/25	2025/26	In year update 2023/24 (period 3)	Period 3 Commentary
THEME - Strategic Asset Management						
Property and Asset Mgt	Review of building usage and occupancy and options for disposal, to deliver income and savings will require a project plan and options.	(70,000)	(272,420)	(272,420)		Cabinet approved in July the Building Rationalisation project which will see the disposal of Greyfriars, the timescale of this project will mean there will some slippage in the delivery of the saving.
Housing	Reduction to ongoing costs at Gapton hall site pending wider capital works	(8,500)	(26,000)	(26,000)		Business case considering options is being drafted. Action taken should ensure savings are achieved.
THEME - Sustainability Strategy						
Property and Asset Mgt	Partial night switch off of footway lighting, would reduce carbon emissions also.	(94,000)	(94,000)	(94,000)	(94,000)	In progress, full benefit will not be realised due to increase in utility costs.
THEME - Economic and Housing Growth						
Planning	Proactively charging for planning performance agreements and using own Building Control Service.	(40,000)	(40,000)	(40,000)		Staff vacancies have reduced capacity within the team so no internal agreements have been carried out so far this year.
THEME - GYBC Operating Model						
Finance/IT	Reduction to the Annual Internal Audit Plan	(9,000)	(9,000)	(9,000)	(9,000)	On target
Housing	Home Improvement Agency income	(37,000)	(37,000)	(37,000)		Further review work required
Housing	Temporary accommodation reduction in costs	(45,000)	(53,120)	(69,360)		Current rise in demand and having to use bed and breakfast accommodation means this saving is unlikely to be achieved in 2023/24. Action is being taken to look to address this to mitigate the increased cost from using bed and breakfast accommodation and achieve savings in future years.
Inward Investment	Updating the budget for the UKSPF	(89,757)	(64,000)	0	(89,757)	On target
Environmental Services	Removal of the GY in Bloom dedicated budget for the provision to become self funding.	(15,000)	(15,000)	(15,000)	(15,000)	On target
Environmental Services	Review of the communal bin rounds which in some residential centres is now collecting waste from locations 3-4 times per week.	(5,000)	(185,000)	(185,000)	(5,000)	On target
Environmental Services	Review of the pest control service and contribution paid.	(30,000)	(30,000)	(30,000)	(30,000)	On target
Neighbourhoods & Communities	Utilisation of external grant	(54,000)	0	0	(54,000)	On target
Customer Services - Revenues	Removal of 30 day council tax empty and unoccupied exemption	(19,327)	(44,034)	(44,034)	(19,327)	On target
Environmental Services	Review of the recycling gate fee.	(45,000)	0	0	(45,000)	On target
THEME - GYBC Operating Model - Contracts						
Finance/IT	Review of the desktop printer provision	(15,000)	(5,000)	(5,000)	(15,000)	On target

2023/24 Budget Process - Additional income and savings proposals

Service Area	Description	2023/24	2024/25	2025/26	In year update 2023/24 (period 3)	Period 3 Commentary
Finance/IT	Review provision of mobile device/sim cards no longer used/required where wifi provision available	(15,000)	(15,000)	(15,000)	(15,000)	On target
THEME - GYBC Operating Model - Efficiencies						
Finance/IT	Review various corporate budget lines in line with prior years spend	(37,000)	(37,000)	(37,000)	(37,000)	On target
Environmental Services	Removal of the recycling promotion budget to be funded via invest to save.	(20,000)	(20,000)	(20,000)	(20,000)	On target
Various	Various smaller savings to be delivered across services.	(20,879)	(20,879)	(20,879)	(20,879)	On target
Various	Vacant posts across a number of service areas to be reviewed	(164,053)	(166,933)	(169,921)	(164,053)	On target
THEME - GYBC Operating Model - Fees and Charges						
Customer Services - Revenues	Extended opening of Great Yarmouth Long Stay Car Parks operating times	(11,400)	(11,400)	(11,400)	(11,400)	On target, no significant variance on car parking income to Q3.
Customer Services - Revenues	Review of the car parking enforcement provision	(17,630)	(29,725)	(30,200)	(11,700)	On target, no significant variance on car parking income to Q3.
Customer Services - Revenues	Increases to the Seafront Long Stay fees and charges	(81,591)	(81,591)	(81,591)	(81,591)	On target, no significant variance on car parking income to Q3.
		(944,137)	(1,257,102)	(1,212,805)	(737,707)	
Various	Savings/Costs to be allocated to services, subject to business cases to be delivered in the year	(163,600)	(169,000)	(174,900)	(163,600)	Business cases still being worked on, still on target
		(163,600)	(169,000)	(174,900)	(163,600)	
TOTAL SAVINGS/INCOME		(1,107,737)	(1,426,102)	(1,387,705)	(901,307)	

Appendix E - General Fund Capital Programme - Detail - 2023/24

	2023/24 Budget £000						2023/24 Expenditure £000	2023/24 Financing - £000			
Services & Projects	Approved 23/24 Budget	Additional Budget Rolled Forward From 22/23	Further Additions	Budget approved by Cabinet July 2023	Q1 Amendments	Updated Budget 23/24	Actuals to 30-06-23	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts
Capital Loans & Company Financing	11,106	2,076		13,182	328	13,510	-	13,010	-	-	500
Total: Executive	11,106	2,076	-	13,182	328	13,510	-	13,010	-	-	500
Wellesley 3G Pitch & Tennis Pavilion	-	72		72		72	20	59	13	-	-
Gorleston Tennis Courts Refurbishment	-	14		14		14	20	-	14	-	-
Refurbishment of Park at Diana Way, Caister	-	126		126		126	-	-	126	-	-
UK Prosperity Fund	40	-		40		40	-	-	40	-	-
Rural England Prosperity Fund	-	-		-	160	160	-	-	160	-	-
Total: Communities	40	212	-	252	160	412	40	59	352	-	-
St Nicholas Minster West Boundary Wall	-	67		67		67	-	67	-	-	-
St Nicholas car park north Boundary Wall	-	25		25		25	-	25	-	-	-
Height Barriers for Seafront Short Stay Car Parks	13	-		13		13	-	13	-	-	-
Crematorium Main Roof Works	60	-		60		60	-	60	-	-	-
Crematorium Tearooms	-	31		31		31	-	31	-	-	-
Total: Customer Services	73	123	-	196	-	196	-	196	-	-	-
Phoenix Pool & Gym car park extension	94	-		94		94	-	94	-	-	-
Town Deal - O&M	-	1,500		1,500		1,500	-	1,500	-	-	-
Town Deal - Incubator Units	440	45		485		485	5	-	485	-	-
Town Deal - North Quay	1,551	96		1,455	3,561	5,016	8	0	5,016	-	-
Town Deal - Learning Centre	3,159	-		3,159		3,159	-	-	3,159	-	-
Town Deal - Wintergardens	300	-		300		300	-	-	300	-	-
Town Deal - Restoration of Vacant Historic Buildings	250	26		224		224	22	-	224	-	-
Town Deal - Restoration & Adaptation of the Ice House	390	110		500		500	-	-	450	50	-
Town Deal - Connectivity & Public Wayfinding	5	25		30		30	-	-	30	-	-
Town Deal - Train Station Improvements	202	-		202		202	-	-	202	-	-
Town Deal - Digital Connectivity	177	-		177		177	-	-	177	-	-

Appendix E - General Fund Capital Programme - Detail - 2023/24

	2023/24 Budget £000						2023/24 Expenditure £000	2023/24 Financing - £000			
Services & Projects	Approved 23/24 Budget	Additional Budget Rolled Forward From 22/23	Further Additions	Budget approved by Cabinet July 2023	Q1 Amendments	Updated Budget 23/24	Actuals to 30-06-23	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts
Future High Street Fund - Market Place - 6 Day	1,677	-	456	1,221		1,221	332	636	-	-	585
Future High Street Fund - Market Place - Realm	4,099	14		4,114		4,114	2	-	4,114	-	-
Future High Streets - Library Relocation	814	142		956		956	88	-	956	-	-
Future High Streets - Low Carbon & Digital	251	-		251		251	-	-	251	-	-
Future High Streets - Conge	308	23		331		331	71	116	214	-	-
Future High Streets - Densification	3,105	1,734		4,839		4,839	17	2,873	1,966	-	-
Heritage Action Zone (HAZ)	51	-		51		51	-	-	51	-	-
Total: Inward Investment	16,874	3,016	-	19,890	3,561	23,451	545	5,220	17,596	50	585
Disabled Facilities Grants	2,652	21		2,673		2,673	172	-	2,673	-	-
Better Care Fund Projects	-	-		-		-	2	-	-	-	-
Empty Homes	510	-		510		510	-	482	-	-	28
Norfolk & Waveney Equity Loan Scheme	114	50		164		164	-	-	-	-	164
Equity Home Improvement Loans	569	36		605		605	-	-	-	-	605
HMOs /Guesthouse Purchase & Repair Scheme	1,093	77		1,170		1,170	3	1,170	-	-	-
Temporary Accommodation Decent Homes	50	-		50		50	-	-	-	50	-
Acquisition of property for transitional housing	799	25		823		823	3	626	165	-	33
Sustainable Warmth - LAD 3	-	727		727		727	-	-	727	-	-
Homes Upgrade Grants (HUG 1)	-	1,363		1,363		1,363	-	-	1,363	-	-
Homes Upgrade Grants (HUG 2)	-	-	2,700	2,700		2,700	-	-	2,700	-	-
LAHF Funded Temporary Accommodation				-	1,230	1,230	-	704	526	-	-
Community Housing Fund	540	-		540		540	-	-	-	540	-
Total: Housing	6,327	2,298	2,700	11,326	1,230	12,556	180	2,982	8,154	590	830
ICT Investment to deliver GYBC ICT Strategy	647	302		950		950	5	-	-	30	920
Total: IT, Communications & Marketing	647	302	-	950	-	950	5	-	-	30	920

Appendix E - General Fund Capital Programme - Detail - 2023/24

	2023/24 Budget £000						2023/24 Expenditure £000	2023/24 Financing - £000			
Services & Projects	Approved 23/24 Budget	Additional Budget Rolled Forward From 22/23	Further Additions	Budget approved by Cabinet July 2023	Q1 Amendments	Updated Budget 23/24	Actuals to 30-06-23	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts
Euston Rd Public Toilet Refurbishment	-	88		88		88	-	88	-	-	-
Footway Lighting	315	8		323		323	34	323	-	-	-
External Redecoration & Repair of the Wellesley Grandstand	14	26		40		40	-	40	-	-	-
Esplanade Resurfacing	176	70		246		246	-	246	-	-	-
Gorleston Beach Huts	-	53		53		53	-	53	-	-	-
Great Yarmouth Beach Huts	-	192		192		192	119	-	-	-	192
Hemsby Rock Provision	735	-		735		735	474	235	500	-	-
Changing Places	-	38		38		38	-	-	38	-	-
Aspire Building & Mkt Row Boiler Replacement	46	-		46		46	-	12	34	-	-
Peggotty Rd Community Centre Flooring	-	32		32		32	-	32	-	-	-
Cemetery Flint Walls & Gates	77	-		77		77	-	77	-	-	-
Gorleston Seafront Improvements	77	-		77		77	-	77	-	-	-
Playgrounds	305	-		305	117	422	-	125	297	-	-
Office Accommodation	-	-		-	225	225	-	225	-	-	-
Beacon Park Projects	700	96		796		796	2	676	120	-	-
Beacon Park Relocation & Improvement of Play Facilities	-	-		-	400	400	-	-	-	-	400
Energy Park - South Denes	1,845	-		1,845		1,845	-	1,845	-	-	-
Total: Property & Asset Management	4,290	604	-	4,893	742	5,635	630	4,054	989	-	592
Refuse Vehicle Purchases	1,713	1,094		2,807	233	3,040	0	456	-	-	2,584
Total: Environmental Health	1,713	1,094	-	2,807	233	3,040	0	456	-	-	2,584
Capital Contingency	2,500	-	-	2,500	-	585	1,915	-	-	-	1,915
Match Funding Capital Allocation	2,200	-	-	2,200	-	2,200	-	2,200	-	-	-
Projects requiring further approval before commencement	1,128	-	-	1,128	-	1,128	-	1,128	-	-	-
Overall Total	46,897	9,726	2,700	59,323	5,669	64,992	1,400	29,305	27,091	670	7,926

General Fund Reserves Schedule - 2023/24		Opening Balance 01/04/23	Budgeted Movement 2023/24	Actual Movement (inc forecast) 2023/24	Updated Closing Balance 31/03/24	Budgeted Movement 2024/25	Updated Closing Balance 31/03/25	Budgeted Movement 2025/26	Updated Closing Balance 31/03/26
Summary and Purpose of Reserve		£	£		£	£	£	£	£
Planning Delivery Grant	The reserve is planned to be used to provide service improvements in Planning, and deliver the Local Development Framework.	112,891	0	0	112,891	0	112,891	0	112,891
Insurance Fund	The Council budgets for a level of excess being charged to the Service Accounts annually. Any under provision is met from the Insurance Fund, and any surplus is transferred to the fund.	421,056	0	0	421,056	0	421,056	0	421,056
DFG top-up capital loans and grant fund	The Council will utilise this funding for capital expenditure incurred in the Wellesley Rd, Sandown Rd, Euston Rd & Paget Rd areas.	400,000	0	0	400,000	0	400,000	0	400,000
Restricted use grant	This reserve holds unspent grants received for specific purposes for which the spend has not yet been incurred.	529,263	(52,000)	(57,000)	472,263	(22,000)	450,263	(20,000)	430,263
Invest to Save	To be used to fund one-off costs associated with projects that will deliver future efficiencies and savings including costs associated with restructures.	1,524,888	(49,747)	(126,517)	1,398,371	(25,047)	1,373,324	0	1,373,324
Specific budget	This reserve is utilised as expenditure is incurred.	347,012	(62,967)	(97,967)	249,045	0	249,045	0	249,045
Repairs and Maintenance	This reserve is utilised as expenditure is incurred.	317,639	0	0	317,639	0	317,639	0	317,639
Waste Management	This reserve is utilised as expenditure is incurred in relation to the service.	2,420	(2,420)	(2,420)	(0)	0	(0)	0	(0)
Collection Fund (Business Rates)	Earmarked to mitigate the fluctuations in business rate income between years.	376,810	0	0	376,810	0	376,810	0	376,810
Community Housing Fund	This represents grants previously received to assist with the delivery of Community Housing.	551,242	(30,000)	(30,000)	521,242	(30,000)	491,242	0	491,242
Enforcement	Earmarked for enforcement related works to address issues and bring properties back into use.	30,254	0	(20,000)	10,254	0	10,254	0	10,254
Special Project Reserve	Earmarked for projects and for use as matched funding as appropriate to access external funding, Includes capital and revenue projects.	222,581	(35,000)	(35,000)	187,581	0	187,581	0	187,581
Benefits/Revenues Reserve	Earmarking of grants and underspends to be used for the service and mitigation of subsidy impacts.	217,895	0	0	217,895	0	217,895	0	217,895

General Fund Reserves Schedule - 2023/24		Opening Balance 01/04/23	Budgeted Movement 2023/24	Actual Movement (inc forecast) 2023/24	Updated Closing Balance 31/03/24	Budgeted Movement 2024/25	Updated Closing Balance 31/03/25	Budgeted Movement 2025/26	Updated Closing Balance 31/03/26
Summary and Purpose of Reserve		£	£		£	£	£	£	£
Homelessness	Utilised for service expenditure from previous grant allocations	659,311	(642,323)	(392,077)	267,234	0	267,234	0	267,234
Treasury Management reserve	Used to mitigate fluctuations in investment income received.	200,000	0	0	200,000	0	200,000	0	200,000
Asset Management reserve	This reserve is held to mitigate the impact of fluctuations between financial years from income received from Council assets and properties, in addition it includes re-allocation from other reserves to be used for investments in Council assets including current and future asset enhancements.	1,460,336	(247,745)	(642,323)	818,013	(289,692)	528,321	(289,692)	238,629
Coast Protection	Held for match funding and mitigate one-off costs in relation to coast protection.	141,841	0	0	141,841	0	141,841	0	141,841
Empty Business Property Incentive Fund	Earmarking of funds to be used for incentivising bringing properties back into use.	100,000	0	0	100,000	0	100,000	0	100,000
Community	Includes community grant funding held prior to draw down against spend areas, timescales to be determined.	522,395	0	0	522,395	0	522,395	0	522,395
Collection fund income compensation	To be utilised to fund deficit in collection fund. Significant movement in 2020/21 reflects the collection fund adjustment account in respect of Covid to be utilised in 2021/22.	2,320,590	0	0	2,320,590	0	2,320,590	0	2,320,590
Other Reserves	These Reserves are budget carry forwards to be used in future years.	2,553,814	(22,472)	(40,972)	2,512,842	(15,083)	2,497,759	0	2,497,759
Total GF Earmarked Reserves		13,012,237	(1,144,674)	(1,444,276)	11,567,961	(381,822)	11,186,139	(309,692)	10,876,447
General Fund Reserve	Current recommended balance of £3.5 million	4,645,889	(1,143,250)	(1,410,108)	3,235,781	0	3,235,781	0	3,235,781
Total GF Reserves		17,658,126	(2,287,924)	(2,854,384)	14,803,742	(381,822)	14,421,920	(309,692)	14,112,228

Appendix G - Summary of HRA Income & Expenditure for Month 3 2023/24

	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £	Comments
Income						
Dwelling Rents	(24,738,951)	(24,738,951)	(6,518,248)	(24,738,951)	0	
Non Dwelling Rents	(295,498)	(295,498)	(117,064)	(295,498)	0	
Charges for Services and Facilities	(1,390,078)	(1,390,078)	(366,895)	(1,390,078)	0	See Appendix H for details of significant variances.
Contribution towards expenditure	(5,000)	(5,000)	(105)	(5,000)	0	
Total Income	(26,429,527)	(26,429,527)	(7,002,311)	(26,429,527)	0	
Expenditure						
Repairs And Maintenance	9,673,395	9,673,395	1,056,842	9,737,284	63,889	See Appendix H for details of significant variances.
Supervision and Management	6,961,472	7,354,022	1,023,170	7,379,259	25,237	See Appendix H for details of significant variances. Support services recharges between HRA and general fund have been revised following 22/23 outturn.
Rents, Rates, Taxes and Other Charges	457,501	457,501	4,054	457,501	0	
Dwelling Depreciation	3,747,646	3,747,646	0	3,747,646	0	
Dwelling revaluation losses/(gains) reversing prior year losses charged	0	0	0	0	0	
Non - Dwelling Depreciation	179,415	179,415	0	179,415	0	
Debt Management Costs	150,000	150,000	0	150,000	0	
Total Expenditure	21,169,429	21,561,979	2,084,067	21,651,105	89,126	
Non Service Expenditure/Income						
(Gain) / Loss on Sale of HRA non-current Assets	0	0	0	0	0	
Changes in fair value of HRA investment properties	0	0	0	0	0	
Interest Payable and Similar Charges	3,156,251	3,156,251	(197,689)	3,156,251	0	
Interest and investment income	(40,000)	(40,000)	0	(40,000)	0	
Pension interest cost and expected return on pensions assets	0	0	0	0	0	
revenue grants and contributions receivable	0	0	0	0	0	
Capital Grants & Contributions receivable	(336,000)	(336,000)	(11,533)	(336,000)	0	
In Year Pension Adjustments	24,578	24,578	0	24,578	0	
Capital Expenditure funded by Revenue (including Grants)	4,343,981	4,343,981	0	4,343,981	0	
Net Charges made for Retirement Benefits in accordance with IAS 19	(647,681)	(647,681)	0	(647,681)	0	
Employer's Contributions Payable to or from Norfolk County.	703,975	703,975	47,634	703,975	0	
Non Service Expenditure/Income	7,205,104	7,205,104	(161,588)	7,205,104	0	
Deficit/(Surplus) for the year on HRA Services.	1,945,006	2,337,556	(5,079,833)	2,426,682	89,126	

Appendix H - HRA - Budget monitoring and commentary 2023/24

Note 1 Significant variances requiring commentary:

Significant variances of +/- £10,000 full year variances require commentary. This is based on the total variance for the service line level for the services as Heads of Service are able to vire budgets within their areas as required.

Note 2 Support Services Recharges:

Support Services Recharge variances are driven by the variances in direct costs and income identified under those services recharged across the Council at year end and therefore there will be variances reported during the year.

Income

Dwelling Rents	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £
Dwelling Rents	(24,738,951)	(24,738,951)	(6,518,248)	(24,738,951)	0
Total:	(24,738,951)	(24,738,951)	(6,518,248)	(24,738,951)	0
Non Dwelling Rents	(295,498)	(295,498)	(117,064)	(295,498)	0
0	(295,498)	(295,498)	(117,064)	(295,498)	0
Contribution towards expenditure	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £
Contribution towards expenditure	(5,000)	(5,000)	(105)	(5,000)	0
Total:	(5,000)	(5,000)	(105)	(5,000)	0
Charges for Services and Facilities	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £
Day to Day Repairs & Voids	(15,000)	(15,000)	30,528	(15,000)	
Housing Income	(310,456)	(310,456)	(73,723)	(310,456)	
Environmental Services	(368,043)	(368,043)	(58,018)	(368,043)	
Sheltered Support	(393,715)	(393,715)	(125,332)	(393,715)	
Alarms	(302,864)	(302,864)	(140,350)	(302,864)	0
Total:	(1,390,078)	(1,390,078)	(366,895)	(1,390,078)	0
Total Income	(26,429,527)	(26,429,527)	(7,002,311)	(26,429,527)	

Appendix H - HRA - Budget monitoring and commentary 2023/24

Note 1 Significant variances requiring commentary:

Significant variances of +/- £10,000 full year variances require commentary. This is based on the total variance for the service line level for the services as Heads of Service are able to vire budgets within their areas as required.

Note 2 Support Services Recharges:

Support Services Recharge variances are driven by the variances in direct costs and income identified under those services recharged across the Council at year end and therefore there will be variances reported during the year.

Expenditure

Repairs And Maintenance	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £
Compliance	2,282,010	2,282,010	120,229	2,282,010	0
Planned Cyclical	1,568,259	1,568,259	100,869	1,568,259	0
Efficiency Savings from GYN	(750,000)	(750,000)	0	(750,000)	0
RR & Voids	5,324,595	5,324,595	532,048	5,324,595	0
R&M Other	1,248,531	1,248,531	303,697	1,312,420	63,889 Partnership Fee with Great Yarmouth Services Revised as per SLA agreement
Total:	9,673,395	9,673,395	1,056,842	9,737,284	63,889

Supervision and Management	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £
Income	(315,370)	(315,370)	(22,865)	(315,370)	0
Staff Pay	3,870,274	3,870,274	741,170	3,876,389	6,115
Agency Costs	68,111	68,111	32,130	68,111	0
Premises Costs	363,552	363,552	27,506	363,552	0
Transport Costs	30,712	30,712	7,987	30,712	0
Supplies and Services	838,105	838,105	232,306	857,227	19,122 Property Software System Renewal Costs for the year.
Support Services	1,677,850	2,070,400	2,062	2,070,400	0
S&M Other	428,238	428,238	2,873	428,238	0
Total:	6,961,472	7,354,022	1,023,170	7,379,259	25,237

Rents, Rates, Taxes and Other Charges	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £
Rents, Rates, Taxes and Other Charges	457,501	457,501	4,054	457,501	0
Total:	457,501	457,501	4,054	457,501	0

Dwelling Depreciation	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £
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Appendix H - HRA - Budget monitoring and commentary 2023/24

Note 1 Significant variances requiring commentary:

Significant variances of +/- £10,000 full year variances require commentary. This is based on the total variance for the service line level for the services as Heads of Service are able to vire budgets within their areas as required.

Note 2 Support Services Recharges:

Support Services Recharge variances are driven by the variances in direct costs and income identified under those services recharged across the Council at year end and therefore there will be variances reported during the year.

Dwelling Depreciation	3,747,646	3,747,646	0	3,747,646	0
Total:	3,747,646	3,747,646	0	3,747,646	0

Non - Dwelling Depreciation	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £
Non - Dwelling Depreciation	179,415	179,415	0	179,415	
Total:	179,415	179,415	0	179,415	0

Dwelling revaluation losses/(gains) reversing prior year losses charged	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £
Dwelling revaluation losses/(gains) reversing prior year losses charged	0	0	0	0	0
Total:	0	0	0	0	0

Debt Management Costs	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £
Debt Management Costs	150,000	150,000	0	150,000	0
Total:	150,000	150,000	0	150,000	0

Expenditure Totals	21,169,429	21,561,979	2,084,067	21,651,105	89,126
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Non Service Expenditure/Income

Interest Payable and Similar Charges	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £
Interest Payable and Similar Charges	3,156,251	3,156,251	(197,689)	3,156,251	0
Total:	3,156,251	3,156,251	(197,689)	3,156,251	0

Appendix H - HRA - Budget monitoring and commentary 2023/24

Note 1 Significant variances requiring commentary:

Significant variances of +/- £10,000 full year variances require commentary. This is based on the total variance for the service line level for the services as Heads of Service are able to vire budgets within their areas as required.

Note 2 Support Services Recharges:

Support Services Recharge variances are driven by the variances in direct costs and income identified under those services recharged across the Council at year end and therefore there will be variances reported during the year.

Interest and investment income	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £
Interest and investment income	(40,000)	(40,000)	0	(40,000)	0
Total:	(40,000)	(40,000)	0	(40,000)	0

Capital Grants & Contributions receivable	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Forecast £	Full Year Variance £
Capital Grants & Contributions receivable	(336,000)	(336,000)	(11,533)	(336,000)	0
Total:	(336,000)	(336,000)	(11,533)	(336,000)	0

Appendix I - Summary of HRA Income & Expenditure for Month 3 2023/24

	Original Budget 2023/24 £	Current Budget 2023/24 £	P3 YTD actual 2023/24 £	Full Year Variance £	Full Year Forecast £
Employee	4,447,495	4,447,495	824,074	6,115	4,453,610
Premises	8,940,341	8,940,341	1,040,271	63,889	9,004,230
Transport	30,712	30,712	7,987	0	30,712
Supplies & Services	2,316,714	2,316,714	222,139	19,122	2,335,836
Third Party Payments	0	0	0	0	0
Transfer Payments	54,950	54,950	20,450	0	54,950
Support Services	1,627,076	2,099,740	2,062	0	2,099,740
Capital Charges	11,597,841	11,597,841	(160,043)	0	11,597,841
Income	(27,070,123)	(27,150,237)	(7,036,772)	0	(27,150,237)
	1,945,006	2,337,556	(5,079,833)	89,126	2,426,682

Appendix J - HRA Capital Programme 2023/24

HRA Capital Programme	Original Budget 2023/24	Current Budget 2023/24	P3 YTD actual 2023/24	Full Year Forecast	Full Year Variance £
CAPITAL ASSETS PROGRAMME					
Boiler Service and Maintenance	120,000	120,000	(26,383)	120,000	0
Decent Home Yearly Programme	3,900,000	3,900,000	0	3,900,000	0
Decarb / Energy Efficiency	791,700	791,700	(1,016,186)	791,700	0
Capital Improvements Works	1,000,000	1,000,000	327,027	1,000,000	0
Specific Planned Projects	250,000	250,000	0	250,000	0
Voids (Capital works)	1,341,000	1,341,000	192,836	1,341,000	0
Improvement windows & doors	453,000	453,000	28,937	453,000	0
Planned Maintenance	225,000	225,000	49,479	225,000	0
AFFORDABLE HOUSING PROGRAMME					
Additional Housing	1,485,000	1,485,000	0	1,485,000	0
New Affordable Housing	1,000,000	1,000,000	356,744	1,000,000	0
OTHER HRA CAPITAL PROGRAMMES					
Non Dwelling	0	0	(1,735)	0	0
Housing Transformation Budget	0	0	9,000	0	0
Capital Programme Total	10,565,700	10,565,700	(77,822)	10,565,700	0

URN 23-117

Subject: North Quay Riverside Gateway, Great Yarmouth

Report to: Cabinet 11TH September 2023

Report from: Iain Robertson, Executive Director Major Projects

Responsible Cabinet Member: Cllr Carl Smith

Is this a key decision? Yes

Date added to Forward Plan if a Key Decision: 8th June 2023

EXECUTIVE SUMMARY

Great Yarmouth Borough Council (GYBC) were successful in securing Town Deal Funding and Levelling Up Funding 2 (LUF 2) to regenerate North Quay. To deliver a successful 'gateway destination' mixed-use leisure, retail and residential regeneration project and to support the procurement of a development partner and mitigate risk at a future Compulsory Purchase Order (CPO) Public Inquiry, it is essential that there is a multi-disciplinary team appointed by the Council to assist in delivery of the critical path milestones. This report highlights the need:

1. To note the budget approved by Cabinet in July 2023 for the Land Assembly & Engagement Strategy.
2. To review the overall funding budget and critical path programme and Vauxhall Bridge proposals.
3. To review the range of professional services required to help deliver a project of this scale.
4. To approve a project budget that will be monitored quarterly by the North Quay Members Working Group.

RECOMMENDATIONS

That Cabinet:

- (1) Approve a project budget of £26,660,484 with £16,442,706 allocated to land assembly, CPO costs and £10,217,778 for procurement, gateway public realm works, design, surveys and planning costs.
- (2) Approve the proposals and delegate officers to progress discussions with Rail Paths Ltd and Great Yarmouth Preservation Trust to form a Strategic Partnership with the objective to secure the sustainable future of the Vauxhall Bridge
- (3) Delegate authority to the Executive Director - Major Projects, in consultation with the Leader, Deputy Leader, Chief Executive, s151 officer to release Town Deal and LUF 2 funding for procurement and appointments of a project professional team, authorise surveys, reports, collection of data and undertake capital works for the progression and delivery of this project.

1. Introduction

- 1.1 This report relates to North Quay, which comprises a mixture of light industrial and commercial buildings, yards, and car parks, areas of open or cleared land and residential properties, and totals approximately 4.07 hectares (10 acres) with a considerable riverside frontage.
- 1.2 The Council are progressing towards a Compulsory Purchase Order (CPO) in support of the delivery of a substantial regeneration with strong linkages to the railway station, The Conge and the Market Place. The area is identified on the Plan in Appendix A.
- 1.3 Two key strategic planning documents are the Local Plan Part 1 (Core Strategy) (key site policy CS17) and The North Quay Development Brief SPD (adopted 19th July 2020). Both support the transformational regeneration of the North Quay area of Great Yarmouth, with the principal aim of strengthening the town centre, encouraging a high-quality diverse range of active land uses, opening the riverfront and enhancing the evening economy.
- 1.4 Montagu Evans (ME) Consultants were appointed to develop a site masterplan, viability study and undertake soft market testing for the LUF 2 bid. This successfully resulted in the Council securing £20m funding from the Government.
- 1.5 Lambert Smith Hampton (LSH) Consultants were appointed in March 2023 through the Crown Commercial Services framework to provide specialist regeneration consultancy expertise to support the Council through the second stage of the project. This comprises two linked key work streams (1) support the procurement and appointment of a strategic development partner through leading on a feasibility/financial viability review, expand on previous soft market testing, bringing a strong mix of developer interest to the table, warming up the market and to lead on the dialogue, evaluation, and selection stages, and (2) to manage the delivery of the approved Land Assembly Strategy in advance of a compulsory purchase including negotiation and acquisition of all third-party land interests within the red line or beyond as required.
- 1.6 LSH have taken over the delivery of this regeneration scheme from previous consultants and have highlighted risks associated with viability that will be addressed in more detail once a development partner has been secured. These key risks relate to:
 - Land Assembly (mitigated by the new GYBC Land Assembly & Engagement Strategy)
 - Planning Strategy and Securing Permission in advance of making the CPO
 - Flood Defence (EPOC 3 Compartment G) of North Quay
 - Contamination & Remediation
 - Archaeological
 - Ground Conditions & Foundation Design (Piling)
 - Construction Cost Inflation
 - Viability – Uncertain Occupier Demand and Low Capital Values

- 1.7 This report promotes a systematic approach to development in order that decisions can be made along a critical path timeline to maintain progress or change course depending on market forces, without committing the Council to budget pressures.
- 1.8 Unfortunately, due to the scale and complexity of the North Quay development, the Town Deal and LUF 2 funding is insufficient to undertake all necessary works to prepare the whole site for development.
- 1.9 The secured funding is likely to pay for the costs of land assembly, CPO, procurement of a strategic development partner, procurement and appointment of a professional consulting team, undertaking some surveys and reports, securing a planning permission and undertaking some capital works for example creating the new gateway between the Railway Station and The Conge and contributions towards a flood resilience scheme.
- 1.10 The secured funding is unlikely to pay for demolition and site clearance works; remediation and decontamination; site levelling; removal or relocation of utilities; provision of new utilities; forming new traffic junctions, internal roadways, pavements, street lighting, hard & soft landscaping; Riverside walkways to enable the development. Funding will have to be secured via other sources.
- 1.11 The secured funding provides the Council with the first real opportunity to start the redevelopment of North Quay.

The Council's objectives are:

- To ensure the identified Town Deal and LUF 2 funding is committed and maximum value obtained before the programme deadlines of 31st March 2026
- To identify viability risk and seek to mitigate via the appointment of a development partner by Quarter One 2024
- To secure a planning permission in advance of a Cabinet decision to Make the CPO estimated between March & September 2025
- To identify potential risk to confirmation of the CPO at Inquiry and to mitigate these risks
- To secure remaining land required to deliver the proposed regeneration of North Quay
- To design and deliver a gateway corridor (subject to budget) linking the railway station, Vauxhall Bridge, North Quay Riverside, The Conge and Market Place
- Ensure the Vauxhall Bridge has a sustainable future
- To create a new neighbourhood and sense of place, complimenting the town centre and enhancing the economy of the town through active land uses and job creation connecting the riverside and railway station encouraging sustainable transport use

Compulsory Purchase Process

To pursue a successful CPO, there are several items that must be demonstrated for it to be confirmed. The requirements, which are set out in Department of Levelling Up Housing &

Communities (DLUHC) Guidance on Compulsory Purchase Process and the Crichel Down Rules (2019) include the ability to demonstrate:

- a compelling case in the public interest for the proposed scheme, including justification of interfering with the human rights of those with an interest in the affected land, having regard also to the Public Sector Equality Duty
- that there are no impediments to the scheme such as:
Funding
Planning Permission
- that Compulsory Purchase is being used as a tool of last resort. It is important to demonstrate that the Council have taken reasonable steps to acquire all the land and rights included in the Order by agreement. This implies early engagement with owners and occupiers affected by the CPO and meaningful assistance provided to mitigate the impacts of the CPO.

It is important that the Council, from the outset, provides those affected by the Scheme with information about the CPO process, the rights of landowners and duties of the local authority, and an indicative timescale, all in an accessible format, and that a case manager is appointed to handle questions from the public. It is anticipated that this role is being fulfilled by LSH who are working closely with nplaw and Executive Director, Major Projects.

The stages of the CPO process may be summarised as follows:

1. Preliminary enquiries

Acquiring authority considers whether land is required to deliver a project it is promoting and the extent of the land that may be required.

Negotiations to acquire by agreement

2. CPO preparation and submission

Acquiring authority formally 'resolves' to use its compulsory purchase powers and gathers detailed information about land ownership and occupation. The acquiring authority then makes the CPO, publicises it and submits it to the confirming authority.

3. Objecting to a CPO

Those affected by the CPO are invited to submit objections to the confirming authority.

4. CPO consideration

The CPO is considered by the confirming authority through a public inquiry or written representations.

5. Decision

The confirming authority decides whether to confirm, modify or reject the CPO.

6. Possession and acquisition

The acquiring authority takes ownership of the land.

7. Compensation

There is generally a right to compensation if your land is compulsorily acquired

Cabinet approved the Land Assembly & Engagement Strategy in July 2023 which deals with the Council's approach at stage 1 of this process.

THE LAND ACQUISITION & ENGAGEMENT STRATEGY

The Strategy has been implemented following the Cabinet decision on 25th July 2023.

An estimate of property purchases including an assessment of compensation payments under the Code has provided a total estimated cost within a range up to £16.4 m for securing all land interests.

The Cabinet approved the land assembly budget, but this excluded the other potential costs involved in delivering a regeneration project of this scale.

Once land is acquired, the Council will be responsible for payment of Council Tax or Business Rates and utility costs until the properties can be demolished.

THE FUNDING BUDGET

The Council has been successful in securing funding of £5.1m from the Government's Town Deal Fund and £20m from Levelling Up Funding Round 2 to regenerate the key gateway site into Great Yarmouth known as the Riverside Gateway. The Council has committed a further £2.2m to the regeneration pot through borrowings, and the total project funding is now £26.6m.

CRITICAL PATH MILESTONES

Procurement

Developer 'warm up' – initiated

PIN to be issued by end August 2023

Developer Awareness Event in Great Yarmouth – 13th September

Launch ITT September 2023

Contract Award March / April 2024

If no Contract Award – GYBC will proceed alone

Developer partner / GYBC appoint professional team (procure from early 2024)

Commence masterplanning & RIBA Stage 1 for outline planning

Submit outline planning application (EIA will be required) January 2025

Planning permission by July 2025 – an aggressive timetable as this is a major development & will likely require an Environmental Impact Assessment (EIA).

Funding Cutoff Date 31st March 2026

Land Assembly

Strategy approved by Cabinet July 2023 (Budget £16.4m)

Letterdrop initiated

Engagement with parties having an interest in land commenced

Site meetings 11st September

Inspections, Negotiations, Heads of Terms, Approvals, Legal Process ongoing

September 2023 to September 2025 to conclude

CPO

Cabinet approval to make a CPO target March – September 2025 (subject to planning permission & viability)

Cabinet to Approve action to Make the CPO – Legal process

Vesting Order c.2027/28 (subject to Inquiry & Secretary of State challenge)

Infrastructure

Planning Strategy – screening opinion EIA Autumn 2023

Design development 2024

Planning permission 2025

Procurement/Contract & commencement of on-site works end 2025

EPOC 3 Flood Resilience - 2025+

*Delivery subject to budget

VAUXHALL BRIDGE (Grade II Listed Structure) & PUBLIC REALM

Rail Paths Ltd own the asset. Rail Paths Ltd are a separately registered charity to Sustrans.

Early discussions indicate that Rail Paths Ltd and Great Yarmouth Preservation Trust (GYPT) are willing to form a strategic partnership with GYBC with the objective to secure the bridge as a vital pedestrian and cycle movement corridor between the railway station, North Quay, The Conge and the town centre.

The Morton Partnership are concluding an intrusive structural survey of the bridge to establish current condition and estimated cost for renovation works and future maintenance revenue cost plan.

GYBC would under-write the costs for GYPT being cost of renovation works (using LUF 2 funding). GYPT would manage the delivery of the project with GYBC and use its connections and influence to fund raise assisting Rail Paths Ltd towards future revenue costs.

The bridge has the potential to become an iconic feature in the town centre and providing an integral part of the North Quay Riverside Gateway. The corridor public realm is an integral part of the North Quay Riverside project, linking the railway station to the Town Centre via The conge.

Early estimations based on similar realm projects are that the total cost could be in the region of £5m.

NORTH QUAY PROJECT BUDGET

The Council has assembled a small team of professionals to assist with delivering the development objectives, in particular:

- Procurement of a development partner
- Land Assembly & Engagement
- CPO advisory
- Regeneration & viability advisory
- Legal
- Project management, programming and coordination

- Conservation & Heritage
- Planning
- Design, structural, mechanical & electrical engineering & commercial for public realm works
- Highways engineering
- Landscaping

The total estimated cost of the various support work streams is £2,602,000.

Budget Summary – Assumed Spend Profile to 31st March 2026:

ITEM	BUDGET	COMMENT
Total Project Budget Funded via LUF 2 & Town Deal	£26,660,484	Assumes total spend by 31/3/26
Land Assembly/CPO	£16,442,706	Assumes all land purchased and compensation paid by 31/3/26
Balance	£10,217,778	
Less Professional Fees/costs	£2,602,000	Assumes planning permission
Balance	£7,615,778	
Less Corridor Infrastructure	£5,000,000	Includes Bridge renovation
Balance	£2,615,778	
Less EPOC 3 contribution to Compartment G	£2,615,778	GYBC capital contribution
LUF/TD Funding Balance – Target is Zero	0	All depends on design work and contract estimation, land assembly and other infrastructure costs (flood defences)

NB: Costs Exclude getting the site ready for development:

- Demolition & Site Clearances
- Remediation & Decontamination
- Site levelling
- Utility & Services disconnections
- New utilities & services
- Infrastructure – on site roadways, pavements, streetlighting, hard & soft landscaping, Riverside walkways
- Full scale flood defences Compartment G
- Construction of the first phase of development

Critical Path decision making at regular stages is important to adjust spend profile and commit to deliver project if:

- GYBC cannot procure a development partner (March 2024)
- Land Assembly must continue then make CPO

- GYBC must secure a planning permission (September 2025)
- GYBC must prove viability for Phase 1 development (September 2025)
- Site abnormal costs, piling, remediation, demolitions etc could be funded via One Public Estate Brownfield Land Release Fund
Homes England Brownfield, Infrastructure & Land Fund

2. Next Steps

- Land Assembly Strategy implemented July 2023
- PIN Notice issued August 2023
- Developer Event 13th September 2023
- Contract Notice to be issued September 2023
- Strategic planning advice – EIA Screening Opinion
- Procurement, Evaluation contract Award by March/April 2024
- Commence masterplanning & design stages (RIBA 3) Phase 1
- Commence planning application consultation post contract award
- Engagement with the Environment Agency regarding EPOC 3 Compartment G)
- Progress designs for corridor infrastructure linking North Quay to the railway station and The Conge via Vauxhall Bridge

3. Financial Implications

- 3.1 The Council has been successful in securing funding of £5.1m from the Government's Town Deal Fund and £20m from Levelling Up Funding Round 2 to regenerate two key gateway sites into Great Yarmouth known as the Riverside Gateway. The Council has committed a further £2.2m to the regeneration pot through borrowings, and the total project funding is now £26.6m.
- 3.2 The external funding has a timescale constraint of 31st March 2026 (unless this date is extended).
- 3.3 The Council will need to draw down funding to purchase properties once terms have been agreed.
- 3.4 The total budget for land assembly including a 20% contingency totalling £16,442,706. This property acquisition budget is being funded from the funding pot already secured.
- 3.5 The remaining estimated costs will be funded from the balance of the secured funding pot, subject to critical path decision making via the Officer and Members Working Groups.
- 3.6 Expenditure and budget management will be reviewed at Officer Working Group and Members Working Group.

4. Risk Implications

- 4.1 A key risk is that despite having a Land Assembly Strategy and early engagement process this does not encourage landowners to sell their property to the Council. In this event the LSH Consultants and GYBC will drive on with the CPO process.
- 4.2 The amount of funding is insufficient to deliver a site of this scale to be ready for development. Further funding will be required to deliver a site sufficient for a first phase of development.
- 4.3 There is a high risk that the Council will be unable to spend the external funding by the required timescale, March 2026, and this will be returned to the funding providers. This will have serious implications for the delivery of regeneration in North Quay. The delivery of the public realm corridor works and will help to ensure funding is spent.
- 4.4 The delivery of the EPOC 3 is subject to the EA securing funding and contributions from stakeholders. The completion of compartment G in total is unsustainable so GYBC is seeking approval that the EA can complete the flood defences north of Haven Bridge.
- 4.5 Key Risks:
 - Land Assembly (mitigated by the new GYBC Land Assembly & Engagement Strategy)
 - Planning Strategy and Securing Permission in advance of making the CPO
 - CPO process and Inquiry
 - Flood Defence (EPOC 3 Compartment G) of North Quay
 - Contamination & Remediation
 - Archaeological
 - Ground Conditions (Foundation Design)
 - Construction Cost Inflation
 - Viability – Uncertain Occupier Demand and Low Capital Values

5. Legal Implications

- 5.1 The Council have assembled a team of legal consultants to advise on the CPO process and undertake legal work in relation to land acquisitions (nplaw) and lead on the procurement of a development partner and preparation of the related contractual documents (Sharpe Pritchard).

6. Conclusion

This report outlines the potential spend required to progress the delivery of the Town Deal and Levelling Up Fund 2 programme by 31st March 2026. The progress of spend will be monitored by the project Officer Working Group and Members Working Group. Critical path decisions will need to be taken at intervals to divert spend into various priority areas depending on circumstances at the time.

7. Background Papers

- 25th July 2025 URN 23-091 Cabinet Report Land Assembly Strategy
- 12th July 2022 URN 22-117 Policy & Resources Committee report & minutes – Town Deal Intervention 2 – Strategic Regeneration of North Quay in Great Yarmouth. Council approved the principle of using CPO powers to acquire land for the regeneration of North Quay.
- 24th July 2018 – Policy & Resources Committee report & minutes – Strategic Site Allocation – agree Land Acquisition Strategy, commit revenue budget of £250,000, task officers to undertake further enquiries.
- 26th November 2019 – Policy & Resources Committee report & minutes – note ongoing engagement, delegate authority for purchases, note technical studies.

8. Appendices

- Appendix A – Red line plan of the site known as North Quay
- **CONFIDENTIAL** Appendix B – Detailed Development Budget (**NOT FOR PUBLICATION**)

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:	Acquisition & Disposal Policy
Financial Implications (including VAT and tax):	Yes
Legal Implications (including human rights):	Yes
Risk Implications:	As above
Equality Issues/EQIA assessment:	Screening will be undertaken at a later stage
Crime & Disorder:	N/A
Every Child Matters:	N/A

Appendix 1 North Quay site location



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