



GREAT YARMOUTH
BOROUGH COUNCIL

Policy and Resources Committee

Date: Tuesday, 09 February 2021

Time: 18:00

Venue: Virtually

Address: [Venue Address]

AGENDA

Open to Public and Press

1 APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2 DECLARATIONS OF INTEREST

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

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

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

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

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

3	<u>MINUTES</u>	4 - 6
	To confirm the minutes of the meeting held on the 25 January 2021.	
4	<u>FORWARD PLAN</u>	7 - 7
	Report attached.	
5	<u>QUARTER 3 KEY PROJECT AND PERFORMANCE REPORT</u>	8 - 47
	Report attached.	
6	<u>ST GEORGES TRUST - FUNDING AGREEMENT EXTENSION</u>	48 - 58
	Report attached.	
7	<u>RETAINED RIGHT TO BUY RECEIPTS POLICY</u>	59 - 69
	Report attached.	
8	<u>FEES AND CHARGES 2021/2022</u>	70 - 110
	Report attached.	
9	<u>TREASURY MANAGEMENT STRATEGY STATEMENT 2021/2022</u>	111 - 127
	Report attached.	
10	<u>2021/22 GENERAL FUND BUDGET REPORT</u>	128 - 178
	Report attached.	
11	<u>ANY OTHER BUSINESS</u>	
	To consider any other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.	

12 EXCLUSION OF PUBLIC

In the event of the Committee wishing to exclude the public from the meeting, the following resolution will be moved:-

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 1 of Part I of Schedule 12(A) of the said Act."

13 CONFIDENTIAL REPORT - BEACON PARK (NEW HOSPITAL SITE)

Details



GREAT YARMOUTH
BOROUGH COUNCIL

Policy and Resources Committee

Minutes

Monday, 25 January 2021 at 15:30

PRESENT:-

Councillor Smith (in the Chair); Councillors P Carpenter, Flaxman-Taylor, Grant, P Hammond, Myers, Plant, Waineright, B Walker, C M Walker, Wells, Williamson & A Wright.

Ms S Oxtoby (Chief Executive Officer), Ms K Sly (Finance Director), Mrs P Boyce (Strategic Director), Mrs Lindsay Barker (Strategic Director), Mr J Wedon (Senior Performance & Data Protection Officer), Mr S Best (Regeneration & Funding Manager), Ms C Whatling (Monitoring Officer), Mr D Wiles (Communications & Media Manager), Mrs M Burdett (Head of Inward Investment) & Mrs S Wintle (Corporate Services Manager).

Mr M Severn (IT Support).

1 APOLOGIES FOR ABSENCE

There were no apologies for absence.

2 DECLARATIONS OF INTEREST

There were no declaration of interest.

3 MINUTES

The minutes of the meeting held on 15 December 2020 were confirmed by assent.

4 FORWARD PLAN

The Forward Plan was noted by assent.

The Chairman reported that funding of £465k had been secured for the Communities Champion Programme (which formed part of the Community Investment Fund) and the Strategic Director requested that this item be added to the Forward Plan to be considered at the next meeting.

RESOLVED:-

That the Communities Champion programme be added to the Forward Plan.

5 FUTURE HIGH STREETS FUND TECHNICAL UPDATE PROCESS

The Committee received and considered the report from the Regeneration & Funding Manager.

RESOLVED:-

(i) That the Committee review the content of the report, noting the provisional offer of funding, conclusions set out in Section 5 and the appended confidential annex; and

(ii) That the Committee approve the update to the capital programme as detailed within the report to reflect the provisional Future High Streets funding award of £13,774,730.

6 NORFOLK OVERARCHING INFORMATION SHARING PROTOCOL

The Committee received and considered the report from the Senior Performance & Data Protection Officer

RESOLVED:-

That the Committee be advised that the Council will become a signatory to the Norfolk Overarching Information Sharing Protocol.

7 ANY OTHER BUSINESS

The Chairman thanked all the officers for their continued hard work during the pandemic to help the residents and businesses of the Borough.

9 CONFIDENTIAL APPENDIX - FUTURE HIGH STREETS FUND TECHNICAL UPDATE PROCESS

That the Committee received and considered the confidential report from the Regeneration & Funding Manager.

RESOLVED:-

That the Committee note the confidential appendix by assent.

10 CONFIDENTIAL MINUTES

The Committee received and considered the confidential minutes.

RESOLVED:-

That the Committee note the confidential minutes by assent.

The meeting ended at: 17:30

Forward Plan for Policy & Resources Committee

				Pre Agenda Meeting (PAM)	Policy & Resources	Council
	URN	Matter for Decision	Report by			
1	20-184	Q3 Performance Report - Policy and Resources	Senior Information and Data Protection Officer	01/02/20	09/02/21	
2	20-194	St George's Trust - SLA funding paper	Head of Inward Investment	01/02/20	09/02/21	23/02/2021
3	20-143	Right to Buy Retained Receipts Policy	Director of Housing	01/02/20	09/02/21	
4	20-188	Beacon Park - New Hospital Site	Head of Property & Asset Management	01/02/20	09/02/21	
5	20-182	Fees and Charges 2021/22	Finance Director	01/02/20	09/02/21	23/02/2021
6	20-183	Treasury Management Strategy 2021/22	Finance Director	01/02/20	09/02/21	23/02/2021
7	20-181	Budget 2021/22	Finance Director	14/01/21	25/01/21	23/02/2021
8	20-154	Flexible Working Policy	Head of Organisational Development	01/03/21	09/03/21	
9	20-155	Flexi time Policy	Head of Organisational Development	01/03/21	09/03/21	
10	20-009	Revenues Write Off Report	Head of Customer Services	01/03/21	09/03/21	
11	21-018	Adoption of Revised Norfolk Strategic Planning Framework'	Strategic Planning Manager	01/03/21	09/03/21	

URN: 20-184

Subject: Quarter 3 Key Project and Performance Report

Report to: Policy & Resources Committee – 9th February 2021

Report by: Senior Performance & Data Protection Officer

SUBJECT MATTER

The following gives an update on current performance for the third quarter of 2020/21 (Oct – Dec) where progress is assessed against targets which are set at the start of the financial year.

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

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

RECOMMENDATION

That Committee agree:

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

1. Introduction




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

2. Work to Date

A review of all projects was conducted at the end of the 2019/20 financial year and a new list of key projects established, these were included in the Council's Annual Action Plan 2020/21 which was approved by Policy & Resources Committee on 23 June 2020.

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

Each report has a current status, which can be green, amber or red. Out of the ten reports, eight 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	8
	Amber – problems identified but contingency plan in place	2
	Red – out of tolerance serious problems	0

KP10 - Community Economic Development Inclusion Project: Outstanding issues remain with the validation of claims from quarters 3 & 4 of 2019 which is causing a delay in approval. DWP IT are providing support but this has proved to be sporadic. Claims for quarters 1 – 3 of 2020 have been drafted and are ready to submit once the outstanding validation issues are resolved.

KP12 - North Quay Redevelopment: Procurement of services has been delayed due to staff being redeployed to other areas of corporate need. There will be a brief delay in the project caused by this but it will not have a significant impact. North Quay is included in a package of measures in the draft Great Yarmouth Town Deal bid submitted in December 2020 and if successful, this will contribute to the programme of land assembly.

3. Performance Measures

Performance measures cover the full range of services delivered by the Council. The details in the 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 several 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 in the report.





In total there are 44 targeted and 5 monitored measures reported in the third quarter performance report. The monitored measures are reported for contextual information, this data is important information for the Council as the actions of the Council may make improvements however there is not sufficient control over the outcome to set a target.

The performance targets for 5 out of the 8 Environmental measures are currently under review by the Head of Environmental Health. Unfortunately, due to the third lockdown, increasing demand on our COVID-19 Marshals and lockdown enforcement activities it has not been possible to progress further with the review. It is hoped that pressure in

this area will ease as the vaccine rollout progresses allowing for the review to be completed and revised targets set in readiness for 2021/22 reporting year.

Out of the remaining 39 targeted measures, information was not available for one measure (HN05: Percentage of residents very or fairly satisfied with the repairs service they received) as the survey monkey system used to obtain this information has not been available for use.

A breakdown of the remaining 38 targeted measures is shown below.

Performance Measures against Targets		Totals
	Green – Performance has met or exceeded target	17
	Amber – Performance is below target but within tolerance	8
	Red – Performance is below target but has been disproportionately affected by COVID-19	9
	Red – Performance is below target and tolerance	4

Despite the competing requirements of continuing with business as usual along with prioritising support for vulnerable people through the second national lockdown and also assisting and ensuring business and the public comply with the lockdown and stop the spread of the virus, 66% of performance measures are still performing within an acceptable level or above target.

There are four 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.

Nine other measure are also performing below target however these measures have been disproportionately affected by COVID which has caused them to slip into the Red Status. The nine measures affected are indicated by an * below:

The red status measures are:

- PR01 - Average time to assess Housing Benefit & Council Tax Support: New claims*
- PR03 - Collection rates Council Tax*
- PR05 - Collection rates NNDR*
- PR10 - The number of working days lost due to sickness absence per FTE
- PR12 - % of Audit days delivered (of the annual plan)*
- PR15 - Corporate Property Portfolio Arrears per annum*
- ED02: Planning applications: Non-Major (Minor or Other) applications determined within 8 weeks or as agreed extension

- ED08: Percentage of Land Charges search returns sent within 10 working days*
- HN01(a) - GYBC Housing Rent collection rate: % of rent & arrears collected*
- HN01(b) - GYBC Housing Rent collection rate: Arrears as a % of rent debit*
- HN01(c) - GYBC Housing Rent collection rate: Total rent arrears*
- HN04 - Average cost of a Void repair
- HN06 - Total Void Works (service provision) as % of Total Repairs Costs

4. Financial Implications

None

5. Risk Implications

None

6. Legal Implications

None

7. Conclusion

None

8. Background Papers

None

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

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

KEY PROJECTS – SUMMARY REPORT QUARTER 2 2020/21 (JUL - SEPT)**Key projects that impact on the corporate priorities in ‘The Plan 2020 – 2025’.**

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

Project	Project Lead	Lead ELT	Current Position
KP01 – Energy Park, O&M facility, Business Incubator and related offshore activities	Stuart Dawson	David Glason	
KP03 – Middlegate Estate Regeneration	Vacant Post	Nicola Turner	
KP04 – Wellesley Recreation Ground	Tracey Read	Kate Watts	
KP05 – Marina Centre	David Ramsey	Lindsay Barker	
KP06 – Winter Gardens	Michelle Burdett	Lindsay Barker	
KP08 – Improving the Markets and the Marketplace	Jane Beck	Lindsay Barker	
KP09 – Go Trade	Stacy Cosham	Lindsay Barker	
KP10 – Community Economic Development Inclusion Project	Stacy Cosham	Lindsay Barker	
KP11 – The Conge Redevelopment	Vacant Post	David Glason	
KP12 – North Quay Redevelopment	Tracey Read	David Glason	

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

Project Progress Report

Project Name	South Denes Regeneration		
Date	29 th January 2021		
Lead ELT Officer	David Glason		
Support ELT Officer	Sheila Oxtoby		
Project Manager	Stuart Dawson		
Status			Green - no problems or minor issues
Summary of the whole project			
<p>The Great Yarmouth Energy Park</p> <p>The ambition is to secure inward investment and regenerate the project area to generate economic growth and improve the environment through redevelopment. The strategy is a reflection of the demand on the port area, with targeted redevelopment and re-use of sites by the private and public sector. Part funding for the project has been put in place by Norfolk County Council from the Norfolk Infrastructure Fund, this is recorded by the NIF Annual report dated 3 March 2014 where it is decided to support the project to £2.75m. The remaining funding, £250,000, will come from Great Yarmouth Borough Council from its capital reserves.</p> <p>Great Yarmouth Operations and Maintenance Campus Project</p> <p>Launched in 2020 the proposed development of a Great Yarmouth Operations and Maintenance Campus located on the southern tip of the South Denes peninsula and outer harbour – an optimum location for the offshore sector. In summary the aims of the project are to:</p> <ul style="list-style-type: none"> • Encourage & support the growth of the offshore energy sector in Great Yarmouth • Offer facilities in close proximity to Great Yarmouth's Outer Harbour, giving operators access to deep water as well as the river port • Rejuvenating and redeveloping sites and quay infrastructure adjacent to the Outer Harbour • Potentially creating up to 650 new jobs at the new campus 			
Key Project achievements	Milestones	Target Date/Outcome	
Operations and Maintenance Campus	Business case / Feasibility and Demands & Needs studies	December 2020	
	£6m Getting Building Funding secured through NALEP	Summer 2020	
	Planning and Technical studies	Ongoing	
	Create Operations and Maintenance Campus, South Denes phase 1	April 2022	
Port Infrastructure	Expression of Interest submission – jointly between GYBC, NCC, NALEP and the Port to bid for a share of national port infrastructure funding	December 2020	
Business Incubation Units	Feasibility Study completed & Town Deal consideration	October 2020	
Energy Park: Land Assembly	Various sites acquired case by case basis:		
	Havenshore North (5 acres)	January 2020	
	Millora Works site clearance completed	May 2019	
	Tecta Site (block 1) – ground breaking commenced	September 2018	
	Ocean Yard (block 1) site clearance completed	August 2018	

	Vanguard Point site clearance completed	January 2018	
	All sites acquired either sold/let & developed or in use temporarily (case by case basis)	Ongoing	
Marketing/Promotion	Agents appointed	May 2019	
	Energy Park marketing website	January 2021	
Summary of Project Quarter Performance			
<p>1) Great Yarmouth Operations and Maintenance Campus Project. Ground investigation surveys are underway and affected businesses are aware. Work continues to finalise the costings for phase 1 which includes infrastructure works to the quay heading, road infrastructure and associated laydown locations as well as pontoons. Planning and technical study workstreams are ongoing. Demand analysis is being refreshed. Forms part of the Town Deal bid submission in December 2020.</p> <p>2) Feasibility work for Business Incubation space in the South Denes peninsula completed through consultants WSP: economic analysis, transport & access, utilities & flood risk assessment. Design option appraisal & Demand/Needs analysis complete. Forms part of the Great Yarmouth Town Deal bid submission in December 2020.</p> <p>3) Ongoing interest received for sites within Great Yarmouth Energy Park and agents progressing enquires.</p> <p>4) Port infrastructure bid (national) submitted in December 2020.</p>			
Open issues		Mitigation	
Development Surveyor role to fill		Role being advertised via recruitment consultants and in the interim recommendation to employ consultant.	
COVID 19		The impact of COVID 19 on the projects will continue to be monitored	
Financial Summary 1 – Actuals - Great Yarmouth Energy Park			
	Revenue	Capital	Notes on Background
Total Budget Approved		£3,000k	
Funded by:			
GYBC		£250k	
External Grant e.g. HLF		£2,750k	NIF Loan
Other			
Total Funding		£3,000k	
Actual Spend to date	£2.5k	£1,155k	Capital spend is cumulative for project. Revenue expenditure is for 19/20 only
Savings Achieved			
Income Achieved			
Financial data verified by (name of finance officer):			Date:
Lorna Snow			

	Revenue	Capital	Notes on Background
Total Budget Approved		£11 million	*Project costs tbc through WSP work on 11.09.2020.
Funded by:			
NALEP		£6 Million	
GYBC		£1 Million	
NCC		£1 Million	
Enterprise Zone B		£3 Million (tbc*)	EZ Pot B funding the WSP feasibility study
Actual Spend		£0	To be reported next period
Financial data verified by (name of finance officer):			Date:
Lorna Snow			

Project Progress Report

Project Name	Middlegate Estate Regeneration		
Date	20 January 2021		
Lead ELT Officer	Kate Watts		
Support ELT Officer	Nicola Turner		
Project Manager			
Status			Green - no problems or minor issues
Summary of the whole project			
A feasibility study for potential to regenerate Middlegate Estate.			
Key Project achievements	Milestones	Target Date/Outcome	
Phase 1: A high-level options appraisal for the site has been undertaken alongside extensive stakeholder engagement. As a result, these options have been finalized and developed to form part of a master plan for the whole site, which will include financial analysis.	<ul style="list-style-type: none">Create Project TeamTender and appoint ConsultantConsultationConsideration of report by Working PartyConsideration of report by Housing and Neighbourhoods Committee	Met	
Phase 2: Review viability and master plan to reflect current and future needs	<ul style="list-style-type: none">Refinement of housing needCompletion of recreation reviewCompletion of Viability Work and report submittedConsideration of report by Working PartyConsideration of report by Housing and Neighbourhoods Committee	Met May 2021	
Summary of Project Quarter Performance			
Ark were appointed for phase 2 works and team meetings were held on refining the masterplan. Housing Services provided a housing mix for the Council’s rented homes and this has been taken account of in the redesign of the masterplan. Finance colleagues assisted with setting up parameters for modelling.			
Work on the recreation study is currently in hand to inform completion of master planning and viability review.			
Open issues	Mitigation		
Detailed Financial work	Scope of work agreed.		
Recreation strategy for area required	Scope of work agreed.		
Financial Summary – Actuals			
	Revenue	Capital	Notes on Background

Total Budget Approved	£	£320,000	Grant funding from MCHLG
Funded by:			
GYBC	£	£	
External Grant e.g. HLF	£	£320,000	MCHLG
Other	£	£	
Total Funding	£	£320,000	
Actual Spend to date	£	£173,019	
Savings Achieved	£	£0	
Income Achieved	£	£0	
Financial data verified by (name of finance officer):			Date:
Danielle Patterson			21/01/21

Project Quarter Progress Report

Project Name	Wellesley Recreation Ground		
Date	18.01.2021		
Lead ELT Officer	Kate Watts		
Support ELT Officer	Lindsay Barker		
Project Manager	Tracey Read		
Status			Green - no problems or minor issues
Summary - the whole project			
<p>Following a feasibility study for this site it has been agreed that the Council will work with various funding partners to:</p> <ul style="list-style-type: none">• Install a 9v9 3G football pitch on the site• Carry out improvement works to the three listed buildings on the site• Install CCTV on the football stadium• Undertake improvement works to the athletics track and lighting			
Key Project achievements	Milestones	Target Date/ Outcome	
Complete a feasibility study for the site (Dec 19)	H & N Committee	Met	
Submit a funding bid to the football association (July 21)	Submitted bid	In progress	
3G pitch works commence on site (Oct 21)	Constructions work commenced		
Ticket office works tendered (funding in place) (April 21)	Appoint contractors	In progress	
CCTV installation (funding in place) (May 21)	CCTV installation completed	In progress	
Site improvement works funding secured (Feb 21)	Budget Council	In progress	
Site improvement works tendered (April 21)	Appoint contractors		
Stakeholder engagement – ongoing	Feedback through Members working group	In progress	
Exploration of funding opportunities – ongoing	Feedback through Members working group	In progress	
Summary of Project Quarter Performance			
<p>Project Team is working with FA to develop a funding bid for a 3G pitch, as well as wider regeneration and refurbishment of the site, including football stadium/changing rooms and ticket office. Project Team working with GYBC Property to establish title deed for the site, once obtained the FA will work with the Football Foundation to undertake fieldwork surveys. An emailed update has been given to the Members Working Group. A Members Working Group meeting is being organised after budget Council.</p> <p>Regular meetings with the FA taking place to ensure delivery of the 3G project. Further stakeholder engagement will take place.</p>			
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Open issues	Mitigation		

Land Registration of the site – must be in place for FA funding award	Working with property services to expediate this.		
Stakeholder engagement	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.		
Financial Summary – Actuals			
	Revenue	Savings Achieved	Income Achieved
GYBC Budget	£25,000		
External Grant	£50,000		
Total Funding	£75,000		
Actual Spend to date	£10,802		
Commentary: Funding of £25,000 was allocated form the Council’s special projects reserve to fund a feasibility study for this project, this was agreed at Corporate Projects Board - Monday 29th January 2018. Revenue spend of £10,802 was funded by £50,000 grant received. The remaining grant balance is to be used to fund future capital spend. Remaining grant of £38k.			
Financial data verified by (name of finance officer):			Date:
D. Patterson			19/01/2021

Project Quarter Progress Report

Project Name	Marina Centre		
Date	06/01/2021		
Lead ELT Officer	Lindsay Barker		
Support ELT Officer	Sheila Oxtoby		
Project Manager	David Ramsay		
Status			Green - no problems or minor issues
Summary - the whole project			
The project proposes to redevelop the Leisure Centre to include a six-lane pool, learner pool, sports hall, various health and fitness suites, leisure water and climbing wall. The project has completed both RIBA Stage 2, 3 and 4 with the projects multi-disciplinary team led by Mace and is now commencing Stage 5 with the contract award to Morgan Sindall Construction.			
Key Project achievements	Milestones		Target Date/ Outcome
RIBA Stages	Stage 1,2,3 and 4		Completed
Pre-Construct Services Contract Award			March 2020
Demolition Completion			September 2020
Main Construction Contract Award			November 2020
Main Construction Start on Site			December 2020
Practical Completion			Summer 2022
Summary of Project Quarter Performance			
<ul style="list-style-type: none">Remaining hoarding works were completed w/c 7th September.Hoarding wrap install took place over 7th, 8th and 9th September.Utilities – contracts being progressed directly with new suppliers for electricity, gas and water.The contract sum total was in excess of the Pre-Tender Estimate so an extensive design efficiency and value engineering exercise was carried out with the preferred contractor to bring the project back on budget.ELT and MWG approved contract sum and revised drawings.Legals agreed between Morgan Sindall and Great Yarmouth Borough Council (represented by NP Law)Grants secured from New Anglia GBF, Sport England and BRP totalling £4.6m.			
Open issues		Mitigation	
Because of government guidelines particularly in respect of social distancing there is a cost increase in prelims in the main contract as the main contractor has had to provide additional site accommodation to ensure the social distancing rule is adhered to together with alternative forms of clocking in/out, etc.		Particularly in respect of the latest lockdown we are working proactively with the main contractor to identify potential issues before they have cost impact/delays	
There is provision in the contract for additional expense due to EU Exit – increases in tariffs, delays labour shortages		Again, we are working with the contractor to alleviate these issues – there have not been any tariff issues but by pre-ordering we can get round port delays and by pre planning and using local firms get round any potential labour issues	

Financial Summary – Actuals			
Budget	Committed Spend	Savings Achieved	Income Achieved
£26m	£26m	Grants £4.6m	£
Commentary:			
Financial data verified by (name of finance officer):			Date:

Project Quarter Progress Report

Project Name	Winter Gardens		
Date	08 January 2021		
Lead ELT Officer	Lindsay Barker		
Support ELT Officer	Kate Watts		
Project Manager	Michelle Burdett		
Status			Green - no problems or minor issues
Summary - the whole project			
The project is to restore the building and structural elements of the Heritage asset, as well as to give the building a new life by transforming both the internal and external spaces into a distinctive attraction for both the local community and the visitors to Great Yarmouth. It is intended that the facility will provide an all year-round attraction along the Golden Mile.			
Key Project achievements	Milestones	Target Date/ Outcome	
To stabilise building	Scaffolding to support the structure put in place	COMPLETE	
To secure a commercial end user	Development Agreement to be signed by successful commercial operator from tender process	Spring 2021	
To generate council income and boost the local economy	Apply for BRP funding (led by Regeneration and Funding Manager)	COMPLETE	
	Apply for Pooled Business Rates (led by Regeneration and Funding Manager)	COMPLETE	
	Prepare concept design (led by Feilden & Mawson)	COMPLETE	
	Complete order of costs (led by Allman Woodcock)	COMPLETE	
	Complete updated condition survey to be used to support funding applications (led by The Morton Partnership)	COMPLETE	
Prepare first stage Funding Application (pre-application)	Submit expression of interest to National Lottery Heritage Fund (Horizon Fund)	COMPLETE	
	Outcome of EOI (1 st Stage application)	COMPLETE	
	P+R approval of £60k budget for the specialists to complete the pre-app submission	COMPLETE	
	Pre-application development	June 2020 – February 2021	
	Procurement of Business Planning Consultant	COMPLETE	
	Procurement of Architect / specialists	COMPLETE	
	Submission of pre application	26 February 2021	
	Outcome of 2 nd Stage application	Circa June 2021	

Prepare Development Application	Latest Submission 2022	Specific date TBC
Delivery Phase (capital works)		Maximum 5 years
Summary of Project Quarter Performance		
<p>Following confirmation of the Business Rate Pool Bid award for next stage of application submission, a design team has been commissioned as follows:</p> <ul style="list-style-type: none"> • Business Planning – DCA appointed • Quantity Surveyor and Project Management – Artelia Ltd appointed • Architectural Designs (RIBA 1+) – BFF (Burrell Foley Fischer) appointed • Structural Engineers – The Morton Partnership appointed • Service Engineers – Buro Harrold appointed • Additional support – Kendrick Hobbs – catering advice and Jane Topliss – Accessibility advice <p>The focus of this project stage is appointment of specialists to assist with the completion of the pre-application stage of the programme. Furthermore, establish internal budget of 50% of an approved estimated cost of £120,00 (£60,000 cost to GYBC) as approved by P&R Committee in May 2020.</p> <p>The Design Team have</p> <ol style="list-style-type: none"> a) developed a concept design with approval from Member Working Group; b) profiled cost plan for delivery of the preferred design option; c) launched public engagement survey to ensure the concept commercial operation follows public endorsement; d) developed an activity and interpretation plan for inclusion within the application to demonstrate local investment during works and longevity of operation <p>A commercial operator remains engaged in the project offering opinion and sector expertise; however due to the impact of several lockdowns they are focusing on their existing businesses. Therefore, the business planner has engaged with sector specialists to ensure a sustainable business plan is provided with options for a single or multiple operator defined.</p>		
Open issues	Mitigation	
Financial risk to Council managing project of this magnitude and national importance	Working with commercial operator to strengthen Horizon Fund application success	
Safety risk of building structure	Structural survey completed by The Morton Partnership and internal scaffolding installed. This complies with survey recommendation to sustain integrity of structure for up to 5 years. The works are complete, drain assessment shows blockages which need rectifying. Budget within tolerance	
Lack of understanding the depth of building restoration requirements. Risk of structural and application failure.	Investment in thorough and detailed design, engineering, cost and business planning work in the pre-application phase will enable the Council to understand and mitigate the risks presented by the project, so that if funding is secured at the end of 2020, progress can be made swiftly thereafter to develop the scheme in detail on the basis of detailed knowledge and planning	
Commercial Operator withdraws from project	The business modelling is being completed from the point of view of the preferred operator. This will be with a full pack of information both in terms of the funders requirements, the building costs (running / R+M).	
Project hold during Covid-19 measures	Delays to the project programme are planned as minimal, current tenders continue to be drafted ready for launch as the appropriate time. Appointment of external experts to assist in the development of a stage 1	

		application business case to be pursued initially. Their contribution should enable GYBC to continue to be ready to submit an application by NLHF deadlines.	
Financial Summary – Actuals			
Budget	Committed Spend	Savings Achieved	Income Achieved
£120,000	£60,000 (£49,802 actual)	£0	£0
Commentary: Contract award letters issued by the Council’s appointed procurement team, purchase orders have been raised and recorded on the finance system with proof of defrayal acquired ready to commence BRP claims.			
Financial data verified by (name of finance officer):			Date:
Jane Bowgen			18/01/2020

Project Progress Report

Project Name	Improving the Market		
Date	January 2021		
Lead ELT Officer	Jane Beck		
Support ELT Officer	Lindsay Barker		
Project Manager			
Status			Green - no problems or minor issues
Summary of the whole project			
By 2025, redevelopment of a six-day covered market focusing on local goods and creating incubator opportunities for new businesses to develop in the Town Centre.			
Key Project achievements	Milestones	Target Date/Outcome	
H1 Improving the Market Place	Appointment of new architects (Chaplin Farrant) from GYBC framework.	Complete	
	Site surveys shared with architect.	Complete	
	Market & Market Gates visual improvements.	November - Complete	
	Updated Market Place Redevelopment Costs	November - Complete	
	P&R PAM presentation	January 2020 - Complete	
	Town Centre masterplan Members Working Group	January 2020 - Complete	
	All member briefing “town centre”	January 2020 - Complete	
	News design and concepts to be presented to P&R Committee	January 2020 - Complete	
H2 Consultations	Market Place business/ Stakeholders’ consultations	January 2020 - Complete	
	Press Briefing and publication of committee report	January 2020 - Complete	
	Individual Six-day Market trader consultations.	Underway due completion end January 2021	
H3 Property Support	Procurement specifications prepared for the delivery of Planning documentation.	Complete	
	Planning application submitted	Approved August 2020	
	Formulation of detailed tender documentation	Complete	
	Tender	December 2020	
	Contractor commencement on site	Winter/Spring 2021	
Summary of Project Quarter Performance			
Tender documents were completed and published December 2020 the tender closes on the 1 st February 2021 and work will then commence on evaluation and appointment.			
To speed delivery, a separate tender has been developed for the full design of the timber structure. This work is underway and design is anticipated to be complete during February 2021.			
Work will continue through-out the tender evaluation process to identify any value engineering opportunities.			

A way forward has been agreed with the utilities companies in relation to the diversion of services within the Market Place.

A draft lease for the new units has been completed and shared with businesses for consultation. Work in relation to individual unit layouts has begun and will continue through February to deliver design certainty ahead of any on-site start.

Open issues	Mitigation
A shortfall of £2.2m in the £4.5m development plan will impact on building of the Market Place infrastructure.	FHSF has been identified for this project. Issues to be closed on final confirmation of funding.
Increased build costs due to structure changes.	It is anticipated that the scheme can be delivered within budget – this cannot be finalised until appointment of the main Contractor
Delayed start on site due to late submission of Planning Application	Tender Documents released in December – Contractor to be identified during the early part of 2021.
Lead-in times for Glulam structure	Independent tender and contract completed for Glulam structure to reduce delays (8 weeks design, 12 weeks manufacture) this is in place and anticipated design will complete before Contractor appointment.

Financial Summary – Actuals			
	Revenue	Capital	Notes on Background
Total Budget Approved	£	£4,477,020	
Funded by:	This is to be being broken down in the below rows – leave this line blank.		
GYBC	£	£3,377,020	borrowing
External Grant e.g. HLF	£	£1,100,000	Business Rates Pool
Other	£	£	
Total Funding	£	£4,477,020	
Actual Spend to date	£	£ 193,915	
Savings Achieved	£	£	
Income Achieved	£	£	
Financial data verified by (name of finance officer):			Date:
Lorna Snow			20/01/21

Project Quarter Progress Report

Project Name	Go Trade		
Date	4 January 2021		
Lead ELT Officer	Kate Watts		
Support ELT Officer	Lindsay Barker		
Project Manager	Stacy Cosham		
Status			Green - no problems or minor issues
Summary - the whole project			
<p>Go Trade is a project that is bringing together a total of 16 English and French partners from south east England and northern France with the aim of boosting visitor numbers, dynamism and attractiveness of Great Yarmouth Market. To achieve this aim Great Yarmouth Borough is working with the 15 project partners to develop the Go Trade brand, themed events, promotional videos, market trader training and digital corner (town centre WI-Fi).</p> <p>A project extension has been approved by the Joint Secretariat covering 1 April 2021 to 31 March 2022.</p>			
Key Project achievements	Milestones	Target Date/ Outcome	
KP4. 1: Delivery of Go Trade Animations (Events) Schedule.	Full schedule of animations for 2019-20. Delivered within the Market Place.	2019 event programme completed. 2020 event programme suspended due to CV19.	
KP4: 2: To host a Go Trade UK Food/ French market with project partners	To host collaborative event with Basildon Borough Council, Gravesham Borough Council, Visit Kent with Amiens, Lumbres, Louvigne Du Desert and Caen. With the desired aim of attracting French traders/ chefs and UK artisan traders/ chefs. The animation (event) will be billed as a food and drink festival. Showcasing the best of England and France.	<p>Delayed due to restrictions on public gatherings due to Covid-19. Intention to reschedule as part of project extension in 2021.</p> <p>Included within Winter Programme for Spring 2021.</p>	
KP4: 3 Funding of stand-alone local publication.	GYBC Marketing team to send an EOI live via the GYBC procurement portal.	Delayed due to Covid-19 project suspension. Deliverable included within extension plan.	
KP6: 5 Partner meetings for extension	To be planned by Basildon Borough Council, programmed into project plan for GYBC attendance.	March 2021 to March 2022	
KP7. Introduction of Market Place Wi-Fi for digital corner.	Technology to be agreed with NCC IT.	Complete	
	A solution has been found to the Digital Corner deliverable. The PMO team is working with GYBC IT team to install an affordable Wi-Fi network within Great Yarmouth Market place. GYBC is working with GYBC IT to procure a contractor	Complete	
	Procurement document to be prepared	Complete	

	Go Trade Wifi/ 4G report to be presented to EDC June 3 rd (See attached)	Complete
	To send Go Trade WiFi/ 4G procurement live and decide upon supplier	Complete
	Agree upon final costs and location of WiFi equipment	Complete
	To work with GYTCP to install Wi-Fi in the marketplace	Installed December 2020. Awaiting BT appointment to go live January
	Wi-Fi to enhance GYTCP click and collect service ShopAppy	Summer 2020 – delayed to Q4
	Wi-Fi to provide data for future research projects or future bid application	January 2021 onwards
KP8. 1: Design of business development webinars and trial role outs to traders.	Agree upon content of webinar with Basildon Borough Council, Gravesham Borough Council, NMTF and the UOG	Traders did not embrace the training packages. Further business support requirements factored into project extension.
KP8: 2: Develop a young entrepreneurs/ business advisory programme with project partner NMTF and GYBC Business advisor	Schedule of business advisory programme to be created	April 2021 to December 2021
KP9. Work with the UOG and all partners on the content of the Go Trade website then roll out to all partners and traders.	Train GYBC team on CMS of website	No longer required, GYTCP taking responsibility of website from March 2021.
KP11. Produce and publicise tourism marketing videos promoting the Great Yarmouth market offer.	Second Go Trade promotional video to be launched across all GYBC media channels and uploaded to GYBC website by GYBC Marketing team	Video launched September 2020
	Third Go Trade promotional video to be provided by supplier December 2020 for launch Q4	Video provided December 2020. Ready to launch Jan to Mar 2021
	Programme of amateur videos to be developed over extension period	April 21 to March 22
Summary of Project Quarter Performance		
<p>The project has delivered against its agreed deliverables within the initial project plan. The Lead Partner confirms that GYBC has delivered the project brand, newsletters to date, tourism itineraries, established business support training and required promotional films. The cross-border press release was issued in December across the Partnership for publication.</p> <p>The marketplace wi-fi has been successfully installed by Elephant Wi-Fi in December 2020. An order has been placed with BT to schedule the connection activation, expected to be completed by middle of January 2021. Publicising of availability of the Wi-Fi is held until appropriate within national lockdown measures.</p> <p>The Council formalised the partnership agreement as part of the project extension. GO Trade will continue until March 2022, all activity to be complete by 31st December 2021. The agreement attracted a further 62,654.85 Euros investment in Great Yarmouth, 31% match from the Council.</p>		

The project plan is being prepared, engaging colleagues from Business Support, Communications, Marketing and Tourism and Property Services to offer a robust programme of local market events, trader business support packages, online promotion of the market on the Go Trade website, attracting new markets to join Go Trade as well as further promotional films, cross border press and tourism itineraries.			
Open issues		Mitigation	
Delayed payment of claims.		The next claim is due March 2021 with payment expected May 2021. GYBC Officers will work proactively with the appointed FLC to complete within deadline. A new FLC will be sought for the extension period.	
Continued local and/or national lockdown due to coronavirus		Further lockdowns prevent the delivery of marketplace events. Officers will endeavour to plan events complying with government guidelines and concentrate activity on Trader support and tourism promotion.	
Financial Summary – Actuals			
Budget	Committed Spend	Savings Achieved	Income Achieved
£206,038	£207,152	£0	£27,987 (including claim 3)
Commentary: Original total agreement: Euros 224,204 = £199,292 + Modification increase: Euros 11,000 = £9,777. Total agreement to March 21: Euros 235,204 = £209,069. Above figures exclude new extension agreement from April 21 to March 22: Euros 62,654.85 = £56,993.74 (Rate of Exchange £1 = Euro 1.1019) Recoverable costs = 69% of project spend & GYBC contribution = 31% of project spend Claims 4 to 6 to be paid in January 21 with claim 7 (to December 20) due in March 21 Assumes all grant funding will be claimed and reimbursed in full.			
Financial data verified by (name of finance officer):			Date:
Mark Rogers			14-01-21

Project Quarter Progress Report

Project Name	ESF Community Economic Development (CED) Inclusion		
Date	4 January 2021		
Lead ELT Officer	Kate Watts		
Support ELT Officer	Lindsay Barker		
Project Manager	Stacy Cosham		
Status		Amber: Issues that are being mitigated	
Summary - the whole project			
<p>The project will support new and innovative neighbourhood-based employability services to meet gaps identified by local residents with governance provided by a Community Economic Development Group and Panel. This group will be chaired by a local resident with 50% community representation and sector specialists. Inclusion Grants will be targeted at social economy SMEs, with support provided by an Inclusion Worker who will help these organisations and participants to access community support. All grants provided will aim to reduce the disconnection between people who face complicated life challenges and the benefits of economic growth.</p>			
Key Project achievements	Milestones	Target Date/ Outcome	
Project Coordinator to award 16 – 24 grants to SME Not for profit organisations.	To award £43k in grants by end of February 2020, grants to be signed off by senior management.	Grant Panel agreed to extend successful projects with uplift funding. Treated as ‘new’ applications and approved. Completed	
Project Inclusion Worker to identify and engage targeted residents within the targeted wards of Great Yarmouth.	To engage with all beneficiary projects who will benefit from support offered by the inclusion worker. Individuals will benefit from the programs offered by the SME’s.	ESF Grant Beneficiary project outcomes to be added to Inclusion Worker database to improve figures. Inclusion Worker started in role 1 September 2020 Completed	
Submit EClaim to DWP on a quarterly basis.	<p>Q3 19 Claim submitted by 31st July 2019. Q4 19 claim submitted by 31 January 2020</p> <p>Q1 20 to be submitted April 2020 Q2 20 to be submitted July 2020 Q3 20 to be submitted October 2020 Q4 20 to be submitted January 2020 Final claim submitted by 31 March 2021</p>	<p>Outstanding issues with validation of Q3-4 19, delay in approval. DWP IT are providing support but sporadic.</p> <p>Q1-3 2020 have been drafted ready to upload once issues are resolved.</p>	
Complete all Project Activity by 31 December 2020.	Inclusion Worker to sign off supported clients by 31 December 2020	<p>Inclusion Worker has been targeting audience since September, have aligned sign-off with local beneficiary schemes (extended to 31 Jan)</p> <p>Local beneficiaries stalled due to Lockdown and further funding awarded in November for 3 month schemes. Therefore, activity</p>	

	All grant beneficiaries to conclude delivery of training programmes by 31 December 2020	extended to 31 January without impacting final claim to DWP by 31 March 2021.
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Summary of Project Quarter Performance

Project Delivery and Grant Beneficiaries:

Following appointment of a new Project Manager in July 2020, the project has resumed delivery. DWP confirmed in August that the project will not be extended further in light of Coronavirus pandemic impacts. Upon consultation with grant beneficiaries only two remained in operation due to start delay while all other schemes had completed in March 2020. The direct impact of the pandemic on the project had been the inability to complete the final grant round in February 2020. Therefore, the project will not be extended beyond original timescale and project closure will complete as timetabled in March 2021.

The ESF Neighbourhood Grant Panel met in October, deciding there was insufficient time to repeat the final call for grants, instead offered existing and previous successful grant beneficiaries the opportunity to rerun their schemes for three months with additional funding. Five beneficiaries accepted the invitation and applied for further funding. This brings the Council back on target to award between 16-22 local grants.

Successful beneficiaries are: CAPPA (uplift), Great Yarmouth Gorleston Young Carers, Mandalay Wellbeing CIC, Mancroft Advice Project (MAP) and Heartstone (who applied during the last call for applications which the Panel felt fair to honour).

Meanwhile, Greenlight Trust and Kingsgate (Christ Church) continue their delivery after successful award during the third round.

The project is being brought back within its agreed funding targets and measures with the above achievements.

Outstanding claims with the DWP remain to be paid. The Council must complete a verification review on each claim, which was not made clear during the project inception visit. There have been ongoing IT issues with accessing the correct claim environment to complete this step, which DWP IT are supporting to resolve. All further claims and progress reports are drafted, ready to be uploaded when able. We anticipate the Council's funding will now be made in a final lump sum at the end of the project.

Inclusion Worker:

The replacement Inclusion Worker was appointed 1st September 2020, who has endeavoured to engage with existing clients to establish current status, set up job clubs with community groups already running drop-in appointments in Gorleston and Great Yarmouth. The Inclusion Worker has concentrated on the previous under-performance to target potential clients and has achieved a degree of success, bringing our target figures up to expectations.

The Inclusion Worker has overcome issues with venue accessibility to run appointment due to third party access to venues following CV19 continued restrictions. The second lockdown in November also impacted this support offer by being unable to offer face to face support to those without appropriate technology to engage by other means. Instead the Inclusion Worker supported by telephone and helped promote the Norfolk wide initiative to combat digital poverty.

Open issues	Mitigation
Payments not made due to <u>Brexit</u> .	Written confirmation of funding has been received from the DWP confirming HM Treasury will continue to fund contracted projects.
Payment not received by DWP for quarters to date.	The two EClaim are successfully submitted, provisionally approved by DWP contract manager. Quarters one to three 2020 are prepared and ready to submit

	immediately. DWP IT are assisting to resolve blocks to complete these outstanding claims.		
Inclusion worker not to have met project targets by end of ESF 2021.	Marketing budget to be used to promote project to potential candidates via social media. DWP confirmed that numbers can be taken from beneficiary projects at Coordinators discretion. Target appraisal taking place.		
Successful beneficiaries have not submitted their reports in line with their grant acceptance terms.	Project Manager to ensure all paperwork is filed correctly and maintain regular communications with successful grant beneficiaries. Missing paperwork is being chased, the majority of which has been obtained with one report outstanding.		
Financial Summary – Actuals			
Budget	Committed Spend	Savings Achieved	Income Achieved
£407,400	£167,309	£0	£0.00
Commentary: Grant beneficiaries are required to provide 50% match against their grant award. The budget from GYBC is £83,700 which is 50% match against DWP funding allocation.			
Financial data verified by (name of finance officer):			Date:

Project Progress Report

Project Name	The Conge		
Date	19/01/21		
Lead ELT Officer	David Glason		
Support ELT Officer	Nicola Turner		
Project Manager	Tracey Read		
Status			Green - no problems or minor issues
Summary of the whole project			
Transforming The Conge: by 2025, The Conge is transformed with new mixed-use development lining both sides of the lower half of the street, and the next phase ready for delivery connecting it to the renewed Market Place.			
Key Project achievements	Milestones	Target Date/Outcome	
Existing Business Support	Support package for businesses identified for relocation or costings to feed into viability	September 2020 - soft engagement over relocation with leaseholders has begun following pre-planning application	
New mixed-use development - design concept and development	Sales and Marketing Report	September 2019 – Final report received	
	Viability Study	September 2019 – Final scenarios received	
	Technical investigations	Completed for outline planning application	
	Design Concept	Chaplin Farrant appointed June 2019 Final drafts for pre planning-application September 2019 Pre-planning application meeting – November 2019 Outline Planning application submitted - May 2020 Planning consent granted December 2020	
Public Realm investment	Realign Carriageway – improved public realm and footway/cycleway linking rail station to Market Place	Complete	
Funding	Project included within the Future High Street Fund (FHSF) bid submission	Mid-2020	
	Project re-appraisal in light of successful FHSF bid outcome	January 2021 - Ongoing	

	Discussions with Homes England & progression of Strategic Development Partner	Ongoing	
Summary of Project Quarter Performance			
During this period the outline planning application was granted planning consent. There had been considerable liaison with statutory planning consultees (Historic England, Lead Flood Authority and Norfolk Highways) with all issues reaching resolution. Progress also made in attracting a Strategic Development Partner & ongoing discussions with Homes England. Future High Street Fund bid success.			
Open issues	Mitigation		
Planning permission	Planning permission granted		
Viability gap	Feasibility work towards attracting a development partner		
Financial Summary – Actuals			
	Revenue	Capital	Notes on Background
Total Budget Approved	£	£185,000	As per bid to Business Rates Pool
Funded by:			
GYBC	£	£92,500	
External Grant e.g. HLF	£	£92,500	Business Rate Pool
Other	£	£	
Total Funding	£	£185,000	
Actual Spend to date	£	£57,813	
Savings Achieved	£	£0	
Income Achieved	£	£0	
Financial data verified by (name of finance officer):			Date:
Greg London			20/01/2021

Project Quarter Progress Report

Project Name	North Quay		
Date	18.01.2021		
Lead ELT Officer	David Glason		
Support ELT Officer	Sheila Oxtoby		
Project Manager	Tracey Read		
Status		Amber: Issues that are being mitigated	
Summary - the whole project			
Comprehensive redevelopment of the North Quay waterfront site in Great Yarmouth – a strategic site allocation in the Great Yarmouth Local Plan.			
Key Project achievements	Milestones	Target Date/ Outcome	
Land acquisition	Land acquisition strategy	July 2018 - Complete	
	Committee report on acquisition strategy	July 2018 - Complete	
	Submit application for Business Rates Pool (BRP) funding £170k (decision November 2018)	September 2018 – Complete & Successful	
	Set up Officers Working Group Meetings for next 12 months	Complete	
	Appoint Development Surveyor	Complete	
	Carry out an independent review of the Land Evaluation Survey and factor in final land evaluation cost needed	Complete	
	Commission a study for legal advice on Compulsory Purchase and engagement	Complete	
Business Rate Pool Milestones	BRP monitoring reports	Ongoing with all deadlines hit.	
Communications Strategy	Draft Communications Strategy	Complete	
	Draft letters for residents	Complete	
	Draft Media Statement	Complete	
	Ongoing Media Preparedness	Complete	
Engagement with Land Owners	<i>Letters to Businesses</i>	Complete	
	Engage all parties (landowners and leaseholders) initially to identify specific constraints and opportunities for agreements beginning with investors and developers.	Ongoing	
	Engagement with smaller site owner occupiers, especially residents to provide reassurance over process and timeframes	Complete	

Technical Studies	Tender sent out 18th March 2019	Complete
	Highways transport assessment Ground and contamination survey Utilities assessment Flood risk and Drainage assessment Topographical survey Ecological survey Landscape survey Archaeological assessment Air Quality assessment Noise assessment	All Complete
Independent Land Evaluation Report	Report on land registration and cost valuation w/c 11 th March 2019	Complete
Supplementary Planning Document	SPD development starts 7th May 2019	Complete
	First draft SPD 30th August 2019	Complete
	Procure consultants - Urban Delivery engaged	Complete
	Prepare Options for SPD	Complete
	Draft Leaflet / Questionnaire / Exhibition Boards / Online Consultation Form / Document	Complete
	Policy and Resources Committee to agree Consultation October 2019	Complete
	Informal Consultation Period to 24 th November 2019	Complete
	Final Draft SPD	w/c 23 rd December 2019
	SEA/HRA Screening	9th December – 23 rd December 2019
	Regulation 12/13 Representations Period	13 th January – 3 rd February 2020
	Adopt SPD at Policy and Resources Committee	19 th May 2020
Soft Market Testing	Procurement of external organisation to deliver soft market testing	February 2021
	Delivery of soft market testing	Spring 2021 (tbc)
	Industry market day	Spring 2021 (tbc)
Land acquisition	Ongoing negotiations	Ongoing

Summary of Project Quarter Performance

The project has been temporarily paused during the pandemic as the market testing events could not proceed. Officer Working Group reconvened December 2020 and will meet regularly to move

project forward. Procurement to go out in February 2021 for external consultant to deliver soft market testing, ideally a specialist in urban regeneration. Soft Market testing prospectus drafted and ready for release on contracts portal.

Procurement of services has been delayed due to staff redeployed to other areas of corporate need. There will be a delay but not a significant impact. North Quay is included in a package of measures in the draft Great Yarmouth Town Deal bid submitted in December 2020. If successful, this will contribute to the programme of land assembly.

Successful, this will contribute to the programme of land assembly.

Open issues		Mitigation	
Impact of COVID19		Reviewed/monitored	
No Project Management		New Project Manager successfully recruited and due to start work on 8 th March 2021	
Financial Summary – Actuals			
Budget	Committed Spend	Savings Achieved	Income Achieved
£2,947,000	£628,000	£0	£0
<p>Commentary:</p> <p>Norfolk Business Rate Pooled funding secured (£197K) as well as £2.5m from GYBC for land acquisition. North Quay is included in a package of measures in the draft Great Yarmouth Town Deal bid submitted in December 2020. If successful, this will financially contribute to the programme of land assembly.</p>			
Financial data verified by (name of finance officer):			Date:
Greg London			

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (OCT - DEC) 2020/21

POLICY & RESOURCES COMMITTEE

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
PR01: Average time to assess Housing Benefit & Council Tax Support: New claims (Quarterly Cumulative)	25 days	17 days	25 days	12 days	12 days	17 days	R	↔	↓
<p>This measure is outside of the target and tolerance set due to the increased number of applications caused by the pandemic. More customers are now applying for LCTRS due to a change in their circumstances for example a loss in income meaning customer has to claim Universal Credit. We are constantly reviewing our workplans on a weekly basis to try and reduce New Claims and we plan that an improvement will be made by the next quarter, however this will dependant on the number of new claims received in the next quarter.</p> <p>We have also had a change in resource due to Revenues & Benefits restructure, meaning we have lost a full time member of staff in the benefits team and also an experienced member of staff is on maternity leave. Although the maternity leave has been covered it will take time to train this member of staff to a standard equivalent to that of an experienced member of the team.</p>									
PR02: Average time to assess Housing Benefit & Council Tax Support: Change in circumstances (Quarterly Cumulative)	12 days	9 days	12 days	7 days	6 days	9 days	A	↔	↓
PR03: Collection rates Council Tax (Quarterly Cumulative)	80.0%	82.1%	52.9%	81.9%	95.5%	97.0%	R	N/A	↓
<p>The first three quarters collection has been effected by COVID 19 due to some residents ability to pay with uncertain financial situations, reduced incomes and impact of lockdown. It should also be noted that it was decided to delay the normal process of recovery action and whilst gentle reminders were sent, formal recovery has not been able to commence until the Magistrates' Court confirmed they would began to schedule Liability Hearings again. We have now had our first liability court hearing date on 4 December 2020. Enforcement action options have now commenced on these Liability Orders.</p>									

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
a) Number of long term empty homes (6 months or more)	643	Less than 600	712	589	610	Less than 600	A	↑	↓
b) Number of long term empty homes (Over 2 years) (Snapshot at last day of quarter)	162	Less than 160	155	168	160	Less than 160	A	↓	↑
The number of properties over two years old are just over the target of less than 160. The number of empty properties over six months is now 69 below the previous quarter. This is still above the target of less than 600 and is likely due to the COVID-19 pandemic and the slowness in the housing market in both rental and sales, due to lockdown									
PR05: Collection rates NNDR (Quarterly Cumulative)	73.7%	82.1%	47.4%	80.5%	96.5%	97.0%	R	N/A	↓
The first three quarters collection has been effected the COVID 19 due to some businesses ability to pay with uncertain financial situations, reduced incomes and impact of lockdown. It should also be noted that it was decided to delay the normal process of recovery action and whilst gentle reminders were sent, formal recovery has not been able to commence until the Magistrates' Court confirmed they would began to schedule Liability Hearings again. We have now had our first liability court hearing date on 4 December 2020. Enforcement action options have now been commenced on these Liability Orders.									
PR06: Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered (Quarterly Cumulative)	88.77%	90%	92.66%	90.71%	89.97%	90%	A	↓	↓
PR07: Contact centre telephone calls: Average wait time by customers contacting the Contact Centre (Quarterly)	1:17 minutes	1:30 minutes	0:32 minutes	0:37 minutes	1:04 minutes	1:30 minutes	G	↓	↓
PR08: Percentage of FOI and EIR requests responded to within 20 working days (Quarterly Cumulative)	87%	90%	75.69%	86%	93.40%	90%	A	↑	↑
PR09: % of completed Full Performance Reviews (Quarterly Cumulative)	67%	69%	0%	87%	86%	85%	A	↓	↓
We continue to receive completed 1:1's from managers following the roll out of the new process which commenced in September. We have already made improvements to the paperwork following feedback from staff and manager.									

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
PR10: The number of working days lost due to sickness absence per FTE. (Quarterly Cumulative)	7.06 days	6.3 days	4.83 days	5.56 days	12.91 days	8.5 days	R	N/A	↓
<p>Long term sickness continues to account for a high proportion of our absence rate, with 4 current cases at the of Q3. Reasons for long term absence are varied and include musculo-skeletal, cancer treatment and surgery. All cases are being proactively managed and supported by line managers and HR, regular review meetings and held, interventions with occupational health are being made, access to our employee assistance programme and return to work programmes are being used and staff are being supported to return to work with appropriate return to work plans.</p> <p>Short term sickness absence reasons are varied and include headaches, stomach and digestion, cold symptoms, chest and respiratory, hospital tests and infections. Short term absence remains lower than the comparative quarter in 2019.</p> <p>Whilst long term absence remains a concern, we have seen a decrease in the number of cases. For example Q1 had 11 cases, Q2 16 but Q3 we have only had 6 cases of long term absence.</p> <p>We have noted that the number of occurrences of absence has steadily increased quarter on quarter this year, however it does remain substantially lower than last year. The HR Advisors are being tasked with doing further work in this area to understand more and deal with any targeted interventions required.</p> <p>It is anticipated with continued and ongoing support to staff and managers that we will see a longer term overall reduction in sickness absence. Whilst we are not predicting to meet the target of 8.5 days per FTE this year, we are predicting a significant reduction from 2019-20, of 3 days lost per FTE. This will be the second lowest number of days lost to sickness absence in the last 4 years.</p>									
PR11: Council spend on apprenticeships as a % of apprenticeship levy (Quarterly Cumulative)	98%	Monitor	116%	66%	79.54%	Monitor	N/A	↓	↑
PR12: % of Audit days delivered (of the annual plan) (Quarterly cumulative)	48%	75%	3%	74%	98%	100%	R	N/A	↓
<p>The internal audit plan is normally spread across the year. Due to COVID-19 the plan has predominantly been assigned to quarter 3 and quarter 4, with just the assurance mapping commencing in quarter 2. Internal audit resources have been assigned to the audits for the remainder of the year and are underway. Significant progress has been made through quarter 3 and with continued support from the Council we are expecting to complete the plan by 31st March 2021.</p>									

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
PR13: Percentage of priority 1 Internal Audit recommendations completed on time (Quarterly cumulative)	100%	100%	100%	100%	100%	100%	G	↔	↔
PR14: Corporate Property Portfolio Revenue Growth per annum (Quarterly Cumulative)	3.89%	1.89%	1.29%	4.16%	0.36%	2.50%	G	↑	↓
PR15: Corporate Property Portfolio Arrears per annum (Quarterly Cumulative)	25.80%	7.5%	28.58%	5.44%	5.47%	7.5%	R	↓	↓
As a result of COVID-19 we continue to work with our commercial portfolio occupiers offering deferred rent payments as necessary and appropriate.									
PR16: Corporate Property Overall Occupancy levels per annum (Quarterly Cumulative)	96.07%	90%	96.07%	95.91%	95.47%	90%	G	↔	↑
PR17: Payment of Invoices within 30 days (%) (Quarterly Cumulative)	93.70%	90%	93.7%	96.4%	96%	90%	G	↔	↓

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (OCT - DEC) 2020/21

ECONOMIC DEVELOPMENT COMMITTEE

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)	81%	75%	100%	100%	100%	75%	G	↓	↓
ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)	66%	75%	59%	80.56%	87.8%	75%	R	↑	↓
The outturn for just the 3 months of Q3 was 74%, a significant improvement which is predicted to continue along this trend and in excess of the target figure in Q4. This reflects a strengthening of staffing levels within the Development Control service and the bedding-in of changes to work practices.									
ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	91%	75%	97.2%	91.4%	94.4%	75%	G	↓	↓
ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)	73%	75%	73.5%	76.5%	79.03%	75%	G	↓	↓
ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)	0%	9%	0%	2.85%	2.7%	9%	G	↔	↑
ED06: Planning Appeals: Percentage of Non Major Planning applications overturned on appeal over the last 24 months of an authority's total number of decisions on applications (Quarterly Cumulative)	0.2%	9%	0.2%	66.0%	0.29%	9%	G	↔	↑

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
ED07: Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period. (Quarterly Cumulative)	100%	100%	100%	100%	100%	100%	G	↔	↔
ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)	78%	90%	91.37%	89%	91.58%	90%	R	↓	↓
The Q3 outturn reflects the impact of Covid19 on the availability of information from other parties to complete the Search e.g. other sections of the Council and Norfolk County Council. In addition, because private search companies are not able to access the Town Hall and the normal service provision, the Land Charges team are also undertaking searches for private search companies which places additional pressures on the service.									
ED09: Enterprise Zone: Beacon Park: % of empty floor space across Beacon Park (Quarterly Snapshot at last day of quarter)	5.11%	12.5%	5.11%	7.5%	5.11%	12.5%	G	↔	↑

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (OCT - DEC) 2020/21

ENVIRONMENT COMMITTEE

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 2019/20	19/20 Outturn	20/21 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)	No Inspections	94%	No Inspections	97.7%	93%	94%	N/A	N/A	N/A
b) Number of food premises inspected (Quarterly)	1	TBD	No Inspections	35	814	TBD	N/A	↑	↓
EN02: Garden waste service: Number of households taking up garden waste bin service.	10018	TBD	10032	9666	9746	TBD	N/A	↓	↑
EN03: Percentage of total domestic waste collected which is sent for recycling (Quarterly Cumulative)	33.26%	TBD	34.46%	32.51%	30.9%	TBD	N/A	↓	↑
EN04: Number of Flytips reported (Quarterly Cumulative)	593	Monitor	578	1051	1491	Monitor	N/A	N/A	↑
EN05: Number of streets in the Borough meeting street cleanliness levels									
a) Litter (formerly NI195a)	100.0%	TBD	No Inspections	99%	97.9%	TBD	N/A	↑	↑
b) Detritus (formerly NI195b) (Snapshot at last month of quarter)	100.0%	TBD	No Inspections	92%	96.3%	TBD	N/A	↑	↑
EN06: Contamination rate in dry recycling (Quarterly Cumulative)	18.4%	19%	18.1%	21.3%	20.6%	19%	G	↓	↑

PERFORMANCE INDICATORS – SUMMARY REPORT QUARTER 3 (OCT - DEC) 2020/21





HOUSING AND NEIGHBOURHOODS COMMITTEE

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
HN01: GYBC Housing : rent collection rate									
a) % of rent & arrears collected	97.29%	Under Review	96.51%	99.57%	99.39%	Under Review	R	↑	↓
b) Arrears as a % of rent debit	1.68%	Under Review	2.01%	1.26%	1.93%	Under Review	R	↑	↓
c) Total rent arrears (Quarterly Cumulative)	£371,742	Under Review	£468,969	£273,181	£423,709	Under Review	R	↑	↓
Targets for these measures are under review due to the effect COVID-19, lockdowns and furloughing has had on payment of rent and rent arrears.									
HN02: Number of									
a) Social housing applicants in allocation pool	855	N/A Demand Lead	828	593	943	Monitor	N/A	↓	↓
b) Social housing new applicants awaiting assessment (Snapshot at last day of quarter)	143	150	189	188	174	150	G	↑	↑
HN03: Average Time to Re-let Local Authority Housing (Quarterly Cumulative)	37 days	35 days	42 days	22 days	24 days	30 days	A	↑	↓
HN04: Average cost of a Void repair (Quarterly Cumulative)	£3,423.73	£2,745	£3,072.80	£3,050.04	£2,978.62	£2,745	R	↓	↓
There have been a large number of properties that have fallen into the £2,000 - £8,000 cost range during this quarter and this has therefore increased the overall average. The reduction we started to see in the previous quarter was as a result of slightly lower value works being required in void properties									
HN05: Percentage of residents very or fairly satisfied with the repairs service they received (Quarterly Cumulative)	Not Available	95%	Not Available	99.05%	97.2%	95%	N/A	N/A	N/A
The Survey Monkey system has not been available however an alternative survey was used and information has been collected from January 2021.									

Indicators	This Quarter	Target	Previous Quarter	Qtr 3 2019/20	19/20 Outturn	20/21 Annual Target	Status	Trend	
								Last Period	Last Year
HN06: Costs – Total Void Works (service provision) as % of Total Repairs Costs (Quarterly Cumulative)	9.48%	8.1%	12.38%	10%	10.1%	8.1%	R	↑	↑
GYN Voids have experienced delays due to availability of materials and resources including; internal doors have been at a premium and unavailable from local merchants, composite floor renewal required at some properties and not classed as major works, other work required to properties but not considered major category; severe rat infestation to loft area / major flea infestation (14 days delay), renewal of external drainage systems to ground floor flat. Volume of properties received is inconsistent with previous years.									
HN07: Costs – total responsive repairs as a percentage of total repairs costs	22.34%	22.1%	24.83%	20%	16.33%	22.1%	A	↑	↓
HN08: Number of Disabled Facilities Grant (DFGs) ☐									
a) Numbers of calendar days from initial request to works complete	298 days	Monitor	187 days	198 days	289 days	Monitor	N/A	↓	↓
b) Number of calendar days from OT recommendation to completion (Quarterly Cumulative)	133 days	Monitor	146 days	N/A	N/A	Monitor	N/A	↑	N/A
In Q3 service delivery has started to recover from the impact of Covid-19 with increased numbers of adaptations being completed over Q1 and Q2. However, 58% of the works completed during Q3 were still directly affected by Covid-19 restrictions imposed earlier in the year.									
HN09: Neighbourhoods That Work programme (Reporting period for this indicator runs from Oct 2015- Sept 2020)									
a) Number of self-help resident led community groups supported to develop. (Cumulative)	170	120	169	154	167	120	G	↑	↑
b) Number of residents who have overcome issues preventing them from getting and holding down a job, resulting in them sustaining employment.(Cumulative)	158	150	158	121	137	150	G	↔	↑
c) Number of residents with complex needs supported to overcome at least one personal challenge. (Cumulative)	403	400	403	260	396	400	G	↔	↑

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 due to being disproportionately affected by COVID-19
	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.

URN: 20-194

Subject: St Georges Trust – Funding Agreement extension

Report to: Policy and Resources Committee, 9th February 2021

Report by: Michelle Burdett, Head of Inward Investment

SUBJECT MATTER

On 10th January 2019 the Policy and Resources committee resolved to support St Georges Trust programming and business plan deliverables for the remainder of that year to be funded from the special projects reserve. In addition, members resolved to provide an additional £25,000 per annum for years 19/20 and 20/21 and that a formal grant agreement was prepared and agreed. Finally, it was also resolved to create a Member Liaison Board where reports are provided for sign off and funding draw down agreed.

This paper provides an update to the Policy and Resources Committee as to the delivery of the Trust over the past two years and seeks approval for an extension of the Funding Agreement to the Trust for another year with a £25,000 grant to be available to the Trust for the next financial year (2021/22) with draw down of funds being subject to Liaison Board approval.

RECOMMENDATIONS

That Committee:

- 1) note the progress of the Trust over the past two years**
- 2) agree £25,000 grant funding (for 2021/22) to cover the Trust's programming against a business plan for the next financial year, and that the existing Funding Agreement is extended on that basis.**

1. BACKGROUND AND CONTEXT

- 1.1** On 10th January 2019 the Policy and Resources committee resolved to support St Georges Trust programming and business plan deliverables for the remainder of that year to be funded from the special projects reserve. In addition, members resolved to provide an additional £25,000 per annum for years 19/20 and 20/21 and that a formal grant agreement was prepared and signed. Finally, it was also resolved to create a Member Liaison Board where reports are provided for sign off and funding draw down agreed.
- 1.2** Over the course of 2018 and 2019 St Georges Trust made significant changes to its governance, programming, organisational structure and financial affairs. The Council agreed to provide £25,000 per annum to deliver the proposed and approved Business Plan and artistic programme.

- 1.3 Since Members agreed to an annual grant to St Georges Trust in January 2019, the Council, along with its partners worked collaboratively to draft and seek approval from Members of the Culture, Heritage and Tourism Strategy and Action Plan. Policy and Resources committee (July 2020) fully endorsed the objectives and deliverables, as such, the work undertaken by various delivery bodies such as St Georges Trust, Out There Arts, The Hippodrome, Norfolk Museums Service, GYPT and others are all an important part of the success of that strategy.

2 PROGRESS OF ST GEORGES TRUST PROGRAMME

- 2.1 Following the Policy and Resources paper in January 2019, much work has been undertaken by the Creative Director of St Georges Trust. The Trust have now fully refreshed the Board of Trustees whereby each Trustee now has a lead role focused on a sector or skill. This covers Trustees representing: business, community liaison, marketing, finance / fundraising and projects. This has provided the Trust with a more robust approach to the oversight of the business plan, bringing in funds and developing partnerships within the Borough and within the field of arts and culture.
- 2.2 During the financial year 2019/20 the Trust delivered a wide range of activities, focusing on the approved objectives and key performance indicators in their business plan. Annex A provides members with an overview of the Trusts achievements during 2019/20. This shows that aside from the last 6 weeks of the year which was impacted by the first lockdown as a result of COVID, the Trust delivered the majority of what it set out to achieve and in many areas, overachieved against their agreed Key Performance Indicators (KPIs).
- 2.3 Unfortunately, due to the issues faced by all businesses effected by COVID and the resultant lockdowns, the Trust found it difficult to deliver the programme as laid out in their business plan during 2020/21. However, as reported to Policy and Resources in July 2020 the Trust took steps to deliver a series of performances outside, including; a family show, a musical show, a youth production in the plaza, cinema showings and community engagement and training programmes.
- 2.4 In addition to the Trust adapting to the impacts of COVID as referred to in paragraph 2.3, the Trust also sought funding from a variety of sources that were launched to support the arts and culture sector due to the impacts of the COVID restrictions. This has assisted them in being able to sustain themselves over the period of business closures. As a result, the Trust successfully brought in over £154,000 – this came from £35k from Arts Council England (emergency funding), £25k from the RHLG (Retail Hospitality and Leisure Grant) and then another £94k Recovery grant fund from Arts Council England again.
- 2.5 The funds have been used to sustain their operations over the last year as well as continued development of new partnerships including a number of schools to support the Trusts transition to a Community Theatre. One significant outcome of this funding and the work of the Trust moving towards community engagement (often online) was the success of the Online Panto which saw over 200,000 children across the whole country view the show via online methods. In addition, the Trust used the funds to continue the resourcing of the team to deliver the online activities, as well as manage and maintain the building
- 2.6 The Trust has presented their progress to the Arts and Culture Liaison Board where monitoring takes place and financial draw down is approved. The Trust now has sound financial management in place, it has built successful relationships with others to deliver programmes

in partnership (such as Out There Arts) and has commenced discussions with other provider of funds such as the EXPERIENCE project. The Board recognises the achievements of the Trust and has proposed that the Trust develop a new business plan with a view to seeking additional funding from the Council alongside other funders.

3 ST GEORGES TRUST – FUTURE FUNDING AND FINANCIAL IMPLICATIONS

- 3.1 Annex B provides the overarching business plan that builds upon the one that has been delivered during the last 2 years against an agreed funding agreement. This shows that the Trust will continue to be a Community Arts Centre and Theatre delivering activities to build upon; artistic programming, community engagement, partnership working, fundraising and commercial income streams. These are clearly laid out with quantitative key performance indicators that will be reported to the Arts and Culture Liaison Board on a quarterly basis (should members be minded to support this papers proposal) and the approval of these reports and therefore drawn down of the funds agreed by the members of the Liaison Board.
- 3.2 The Trust have also carefully constructed a financial forecast model. This shows that to break even in terms of their programming and other operational costs they need around £100,000 income per annum. They have forecast that they will generate a proportion of that income from shows and other fundraising – using modest figures as the economy recovers from COVID-19 and social distancing measures are reduced. The result of this work indicates that due to sponsorship from commercial sources being reduced, they request £25,000 from the Council per annum for the next financial year.
- 3.3 Unlike the report provided to members in January, the budget for this proposal is not within the base budget and would therefore be growth to the revenue account, funded by the special projects reserve.
- 3.4 At the January (2019) Policy and Resources meeting, members agreed to hold the electricity bill debt until the outcome of the Arts Council application was known. As the Trust was successful with the bid and have subsequently brought in additional external funding, they were and continue to be keen to repay this debt. As such, the Trust have repaid £6682 and have a remaining debt to pay of £10,480. An agreement has been drafted to stabilise the monthly repayments as we go into the new season and commence delivery of the new business plan.

4 RISK IMPLICATIONS

- 4.1 Should members choose not to continue providing financial support to St Georges there is a risk that it would not be able to deliver its artistic programme and whilst other funds would be sought – the financial strain on the Trust would be significant and it may jeopardise the viability of the programme and the Trust going forward.
- 4.2 Secondly, whilst the Trust have a full financial package in development, there is a risk that should members not support this request other funders will lose confidence and also withdraw funding, thus potentially jeopardising the Trusts viability in the long term. The continued support of the Council demonstrates to other partners the commitment to the Trust and the sector as a whole which is particularly important given the targets and objectives of the recently approved Culture, Heritage and Tourism Strategy.

5 SUMMARY

- 5.1 On 10th January 2019 the Policy and Resources committee resolved to support St Georges Trust programming and business plan deliverables for the remainder of that year to be funded from the special projects reserve. In addition, members resolved to provide an additional £25,000 per annum for years 19/20 and 20/21 and that a formal grant agreement was prepared and agreed. Finally, it was also resolved to create a Member Liaison Board where reports are provided for sign off and funding draw down agreed.
- 5.2 This paper provides an update to the Policy and Resources Committee as to the delivery of the Trust over the past two years and seeks approval for an extension of the Funding Agreement to the Trust for another year with a £25,000 grant to be available to the Trust for the next financial year (2021/22) with draw down of funds being subject to Liaison Board approval.

Area for consideration	Comment
Monitoring Officer Consultation:	Engagement in advance of the drafting of the paper and advice embedded as part of the paper
Section 151 Officer Consultation:	Engagement in advance of the drafting of the paper and advice embedded as part of the paper
Existing Council Policies:	Culture, Heritage and Tourism Strategy, Economic Growth Strategy, Pathway to Recovery Plan
Financial Implications:	As outlined in the report
Legal Implications (including human rights):	Only those referred to in paragraph 3.4. NPLaw have been engaged and have completed the drafting of the agreement.
Risk Implications:	As identified in report
Equality Issues/EQIA:	None
Crime & Disorder:	None
Every Child Matters:	N/A

St. George's Theatre continues to play a distinctive role in Great Yarmouth and the surrounding areas. The town already enjoys popular entertainment venues with Britannia Pier and The Hippodrome. A Community Theatre is needed to complement these venues and offer opportunities for engagement and participation by local people. The outcomes from a recent implemented Audience Development Plan, prove an interest in Theatre and locally produced shows. Success has been enjoyed with youth productions and amateur shows, as well as projects which explore arts activity as a path to wellbeing. As a Community Theatre, St. George's encourages regular groups and organisations to use the venue as their base and is developing long term relationships. It has a year round programme which includes professional Theatre and attracts different elements of the community.

The vision for this Community Theatre can be summarised as follows:

'A thriving venue embraced by local people and visitors.'

- *It will have a varied programme including, music, comedy, plays & film*
- *It will engage the community through participation, productions, workshops & arts activities*
- *It will integrate and involve a range of diverse communities through joint programming*
- *It will be home to local amateur groups & various clubs*
- *It will be relevant & accessible for young people*
- *It will be recognised by visitors as having a unique entertainment offer*
- *It will offer a top quality all round customer experience*
- *It will celebrate its status as an historic building & an important part of the town's heritage*
- *It will be significant to the County & the wider arts scene, working with partnerships*
- *It will have a strong commercial arm, helping it to become financially viable and sustainable*

To achieve the vision in line with the three year business model, we have been engaging everyone involved with the organisation in delivering five strategic objectives.

- Programming
- Community Engagement
- Partnership Working
- Fundraising
- Commercial Income Streams

Each objective is monitored through key performance indicators.

Programming

In order for St. George's Theatre to fulfil its role within the Town as a Community Arts Centre and Theatre, the programme reflects the various elements of the community and their interests.

- Continue to implement the Audience Development Plan while consolidating and refining the offer in response to audience figures, which indicate areas of success.

Key Performance Indicators – Programming – All year round events – 12 month targets

Programme a minimum of 80 theatre events per year which otherwise would not be available in the Borough. Base line annual audience number of 10,000 to rise by 500 every year.
Book 4 Charity shows per year which support and celebrate different organisations within the Borough and helps raise money for St. George's Theatre Trust. Base line audience number of 60 to rise by 20 per quarter -depending on Social distancing regulations
Present 12 talent showcases per year and increase local audience attendance. This includes Jam sessions to create a future 'Battle of the Bands' event. Base line audience number of 30 per show to rise by at least 15 each year.
Programme 2 accessible children's shows per month. Base line audience number of 70 to rise by 30 each year - depending on Social distancing regulations
Present an event film screening per month. Base line audience number of 70 to rise by 20 each year - depending on Social distancing regulations.
Programme one comedy event per quarter which generates commercial revenue. Base line audience number of 50 to double each year - depending on Social distancing regulations.
Present 1 music event per month to showcase a range of music styles and generates commercial revenue. Base line audience number of 60 to double each year - depending on Social distancing regulations
Present two live theatre shows a month. Base line audience number of 60 to double each year - depending on Social distancing regulations
Attract one event a quarter which reflects the diverse communities within the Borough and increase. Base line audience number of 50 to rise by 5 every quarter - depending on Social distancing regulations

- Adapt the unique offer for visitors to complement seasons based on visitor feedback.

Key Performance Indicators – Programming – Seasonal events – Annual targets

Present Three Outdoor Events during the summer season. Base line audience number of 60 to rise by 20 each year.
Create a series of one day workshops for families and young people to run throughout the summer holidays. Base line audience number of 20 to rise by 10 each year.

Produce two community productions a year in August and October. Base line audience number of 60 per show to rise by 20 every year - depending on Social distancing regulations.

Produce a family Pantomime which attracts visitors and local audiences for 25 shows and 5 extra performances for schools and generates commercial revenue. Base line audience number of 70 per show to rise by 20 each year.
--

Present an Adult Pantomime each winter season which attracts local people and visitors for 10 shows. Base line audience number of 60 per show to rise by 20 every year - depending on Social distancing regulations.
--

Continue to integrate both the café and Plaza area into the programme, so that there are various activities on offer in these spaces such as Jazz in the café, comedy and themed events.

Key Performance Indicators – Programming – Cafe events

Programme extension of season Twilight Jazz events in the café to build a local Jazz Club.
--

Programme extension of season Twilight Comedy in the café to develop local Comedy Club.

Programme extension of season arts activity on the Plaza
--

Key Performance Indicators –Addressing Barriers

New Signage

Research and consult with Conservation Officer regarding external lighting options
--

Calculate costings for hand rails to distinguish access path
--

Work with Town Master Plan regarding walk from King Street car park

Collaborate with Heritage Action Zone Consortium to promote area
--

- Implement a Marketing Action Plan which includes promotion and membership schemes

Key Performance Indicators – Marketing Plan

Refresh Marketing strategy for venue

Develop Marketing plan for programme

Community engagement

- Continue to develop the Community Engagement Plan building on the past success of the community productions. Continue to develop the range of participation workshops.
-

Key Performance Indicators – Community Engagement

Develop 3 weekly activities for adults such as Art classes, Community singing and a film course.
Develop 2 weekly activities for young people such as drama classes and music sessions.
Develop 2 holiday workshops for families such as puppet making and storytelling.

- Continue to forge links with the minority community groups.

Key Performance Indicators – Community Engagement

Translations to a range of languages for publicity
Programme diverse events to target different minority groups

- Build on the relationships with local schools through specific school performances, which have accompanying education packs and engage a community outreach leader to deliver workshops in outlying areas of the Borough.

Key Performance Indicators – Community Engagement

Develop the streaming offer to Primary Schools across the Country in 2021.
Create Schools Shakespeare Festival in 2021 with 5 schools to grow each year by one extra school.
Book 3 schools to perform in the Theatre annually and raise by one each year.

- Research all potential funding opportunities and make applications for specific projects.
-

Key Performance Indicators – Community Engagement

• Create arts activities which focus on Arts and Wellbeing
--

Partnership working

Continue to work in conjunction with:

- Other venues such as Sheringham Little Theatre, Norwich Theatre Royal, Norwich Arts Centre and The Garage.
- Festivals such as Out There, GY Arts Festival, Yarmonics, Young@Arts Festival, Family Arts Festival, Norfolk and Norwich Festival
- Touring schemes building on the work this year achieved with Eastern Angles, House and Creative Arts East.
- National events such as Heritage Open Days, Museums at Night and BBC new comedy.

Key Performance Indicators – Partnership working

Work in partnership with festival producers to identify appropriate performances/events /activities which contribute to the festival offer while generating a small surplus for the theatre.
--

Programme 6 pieces of touring theatre each year which would otherwise not appear in the Borough.
--

Engage with 4 national events each year to raise the profile of Great Yarmouth.

Engage with the GYBC Cultural Board and liaise further with tourism bodies to ensure St. George's is involved with local and National strategies.

- Continue to collaborate with local organisations, such as Time & Tide Museum, Out There Arts, MAP, Golden Threads, Norfolk Music Hub and Harbour Radio to inform programming and ensure St. George's Theatre is included in community focussed activities.
- Engage in the development of a Cultural Quarter of Great Yarmouth working with local partners to link The Drill House, Time and Tide, Skippings Gallery and St. George's.

Key Performance Indicators – Partnership Working

Increase regular hires with local groups to 6 per week
--

Increase regular events with local partner organisations to one per month

- Explore stronger collaboration with Out There Arts

Key Performance Indicators – Partnership Working

Trustee from Out There Arts to join St. G Board and inclusion in next NPO bid.
--

Fund Raising

- Refresh the fund raising strategy
- Create a 'Fund Raising' Committee to organise local activity and develop strategies for generating donations

- **Key Performance Indicators – Fund Raising**

Trustees to refresh the fund raising strategy and allocate tasks
--

Commercial income streams

- Research the most profitable and appropriate options for the café including leasing it out, or making a full capital investment to improve the kitchen facilities.

Key Performance Indicators – Commercial Income Streams

Present a detailed report outlining the options for the future of the café
--

- Depending on the regulations, increase commercial hires and events.

Key Performance Indicators – Commercial Income Streams

Increase regular weekly hires to 6 per week

Raise profile of Theatre as Wedding venue with a Wedding Fayre
--

Increase conference and event hire to 2 per month

- Adapt the plan for corporate and business engagement including an appropriate sponsorship scheme based on the current economic situation.

Key Performance Indicators – Commercial Income Streams

Re- launch the Sponsorship scheme

- Maximise the secondary spend in the Theatre to include advertising space and merchandise as allowed.

Key Performance Indicators – Commercial Income Streams

Sell seasonal merchandise to 25% of audience members
--

3 Year Business Plan Financial Forecasts

Please see the attached forecasts. The lack of clarity on what the future regulations might be, make it challenging to accurately forecast. We are assuming that social distancing will be removed by the Autumn 2021.

The forecast shows an annual requirement of £102K support in funding to deliver the programmes. We request a 3 year commitment of an annual funding agreement of 30% from the Borough to support the local community activity.

KPIs final report 2019-20

Strategic Objective	Targets	Actual	RAG of achievements
Programming - Annual	Audience numbers		
36 locally unique live theatre events per year	Base 60 +20 each event	66 live theatre events with average audience attendance of 92 per show	
Four charity events per year	Base 100 + 20	4 events (Sat Night/Showtime x2/Sparkle) with average audience attendance of 129	
Four amateur shows per year	Base 100 + 20	4 shows (youth x2/community/Dance) with average audience attendance of 124	
Two accessible childrens shows per month	Base 30 + 20	14 shows with average audience attendance of 70	
One popular film per month	Base 50 + 20	11 film screenings with average audience attendance of 35	
One comedy event per month	Base 50 + 20	6 events with average audience attendance of 40	
Two music events per month	Base 70 + 20	24 events with average audience attendance of 79	
One event reflecting Borough diversity per month	Base 40 + 20	12 events with average audience attendance of 72	
Programming - Seasonal	Audience numbers		
One day workshops	Base 20 + 10	3 workshops with participation numbers averaging at 20	
Summer Music and Magic show	Base 30 + 20	5 shows with average audience attendance of 83	
Family Pantomine	Base 30 + 20	31 performances with average audience attendance of 119	
Community Engagement	Participation numbers		
Adults	6	Weekly drama session with 8 adults and Community Choir with 36 adults engaged	
Young people	10	Weekly drama sessions with 25 young people and weekly 'Chill Spot' with 21 young people	
Families	20	Freemen's 'Pay What you Can' events have seen audience grow from 20 - 178 for family events	
Portuguese music event	50	3 Fado events with average audience attendance of 86	
Pantomine school shows	400	5 schools attended with total audience of 556	
Schools performing in theatre	3	5 local schools performed	
Arts activities project	10	6 arts activities were presented with average participation number of 12	
Partnership Working - Annual	Number of Partners		
Festival producers	2	Worked with NNF with Radio Local, worked with Out There in September and Hostry in October	
Touring theatre	5	Visits from 7 touring shows	
National Events	1	Part of Heritage Open Day events this September, BBC Comedy and BBC Introducing	
GYBC Cultural board/tourism bodies liaison	1	St.G featured as part of the new cultural strategy	
Partnership Working - Annual			
Local groups hire	3	7 groups -LANS Dance, Art Appreciation, Golden Threads, Knit and Knatter, MAP, YAB and FABBA	
Local partner organisations events	2	4 Arts Festival, Yarmonics, Young@Arts festival, Norfolk Music Hub	

Subject: Retained Right to Buy Receipts Policy

Report to: Housing and Neighbourhoods Committee 4 February 2021
Policy and Resources Committee 9 February 2021

Report by: Christine Spooner
Housing Strategy, Policy and Performance Officer

SUBJECT MATTER/RECOMMENDATIONS

This report requests that committee approve the updated Use of Retained Right to Buy Receipts Policy to reflect operational changes and requirements as set out in the report.

RECOMMENDATIONS

It is recommended that:

1. Committee approve the updated Use of Retained Right to Buy Receipts Policy and recommend the adoption of the policy by Policy and Resources Committee.
2. That Policy and Resources Committee approve the Use of Retained Right to Buy Receipts Policy and delegate approval of expenditure in accordance with the Use of Retained Right to Buy Policy to a Strategic Director in conjunction with the Section 151 Officer.

1. INTRODUCTION

- 1.1. This report seeks approval and adoption of the Use of Retained Right to Buy Receipts Policy. The Use of Retained Right to Buy Receipts Policy has been updated to reflect clarifications required to delegations.

2. THE USE OF RETAINED RIGHT TO BUY RECEIPTS POLICY

- 2.1. The Retained Right to Buy Receipts Policy was approved by Housing and Neighbourhoods Committee on 6 September 2018 and relates to the use of that element of Right to Buy Receipts which, subject to the Council's agreement with Government are ring-fenced to support the delivery of additional affordable housing.

2.2 The following alteration to the Policy, now added, was approved by Housing and Neighbourhoods on 20 June 2019:

- to introduce a new price limit of £350,000 for acquisitions of homes which will meet specific needs for adapted or adaptable homes and for the acquisition of homes with 4 or more bedrooms.
- to amend the payback period for all acquisitions for up to 40 years.

2.3 The Policy has been updated to clarify the delegations related to expenditure incurred in accordance with the policy which will be reported annually to Housing and Neighbourhoods Committee and Policy and Resources Committee.

3. FINANCIAL IMPLICATIONS

None associated with the Policy. Spend of Retained Right to Buy Receipts is monitored to ensure full spend within the required timescales. Spend is also monitored as part of the capital programme.

4. RISK IMPLICATIONS

The amended Use of Retained Right to Buy Policy ensures that there is one document which clearly sets out the Council's use of Retained Right to Buy receipts following previous changes. This report also seeks to update the delegations in relation to spend.

5. LEGAL IMPLICATIONS

The policy details the legal framework for the use of Right to Buy Retained Receipts.

6. CONCLUSIONS

This report seeks approval and adoption of the updated Use of Retained Right to Buy Receipts Policy. The Use of the Retained Right to Buy Receipts has been updated and refreshed and clarifies the delegated decision making in relation to expenditure incurred in relation to the policy.

7. BACKGROUND PAPERS

Use of Right to Buy Retained Receipts Policy approved at 6 September 2018 by Housing and Neighbourhoods Committee.

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	Comment
Monitoring Officer Consultation	Via ELT
Section 151 Officer Consultation	Via ELT
Existing Council Policies	- Corporate Plan
Financial Implications	See section 3

Legal Implications (including human rights)	See section 4
Risk Implications	See section 4
Equality Issues/EQIA assessment	None
Crime & Disorder	None
Every Child Matters	None



Use of Retained Right to Buy Receipts Policy

Author	Christine Spooner
Date	18/09/2020
Document Status	Policy Review for Approval

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1. Introduction/Background

In 2012, the Council in common with most stock owning authorities entered into a retention agreement with, the now, Ministry of Housing, Communities and Local Government (MHCLG) regarding receipts from the sale of council properties under the Right to Buy (RTB) legislation.

Where a local authority enters into an agreement to Retain receipts, those receipts can only be used for the provision of additional social housing, which may be by development of new properties or acquisition of existing properties.

2. Purpose of Policy

The purpose of the policy is to set out the Council's approach to how RTB Retained Receipts are used for the provision of additional social housing.

3. Policy Aims

The aim of the policy is to increase the supply of additional suitable affordable housing either owned and managed within the Housing Revenue Account or by a Registered Provider (RP)), recognising the increasing demand on the housing register, whilst providing opportunity to re-balance the mix of housing owned by the Council. The Council will achieve this by:

- Developing as many new Council owned properties as possible
- Utilising receipts to provide grant contribution to support local Housing Association/RP developments
- Acquiring properties on the open market with priority given to empty homes and properties where there is a demand that cannot be met from with the wider social housing stock
- Seeking value for money in the use of property acquisition whilst considering the need for properties in high demand.

4. Relevant Legislation

The Right To Buy was introduced by the Housing Act 1980 as amended by the Housing Act 1985. Under current legislation council tenants and housing association tenants who transferred with their homes from council landlords have the Right To Buy their home at a discount with the amount of discount dependent on the length of time as a social tenant.

In April 2012, the Right to Buy was reinvigorated by the Government and the maximum Right To Buy discounts were increased. Councils could enter into an agreement with Government to retain the additional sales receipts generated by the Right to Buy to fund the provision of

replacement housing stock. These agreements were made under section 11(6) of the Local Government Act 2003 and the receipts which can be retained are referred to as Retained Receipts.

In addition, under the Right to Buy Retained Receipts agreement the following terms apply:

- Retained RTB Receipts can only be used for 30% of the cost of development or acquisition (including refurbishment costs) of additional social housing. The remaining 70% of funding is taken from the Housing Revenue Account (HRA) Capital Programme.
- Retained RTB Receipts can be used to support development of new properties by other registered providers (Housing Associations). It is not currently possible to use RTB receipts together with grant from Homes England on the same development.
- Retained RTB Receipts must be spent within three years or any uncommitted funding must be paid to MHCLG plus interest. This requirement relates to the financial quarter in which the Right to Buy Receipt relates, i.e. the quarter in which the property was sold through the Right to Buy

The removal of the HRA Debt Cap has removed a restraint on the Council's ability within the HRA, however, borrowing must still be on a prudential basis.

5. How Retained Right to Buy Receipts will be used

5.1 Council Development

The primary purpose of retaining RTB receipts is to support the development of new housing by the Council within the HRA. Such developments maybe on sites owned within the HRA or acquired from the General Fund or private owners.

5.2 Grant Contribution to Housing Associations and Registered Providers

If the Council is not able to use the Retained Receipts to develop property itself or it is more beneficial to support the delivery of a scheme being developed by a Housing Association or Registered Provider, as it meets specific needs the Council cannot meet through its own development programme or acquisitions at that time, the Council will provide Retained Receipts to the Housing Association/Registered Provider. Funding will be provided to make a scheme viable to be provided or to increase the number of affordable homes being delivered on a site.

Appendix 1 provides details of the specific requirements for providing grant funding to a Housing Association/Registered Provider.

5.3 Acquisitions

Acquisitions provide an opportunity to increase the supply of homes within the HRA more quickly than through development, to respond to opportunities to purchase homes under the Right to Buy Buy Back provisions and to meet specific needs for properties which are in short supply within the HRA housing stock.

Each potential acquisition will be assessed on a case-by-case basis; in line with the acquisition criteria set out in Appendix 2 considering the financial implications of the acquisition and the relative merits in value for money terms.

6. Delegated Decisions

In order for this policy to be effective delegated authority is provided through this policy to key officers within the Council to authorise expenditure:

- Delegated authority to a Strategic Director in consultation with the Section 151 Officer to approve property purchases (Acquisitions)
- Delegated authority to a Strategic Director in consultation with the Section 151 Officer to enter into agreements with Housing Associations/ Registered Providers to provide grant to support the provision of affordable housing
- Delegated authority to a Strategic Director in consultation with the Section 151 Officer to approve the use of Retained Receipts to develop new homes within the HRA or to acquire homes from Housing Associations/ Registered Providers.

An annual report to Housing and Neighbourhoods Committee and Policy and Resources Committee will be provided on spend of Retained Right to Buy Receipts, total expenditure and the number of homes delivered by source (Acquisition, development within HRA or grant contributions) and location.

7. Monitoring and Review of the Policy

An annual report to Housing and Neighbourhoods Committee and Policy and Resources Committee will be provided on spend of Retained Right to Buy Receipts, total expenditure and the number of homes delivered by source (Acquisition, development within HRA or grant contributions) and location.

The policy will be monitored and be subject to bi-annual review unless there is a fundamental change of legislation which requires an earlier review.

Appendix 1: Grant contributions to Housing Associations/Registered Providers

There are a number of steps to determine whether Retained Receipts can be used to assist Registered Providers with development.

Where a site is identified as requiring contribution from Retained Receipts to be viable or to provide additional affordable units; the Council will discuss the site's viability taking account of the size of the site, number of units to be delivered and timescales.

The Housing Association/Registered Provider will provide a breakdown of costs to the Council for review. Particular attention will be paid to profit, market housing estimates and land value. As a minimum the submitted data will contain the following:

- Tenure
- Unit Mix
- Building Standard
- Profit %
- Market Comparisons
- Land Value
- Total Scheme Costs
- Grant Required
- Start On-Site Date
- Anticipated Practical Completion Date

A decision in principle will be made by the Housing Director. At this point the Housing Association/Registered Provider will be in a position to negotiate with the landowner. A draft Retained Receipts Agreement will be provided to the Housing Association/Registered Provider to enable them to take legal advice as necessary on the conditions which will apply to the provision of Retained Receipts which will be classed as grant funding.

The decision in principle will be passed to a Strategic Director who, in consultation with the Section 151 Officer, will provide the final approval. This will allow the Housing Association/Registered Provider to finalise their offer for the site. Funds will be released to the Housing Association/Registered Provider after the Retained Receipts Grant Agreement is signed by both parties. The Retained Receipts will be paid in tranches, with 50% paid at Start on Site and 50% at Practical Completion, however if there is a need to bring forward payment the Housing Association/Registered Provider can make a request to the Council.

Delivery will be monitored through regular liaison meetings with the Housing Association/Registered Provider.

Appendix 2: Acquisitions

A proposed acquisition will only be progressed if it meets one of the criteria below and meets the required financial criteria of repaying the cost of the purchase price, purchase costs and expected repairs and maintenance within 40 years:

- A property which has had, or is particularly suitable for, significant disabled adaptations which would meet the needs of an identified applicant with disabilities and particularly a wheelchair user
- A property which is in disrepair, causing concerns in the locality, and where works undertaken to allow letting would improve not only the dwelling, but also the surrounding area.
- A property in specific demand at any time – i.e. larger properties (four or more bedrooms) suitable for larger households, one-bedroom dwellings suitable for downsizing.
- An existing market unit on a new build development sites, where this would increase the number of affordable homes on the site above the policy requirement/Council assessed viability of the site to provide affordable housing
- Leasehold flats, where the Council is the freeholder, reducing the risk to the HRA, for example in the identification and subsequent collection of Section 20 charges.
- A property in a specific location that could free up land or access to land, or otherwise facilitate affordable housing development.
- A property being offered to the Council through the Right to Buy Buy Back provisions.
- A property or properties being developed by a Housing Association / Registered Provider which the Council will purchase (subject to their being no Homes England or other public grant funding being used to part fund the construction of the homes).
- A property which is suitable for use as Temporary Accommodation which shall be held in the General Fund.
- Any property considered must be within the borough of Great Yarmouth.
- Any other property, where for whatever reason, it may be in the Council's interests to repurchase and value for money can be clearly demonstrated.

Assessing Suitability of Individual Properties

The number of acquisitions the Council can make is unlimited.

The following criteria will apply be considered when assessing whether individual properties are suitable for acquisition:

- The purchase price of an individual property will not exceed £350,000
- Type of property will meet a housing need
- 3 bed and larger properties will have outdoor space
- Where possible an extra downstairs toilet should be available for larger family homes
- 3 bed and larger properties should have access to a bath
- No downstairs only bathrooms in 3 bed and larger properties
- No bathrooms off bedrooms, except where a dividing wall can be erected
- No bedrooms off bedrooms, except where a dividing wall can be erected
- Preferably out of flood risk zones, or with clear safe egress
- No flats in private developments due to leasehold issues
- Smallest bedroom is no smaller than 7.5m² and is at least 2.15m wide/long
- Kitchens need to be square not galley style for ground floor accommodation for potential wheelchair access

- Ground floor only accommodation should have a wet room or the possibility that one can be installed
- No steep stairs, open stairs or stairs with entrance steps to bedrooms

The Council will take account of the number of applicants waiting for this particular type of property and consider any potential housing management issues.

Property Services will carry out a valuation and survey of the property to ascertain the asset value for the Council. The survey will identify issues / works required. The valuation is to consider comparable recent sales in the area.

The authorisation from the Housing Director must be obtained before an offer is made.

Once a price is agreed a Strategic Director in consultation with the Section 151 Officer must authorise the purchase of the property, this gives authorisation to enter into contract to purchase, no funds are released until exchange and completion.

Subject **Fees and Charges 2021/22**

Report to **Policy and Resources 25/01/2021**

Report by: **Finance Director**



SUBJECT MATTER/RECOMMENDATIONS

This Report outlines for approval the schedule of fees and charges for the 2021/22 financial year.

Recommendation:

That Policy and Resources agree the schedule of fees and charges for 2021/22 as detailed in appendix A of the report.

1. INTRODUCTION / BACKGROUND

- 1.1 The Council approved a new fees and charges policy in December 2019. This policy is part of the financial planning and transformation work stream to provide a framework within which the Council's fees and charges would be set annually as part of the budget setting process. Income from fees and charges provides a key source of income to the Council for the provision of its services.
- 1.2 Operating within a fees and charges policy provides a clear framework for setting the annual fees and charges for services provided by the Borough Council. There will be occasions when decisions around the setting of fees and charges need to be made that are outside of the policy, for example in response to local factors which influence demand for a service. There needs to be clear reasons for making changes outside of the policy and these would need to consider the longer-term income generation opportunities and overall impact to the financial position of the authority.
- 1.3 The setting of the fees and charges annually provides a key element of the annual budget setting process to inform the service income budgets which also consider local demand and other local factors. In addition, future financial projections will reflect planned increases to fees and charges in line with the current policy to provide estimates on the level of future income.
- 1.4 The policy sets out some criteria and rationale for the annual changes to fees and charges which largely covered an annual increase based on cost recovery, RPI only or RPI plus up to 2%, for the period until 2024. There are exceptions to this including the following:

- Where fees are statutory and are therefore outside the scope of control for the Council to set;
- Where fees are set within national rules for cost recovery, for example land charges and building control;
- Fees and charges subject to separate reviews and form part of the 2021/22 savings and additional income proposals.

2. FEES AND CHARGES PROPOSALS FOR 2021/22

- 2.1 The proposed fees and charges for 2021/22 are included at Appendix A to the report. In line with the fees and charges policy the fees included in the schedule have been increased by RPI plus up to 2%, this equates to an increase of 3.1%, based on RPI being 1.1% at September 2020. For administration, the proposals will have been rounded, as applicable, for example where charges are reliant upon change such as car parking charges.
- 2.2 All fees and charges have been increased in line with the fees and charges policy, with the exception of the following listed below.
- 2.3 **Market Fees:** All market fees are to remain frozen in 2021/22, due to the planned market re-development and the current impact of covid.
- 2.4 **Pay & Display Car Parks:** Town centre short stay & long stay Car Park charges are recommended to remain frozen at the 2020/21 charges to promote the town centre economy. Fuller Hill town centre long stay charge over 4 hours, is the only charge to increase by RPI only.
- 2.5 The Seafront short stay winter and overnight charges will remain frozen to be more attractive to users over the winter period. Details on other car park fee increases, season tickets and Rover tickets can be viewed in Appendix A. These increases have been made on a lessor margin to the corporate policy or frozen to keep charges competitive and attractive.
- 2.6 **Garden Waste Charges:** The charges for new bins provided, 3 and over, have increased over the corporate policy. This is to ensure we are recovering the full costs of the service.
- 2.7 **Town Hall –** The Council commenced offering a full marketing and event planning service using the in-house team in 2020/21. However due to Covid restrictions, a customer base was not able to be established. Therefore, these fees and charges will remain frozen, as set in 2020/21. After a full year of operation, a full review of hire rates will then be carried out for 2022/23.
- 2.8 **Housing Yarecare:** Handy person costs have been reduced to £30 per hour to keep within the local market for this type of work. Yarecare monitoring charges have been calculated based on the corporate increase on the weekly cost.

- 2.9 **Crematorium:** The majority of charges, within the crematorium fees and charges have been retained at the 2020/21 level to sustain and retain business. A small proportion of fees have increased by RPI only (1.1%).
- 2.10 **Licensing Fees and Charges:** All fees are to remain frozen at the 2020/21 set charges. Licence fee must be based on cost recovery and have been assessed to ensure this.
- 2.11 **Environmental Health Local Licences:** All these fees are being raised by either the corporate policy or by RPI only, to ensure cost recovery is taking place. Certain fees are set by central government, for which we have no control over.
- 2.12 **New Fees and Charges 2021/22**
- 2.13 **Crematorium** – New fees have been included within the visual tributes, these include a download of webcast service and a copy of DVD Eulogy.
- 2.14 **Car parks** – A new charge for over 4 hours, cost per hour, has been introduced on Blackfriars car park.
- 2.15 **Market fees** – A new category has been added to the market fees and charges with regards to specialist event markets in 2021/22. These fees will be charged as ‘Price on application’, as set out in the fees and charges schedule in Appendix A.
- 2.16 **Garden waste:** A new fee has been introduced for one off/ additional bin empty.
- 2.17 **Housing Yarecare:** A new community alarm set up & postage fee charge has been added.

3. FINANCIAL IMPLICATIONS

- 3.1 The financial implications from the proposed changes have been factored into the detailed service budgets for 2021/22 and used to inform the future financial projections.

4. RISK IMPLICATIONS

- 4.1 There is a risk of non-delivery of budgeted income from the fees and charges for example as a result of a reduction in demand for a service, an element of this risk is mitigated by the informed calculation of the income budgets taking into account known local and national factors and also current and past trends.

- 4.2 Where the level of income is related to service demand there are factors that are outside of the control of the Council, for example the impact that weather can have on the level of car parking income, or confidence in the economy on planning application income. A prudent approach is taken to the setting of these income budgets and the more significant demand income budgets, for example car parking fee income and planning income are closely monitored during the year.
- 4.3 The level of income from fees and charges is reviewed during the year in terms of delivery of income targets as part of the budget monitoring process and therefore future charges could be subject to change to mitigate any financial risks.
- 4.4 The general reserve includes an allowance for fluctuations in income from demand led services which can be used to mitigate significant impacts during the year of reductions in income, although this should not be a long-term source of mitigation.

5. CONCLUSIONS

- 5.1 The proposed fees and charges for 2021/22 have been calculated based on the current fees and charges policy and where there are opportunities to deliver additional income to help reduce the future financial gap that the Council is facing. The proposals have been factored into the detailed budget for 2021/22 which is included as a separate item on the agenda

Area for consideration Comment	Comment
Monitoring Officer Consultation	
Section 151 Officer Consultation	
Existing Council Policies See background papers	
Financial Implications Within existing budgets	
Legal Implications (including human rights)	
Risk Implications	
Equality Issues/EQIA assessment	
Details contained in strategy	
Crime & Disorder	
Every Child Matters	



Author	Finance Director
Date	January 2021
Document Status	Final v1

Fees and Charges

2021/22

Great Yarmouth Borough Council



GREAT YARMOUTH
BOROUGH COUNCIL

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Fee and Charges note

Generally any increase in fees and charges will take effect from 1st April 2021.

RPI for September 2020 is 1.1%

The prices quoted in this book are **inclusive of Value added Tax** (VAT) when VAT is applicable, therefore individuals and companies do not need to add VAT to the prices quoted. Please refer to the VAT code key below for further details.

VAT Code Key

Current standard rate of VAT is 20%

This schedule for fees and charges show the rate of VAT applicable which is denoted by one of the following abbreviations:

S - Standard Rated

EX - Exempt

OS - Outside scope

ZE - Zero rated

P - VAT to be added standard rated elements in packages.

Customer Services

1.1 Charges Crematorium and Cemeteries

2020/21 Charges 2021/22 Charges VAT status Change in year

Great Yarmouth Borough Council Funeral Services

Essential Rose Package

Cremation only, no service and no attendance	£	1,295.00	£	1,295.00	EX	£	-
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Essential Plus Rose package

Cremation and 15 Minute Service in the chapel with attendance.
Includes music choices

For Service times: 08:15, 08:45, 16:00 and 16:30 (price excludes VAT)	£	1,995.00	£	1,995.00	P	£	-
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Premium Rose Package

Flexible cremation & 25 minute service in the chapel with attendance.
Includes music choices.

For Service times 09:15, 10:00, 10:45, 11:30, 12:15, 13:00, 13:45, 14:30, 15:15	£	2,495.00	£	2,495.00	P	£	-
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(Price excludes VAT)

Cremation Charges

Amended The fee includes an Environmental Charge of **£65**

The use of the Wesley Music System is included.

The following charges relate to cremation:

Non-viable foetus or stillborn child	No Charge	No Charge	EX	£	-
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The body of a child of four years, but not exceeding twelve years at the time of death	No Charge	No Charge	EX	£	-
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The body of a person whose age at the time of death exceeded twelve years

See below:

See below:

For Service times: 08:15, 08:45, 16:00 and 16:30 (30 minutes)	£	790.00	£	799.00	S	£	9.00
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For Service times 09:15, 10:00, 10:45, 11:30, 12:15, 13:00, 13:45, 14:30	£	850.00	£	860.00	S	£	10.00
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Funeral Director No Attendance (arrangements required, no service) - delivery by agreement	£	495.00	£	500.00	EX	£	5.00
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Saturday Services details on request

50% cancellation fee will apply to cremations cancelled within 48hrs of the service

Additional Charges

Scattering of cremated remains from this Crematorium in the lawn area, with relatives and an officer in attendance	£	95.00	£	95.00	EX	£	-
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Scattering of cremated remains from this Crematorium in the lawn area, no attendance	£	65.00	£	65.00	EX	£	-
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Hire of Crematorium Chapel:

For Burial / Memorial Service	£	180.00	£	190.00	EX	£	10.00
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Extension of half an hour for Cremation Service	£	200.00	£	210.00	EX	£	10.00
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Hire of Crematorium Chapel only	£	290.00	£	295.00	EX	£	-
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Temporary retention of ashes, after first four weeks, per month	£	26.00	£	27.00	EX	£	-
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Bio-degradable box urn	No Charge	No Charge
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Additional Certificate of Cremation	£	21.00	£	22.00	EX	£	1.00
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Pall bearers (each)	£	32.00	£	33.00	S	£	1.00
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Audio recording of the service presented on USB or CD	£	57.00	£	59.00	S	£	2.00
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The use of the Wesley Music System is provided

Visual Tributes

Webcast	£	88.00	£	65.00	S	-£	23.00
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Customer Services

1.1 Charges Crematorium and Cemeteries		2020/21 Charges		2021/22 Charges		VAT status		Change in year	
Download of webcast service		£	20.00			S		New	
DVD	£	57.00	£	59.00		S	£	2.00	
Extra DVD	£	47.00	£	30.00		S	-£	17.00	
Tribute up to 10 Photographs	£	78.00	£	50.00		S	-£	28.00	
Tribute up to 25 Photographs	£	114.00	£	90.00		S	-£	24.00	
Single Photograph	£	26.00	£	26.00		S	£	-	
Video Tribute by Family (one minute) £8 per minute thereafter	£	25.00	£	25.00		S	£	-	
Copy of DVD Eulogy	£	-	£	28.00		S		New	
Dedications									
Two line entry	£	91.00	£	91.00		S	£	-	
Five line entry	£	128.00	£	128.00		S	£	-	
Eight line entry	£	171.00	£	171.00		S	£	-	
Five line entry with flower illustration or similar	£	190.00	£	190.00		S	£	-	
Five line entry with heraldic device	£	206.00	£	206.00		S	£	-	
Eight line entry with flower illustration or similar	£	206.00	£	206.00		S	£	-	
Eight line entry with full heraldic device or crest	£	368.00	£	368.00		S	£	-	
Memorial Cards									
Two line entry	£	21.00	£	21.00		S	£	-	
Five line entry	£	26.00	£	26.00		S	£	-	
Eight line entry	£	45.00	£	45.00		S	£	-	
Five line entry with flower illustration or similar	£	71.00	£	71.00		S	£	-	
Eight line entry with flower illustration or similar	£	88.00	£	88.00		S	£	-	
Five line entry with heraldic device	£	95.00	£	95.00		S	£	-	
Eight line entry with full heraldic device or crest	£	112.00	£	112.00		S	£	-	
Memory Books									
Two line entry	£	71.00	£	71.00		S	£	-	
Five line entry	£	78.00	£	78.00		S	£	-	
Eight line entry	£	88.00	£	88.00		S	£	-	
Five line entry with flower illustration or similar	£	112.00	£	112.00		S	£	-	
Eight line entry with flower illustration or similar	£	121.00	£	121.00		S	£	-	
Five line entry with heraldic device	£	139.00	£	139.00		S	£	-	
Eight line entry with full heraldic device	£	156.00	£	156.00		S	£	-	
NB: For each additional entry in Velum book - as in Memorial Cards above inclusive of postage and packing									
Memorial Garden (including provision of Bronze Plaque)									
Ten year dedication period									
Shrub	£	292.00	£	292.00		S	£	-	
Standard Rose	£	341.00	£	341.00		S	£	-	
Double Plaque (to replace single)	£	75.00	£	75.00		S	£	-	
Embossed motif (from selection) on bronze plaque	£	20.00	£	20.00		S	£	-	

Customer Services

1.1 Charges Crematorium and Cemeteries	2020/21 Charges	2021/22 Charges	VAT status	Change in year
Postage and packing of expired memorial plaque	£ 8.50	£ 8.50	S	£ -
<u>Memorial Garden (including provision of Bronze Plaque)</u>				
Five year dedication period				
Shrub	£ 176.00	£ 176.00	S	£ -
Standard Rose	£ 200.50	£ 200.50	S	£ -
Double Plaque (to replace single)	£ 75.00	£ 75.00	S	£ -
Embossed motif (from selection) on bronze plaque	£ 20.00	£ 20.00	S	£ -
Postage and packing of expired memorial plaque	£ 8.00	£ 8.00	S	£ -
<u>Memorial Tree (including provision of Bronze Plaque)</u>				
Ten year dedication period				
Ten year dedication period	£ 455.00	£ 455.00	S	£ -
Renewal - ten year dedication period	£ 270.50	£ 270.50	S	£ -
<u>Individual Memorial Seat (including provision of Bronze Plaque)</u>				
Ten year dedication period				
Six foot seat	£ 1,182.00	£ 1,182.00	S	£ -
Additional bronze plaque	£ 216.00	£ 216.00	S	£ -
Renewal for ten year dedication period	£ 276.00	£ 276.00	S	£ -
<u>Individual Wall Plaques</u>				
Ten year dedication period				
Bronze plaque - black with gold lettering	£ 181.00	£ 181.00	S	£ -
Renewal of existing plaque - 10 year dedication period	£ 121.50	£ 121.50	S	£ -
To add additional name or request new plaque to replace existing (new 4 line plaque)	£ 90.50	£ 90.50	S	£ -
<u>Polished Sterling Grey Granite Memorial Vase Kerbs</u>				
Ten year dedication period				
Granite Memorial Vase Kerbs with 6 line inscription	£ 444.50	£ 444.50	S	£ -
To add additional name (new 6 line granite plate)	£ 135.00	£ 135.00	S	£ -
Renewal - 10 year dedication period	£ 340.50	£ 340.50	S	£ -
<u>Hexagonal Sandstone Tower with Granite Plaque</u>				
Ten year dedication period				
Granite memorial plaque with 6 line inscription	£ 183.00	£ 185.50	S	£ 2.50
New plaque for additional name to be added	£ 124.00	£ 125.50	S	£ 1.50
Renewal of existing plaque for ten year period	£ 124.00	£ 125.50	S	£ 1.50
<u>Sanctum 2000 above ground vaults</u>				
Twenty year lease period				
20 year lease of granite vault and black granite plaque and lettering (up to 80 letters) first interment and first posy vase	£ 996.00	£ 996.00	S	£ -
Decorative motifs/floral tribute on plaque (<i>samples & price on request</i>)				
Cameo photograph arranged and fixed to plaque (4cm x 3cm)	£ 120.00	£ 120.00	S	£ -
Cameo photograph arranged and fixed to plaque (7cm x 5cm)	£ 144.00	£ 144.00	S	£ -

Customer Services

1.1 Charges Crematorium and Cemeteries		2020/21 Charges		2021/22 Charges		VAT status		Change in year	
	Heart shaped cameo photo, arranged and fixed to plaque	£	192.00	£	192.00	S	£	-	
	Replacement of black granite plaque (excluding photograph) up to 80 letters	£	383.00	£	383.00	S	£	-	
	Additional letters (per letter)	£	4.00	£	4.00	S	£	-	
	Repainting of current plaque price on request (dependent on characters and motifs)								
Sanctum Panorama above ground vaults									
Twenty year lease period									
	20 year lease of granite vault and black granite plaque and lettering (up to 80 letters) first interment and first posy vase								
	Top level:	£	931.00	£	931.00	S	£	-	
	Mid level:	£	897.00	£	897.00	S	£	-	
	Lower level:	£	841.00	£	841.00	S	£	-	
	Cameo photograph arranged and fixed to plaque (4cm x 3cm)	£	121.00	£	121.00	S	£	-	
	Cameo photograph arranged and fixed to plaque (7cm x 5cm)	£	144.00	£	144.00	S	£	-	
	Heart shaped cameo photo, arranged and fixed to plaque	£	192.00	£	192.00	S	£	-	
	Replacement of black granite plaque (excluding photograph) up to 80 letters	£	383.00	£	383.00	S	£	-	
	Additional letters (per letter)	£	4.00	£	4.00	S	£	-	
	Repainting of current plaque price on request (dependent on characters and motifs)								
Buxton Bench									
Twenty year lease period									
	20 year lease Granite bench with two recesses for plaque, including one 7' x 5' engraved memorial plaque	£	850.00	£	850.00	S	£	-	
	Second plaque	£	117.00	£	117.00	S	£	-	
	Renewal of 10 year lease	£	490.00	£	490.00	S	£	-	
Ornamental Memorial Tree in Garden of Remembrance									
Twenty year lease period									
	Ornamental tree with plaque including inscription and motif, on a 20 year lease	£	671.00	£	671.00	S	£	-	
CEMETERY CHARGES									
Interment Charges									
The following charges relate to burial of persons resident within the Borough area at the time of death:									
	The body of a child whose age at the time of death did not exceed twelve years	No Charge	No Charge	No Charge					
	The body of a person whose age at the time of death exceeded twelve years	£	850.00	£	876.50	EX	£	26.50	
The following charges relate to the burial of persons who are not resident within the Borough are:									
	The body of a stillborn child or child whose age at the time of death did not exceed one month	£	135.00	£	135.00	EX	£	-	
	The body of a child whose age at the time of death exceeded one month, but did not exceed twelve years	£	171.00	£	171.00	EX	£	-	
	The body of a person whose age at the time of death exceeded twelve years	£	1,200.00	£	1,200.00	EX	£	-	
Additional Charges									
	Burial at 9' depth	£	144.00	£	146.00	EX	£	2.00	
	Excavation for 9' x 4' walled graves (not including construction of walls)	£	218.00	£	220.00	EX	£	2.00	
	Larger excavations - prices upon request								
	For burial at 3pm or after	£	67.00	£	70.00	EX	£	3.00	

Customer Services

1.1 Charges Crematorium and Cemeteries	2020/21 Charges	2021/22 Charges	VAT status	Change in year
<u>Interment of cremated remains</u>				
In a grave for which Exclusive Right of Burial has been granted				
The body of a child not exceeding four years of age at the time of death	£ 53.50	£ 54.50	EX £	1.00
The body of a child of four years but not exceeding twelve years at the time of death	£ 64.00	£ 65.00	EX £	1.00
The body of a person whose age at the time of death exceeded twelve years (resident)	£ 257.00	£ 260.00	EX £	3.00
The body of a person whose age at the time of death exceeded twelve years (non-resident interred into new grave)	£ 434.00	£ 439.00	EX £	5.00
The body of a person whose age at the time of death exceeded 12 yrs (non-resident interred into occupied grave)	£ 257.00	£ 260.00	EX £	3.00
Double interment of cremated remains (resident)	£ 280.00	£ 280.00	EX £	-
Double interment of cremated remains (non-resident interred into occupied grave)	£ 280.00	£ 280.00	EX £	-
<u>Purchase & Interment of cremated remains - Woodland area</u>				
In a grave for which Exclusive Right of Burial has been granted				
Interment of single set of cremated remains (including plaque)	£ 300.00	£ 300.00	OS £	-
Interment of double set of cremated remains (additional £75 for additon/change plaque)	£ 500.00	£ 500.00	OS £	-
<u>Exhumation Charges</u>				
Exhumation of body of any age	£ 2,060.00	£ 2,124.00	S £	64.00
Exhumation of cremated remains	£ 285.00	£ 294.00	S £	9.00
<u>Reinterment Charges</u>				
Charges for each reinterment in accordance with normal fees				
<u>Purchase of Exclusive Right of Burial - 50 years</u>				
<u>Purchase by resident of the Borough:</u>				
(Temporary memorial free upon request for the first interment)				
Earthen grave 9'x4'	£ 797.00	£ 806.00	EX £	9.00
Earthen grave 2'x2' (ashes)	£ 539.00	£ 545.00	EX £	6.00
Earthen grave 4'x2' (Child up to age of four)	£ 163.00	£ 165.00	EX £	2.00
<u>Purchase by non resident of the Borough:</u>				
(Temporary memorial free upon request for the first interment)				
Earthen grave 9'x4'	£ 1,342.00	£ 1,357.00	EX £	15.00
Earthen grave 2'x2' (ashes)	£ 895.00	£ 905.00	EX £	10.00
Earthen grave 4'x2' (Child up to age of four)	£ 170.00	£ 172.00	EX £	2.00
Temporary memorial (including carriage)	£ 70.00	£ 71.00	S £	1.00
<u>Monuments and Gravestones</u>				
From 1st April 2020 there will be an administration charge for the permission to erect a memorial on all plots in all cemeteries.	£ 100.00	£ 100.00	S £	-
Where the Exclusive Right of Burial was purchased before 1st April 1989, a monument fee of £90.00 shall be paid.				
On safety grounds, no memorial constructed of wood, glass, china or plastic material, with the exception of the approved design for				

Customer Services

1.1 Charges Crematorium and Cemeteries		2020/21 Charges		2021/22 Charges		VAT status	Change in year	
<u>Supplementary Charges</u>								
Search Fee for Burial Registers (excluding genealogy enquiries) (per entry)	£	42.50	£	44.00		EX	£	1.50
Indemnity Form (where owner is unable to produce original purchase Deed)	£	23.00	£	24.00		EX	£	1.00
Fee for transfer of Deed of Exclusive Right	£	44.50	£	45.00		EX	£	0.50
Fee for transfer of Deed of Exclusive Right (Deed not available)	£	71.00	£	72.00		EX	£	1.00
Genealogy enquires per hour or part thereof	£	45.50	£	46.50		S	£	1.00
Administrative Fee (for preparation/production/amended/duplication of paperwork)	£	26.00	£	27.00		S	£	1.00
(NB - fee non-refundable, if after search grave is not located)								

Customer Services

1.1a Charges For Waterways Memorials	2020/21 Charges		2021/22 Charges		VAT status	Change in year	
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Memorial Benches (including provision of plaque)

Ten Year dedication period	£	1,182.00	£	1,182.00	S	£	-
Additonal Plaque	£	216.00	£	216.00	S	£	-
Return of memorial Plaque	£	8.50	£	8.50	S	£	-

Garden Memorials (including provision of plaque)

Memorial Rose with ten-year dedication period	£	341.00	£	341.00	S	£	-
Memorial shrub with ten-year dedication period	£	292.00	£	292.00	S	£	-
Memorial tree with ten-year dedication period	£	455.00	£	455.00	S	£	-
Return of memorial plaque	£	8.50	£	8.50	S	£	-

Customer Services

1.2 Charges Pay & Display Car Parks		2020/21 Charges		2021/22 Charges		Vat status	Change in year	
Town Centre Car Parks - Short Stay								
Howard Street (Palmers)								
	Up to 4 hours - cost per hour	£	1.00	£	1.00	S	£	-
	Over 4 hours	£	8.00	£	8.00	S	£	-
	Evenings from 4pm		Free		Free	S	£	-
	Sundays normal hourly rate to a maximum	£	3.00	£	3.00	S	£	-
	Overnight (6pm to 8am)		Free		Free	S	£	-
King Street								
	Up to 4 hours - cost per hour	£	1.00	£	1.00	S	£	-
	Over 4 hours	£	8.00	£	8.00	S	£	-
	Evenings from 4pm		Free		Free	S	£	-
	Sundays normal hourly rate to a maximum	£	3.00	£	3.00	S	£	-
	Wednesday 12pm to 4pm		Free		Free	S	£	-
	Overnight (6pm to 8am)		Free		Free	S	£	-
Market Place								
	Up to 4 hours - cost per hour	£	1.00	£	1.00	S	£	-
	Over 4 hours	£	8.00	£	8.00	S	£	-
	Evenings from 4pm		Free		Free	S	£	-
	Sundays normal hourly rate to a maximum	£	3.00	£	3.00	S	£	-
	Overnight (6pm to 8am)		Free		Free	S	£	-
Stonecutters								
	Up to 4 hours - cost per hour	£	1.00	£	1.00	S	£	-
	Over 4 hours	£	8.00	£	8.00	S	£	-
	Evenings from 4pm		Free		Free	S	£	-
	Sundays normal hourly rate to a maximum	£	3.00	£	3.00	S	£	-
	Overnight (6pm to 8am)		Free		Free	S	£	-
George Street								
	Up to 4 hours - cost per hour	£	1.00	£	1.00	S	£	-
	Over 4 hours	£	8.00	£	8.00	S	£	-
	Evenings from 4pm		Free		Free	S	£	-
	Sundays normal hourly rate to a maximum	£	3.00	£	3.00	S	£	-
	Overnight (6pm to 8am)		Free		Free	S	£	-
	Wednesday 12pm to 4pm		Free		Free	S	£	-
Brewery Plain								
	Up to 4 hours - cost per hour	£	1.00	£	1.00	S	£	-
	Over 4 hours	£	8.00	£	8.00	S	£	-
	Evenings from 4pm		Free		Free	S	£	-
	Sundays normal hourly rate to a maximum	£	3.00	£	3.00	S	£	-

Customer Services

1.2 Charges Pay & Display Car Parks	2020/21 Charges		2021/22 Charges		Vat status	Change in year	
Overnight (6pm to 8am)	Free		Free		S	£	-
Wednesday 12pm to 4pm	Free		Free		S	£	-
Greysfriars							
Up to 4 hours - Cost per hour	£	1.00	£	1.00	S	£	-
Over 4 hours	£	8.00	£	8.00	S	£	-
Evenings from 4pm	Free		Free		S	£	-
Sundays normal hourly rate to a maximum	£	3.00	£	3.00	S	£	-
Overnight (6pm to 8am)	Free		Free		S	£	-
<u>Town Centre Car Parks - Long Stay</u>							
Fullers Hill							
Up to 4 hours - Cost per hour	£	1.00	£	1.00	S	£	-
Over 4 hours	£	4.90	£	5.00	S	£	0.10
Evenings from 4pm	Free		Free		S	£	-
Sundays normal hourly rate to a maximum	£	3.00	£	3.00	S	£	-
Overnight (6pm to 8am)	Free		Free		S	£	-
<u>Seafront Car Parks - Long Stay</u>							
St Nicholas - Closed in Winter							
Up to 4 hours (1 April to 31 October inclusive)	£	5.80	£	6.00	S	£	0.20
Over 4 hours (1 April to 31 October inclusive)	£	9.00	£	9.30	S	£	0.30
North Drive							
Up to 4 hours (1 April to 31 October inclusive)	£	5.80	£	6.00	S	£	0.20
Over 4 hours (1 April to 31 October inclusive)	£	9.00	£	9.30	S	£	0.30
<u>Seafront Car Parks - Short Stay</u>							
Euston Road							
Summer - Cost per hour, first 2 hours	£	2.40	£	2.50	S	£	0.10
Summer - Cost per hour, after 2 hours	£	3.20	£	3.30	S	£	0.10
Winter - Cost per hour	£	1.50	£	1.50	S	£	-
Overnight (9pm to 8am)	£	1.50	£	1.50	S	£	-
Anchor Gardens							
Summer - Cost per hour, first 2 hours	£	2.40	£	2.50	S	£	0.10
Summer - Cost per hour, after 2 hours	£	3.20	£	3.30	S	£	0.10
Winter - Cost per hour	£	1.50	£	1.50	S	£	-
Overnight (9pm to 8am)	£	1.50	£	1.50	S	£	-
Jetty North							
Summer - Cost per hour, first 2 hours	£	2.40	£	2.50	S	£	0.10
Summer - Cost per hour, after 2 hours	£	3.20	£	3.30	S	£	0.10
Winter - Cost per hour	£	1.50	£	1.50	S	£	-
Overnight (9pm to 8am)	£	1.50	£	1.50	S	£	-

Customer Services

1.2 Charges Pay & Display Car Parks			2020/21 Charges		2021/22 Charges		Vat status	Change in year
Jetty South								
	Summer - Cost per hour, first 2 hours	£	2.40	£	2.50	S	£	0.10
	Summer - Cost per hour, after 2 hours	£	3.20	£	3.30	S	£	0.10
	Winter - Cost per hour	£	1.50	£	1.50	S	£	-
	Overnight (9pm to 8am)	£	1.50	£	1.50	S	£	-
Other Car Parks								
Gorleston High Street								
	All year cost per hour, first 2 hours	£	0.60	£	0.70	S	£	0.10
	All year cost per hour, after 2 hours	£	0.90	£	1.00	S	£	0.10
	Resident passes per quarter	£	20.00	£	20.70	S	£	0.70
Caister								
	Summer - cost per hour or part thereof	£	1.00	£	1.00	S	£	-
	Winter - cost per hour or part thereof		Free		Free	S		
	Resident passes per quarter	£	20.00	£	20.70	S	£	0.70
Season Tickets								
	Season Ticket Fullers Hill (Monday to Friday only) and Beach Coach Station per month	£	36.00	£	36.50	S	£	0.50
	Season Ticket excluding Palmers, Marina, Euston Road, Empire, Jetty North & South (per month)	£	65.00	£	65.00	S	£	-
	Reserved bays (Seafront) per Annum	£	610.00	£	610.00	S	£	-
	Reserved Bays (Seafront) Summer only (1st April to 31st Oct)	£	350.00	£	350.00	S	£	-
Rover Tickets								
	Weekly	£	31.00	£	32.00	S	£	1.00
Any 3 day	Three day (72 hours)	£	13.00	£	13.50	S	£	0.50
Penalty Charge Notices (1)								
	Payment received within 14 days	£	35.00	£	35.00	S	£	-
	Payment received after 14 days	£	70.00	£	70.00	S	£	-
Penalty Charge Notices (2)								
	Payment received within 14 days	£	25.00	£	25.00	S	£	-
	Payment received after 14 days	£	50.00	£	50.00	S	£	-
BEACH COACH STATION								
Cars								
	Summer - peak tariff up to 4 hours (1 April to 31 October)	£	5.80	£	6.00	S	£	0.20
	Summer - peak tariff over 4 hours (1 April to 31 October)	£	9.00	£	9.30	S	£	0.30
	Winter - per day	£	1.50	£	1.50	S	£	-
	Overnight (9pm to 8am)	£	1.50	£	1.50	S	£	-
Coaches								
	All year - bay fee up to 3 hours	£	5.80	£	6.00	S	£	0.20
	All year - daily ticket	£	10.00	£	10.40	S	£	0.40
	All year - weekly ticket	£	55.60	£	57.40	S	£	1.80

Customer Services

1.2 Charges Pay & Display Car Parks			2020/21 Charges		2021/22 Charges		Vat status	Change in year
Lorries								
	All year - per 12 hour period	£	15.00	£	15.50	S	£	0.50
Solo Motor Cycles and Scooter								
	In designated area only	No Charge		No Charge		S	£	-
Resident Advantage Card								
	Advantage Card available to residents only	£	3.00	£	3.00	S	£	-
Preservation Trust								
Blackfriars	Up to 2 hours (Monday to Sunday incl BH)	£	1.00	£	1.00	S	£	-
	2 to 4 hours	£	2.00	£	2.00	S	£	-
	Over 4 hours, cost per hour			£	1.00	S		New
	Overnight 9pm to 8am		Free		Free	S	£	-
Middlegate	Between 8am and 9pm Monday to Sunday incl BH (per hour)	£	1.00	£	1.00	S	£	-
Market Traders								
	Fullers Hill Car Park (per annum)	£	55.00	£	56.80	S	£	1.80
Private Car Park Bays GYBC Land								
	High Mill Road (per annum)	£	95.00	£	95.00	S	£	-
	All others (per annum)	£	180.00	£	180.00	S	£	-

Environmental Services

2.1 Charges 2021/2022

Local Authority Permits for Part B Installations, mobile plant and Solvent Emission Activities

PLEASE NOTE: The following fees have been prescribed by the Government.

Type of Charge	Type of process	Charges		
Application Fee	Standard Process	£1,650		
	Additional fee for operating without a permit	£1,188		
	Reduced fee activities (except VRs)	£155		
	PVR I & II combined	£257		
	Vehicle refinishers (VRs)	£362		
	Reduced fee activities: Additional fee for operating without a permit	£71		
	Mobile screening and crushing plant	£1,650		
	for the third to seventh applications	£985		
	for the eighth and subsequent applications	£498		
	Where an application for any of the above is for a combined Part B and waste application, add an extra £279 to the above amounts	£279		
Annual Subsistence Charge	Standard process Low	£772 (+£104)*		
	Standard process Medium	£1,161 (+£156)*		
	Standard process High	£1,747 (+£207)*		
	Reduced fee activities Low / Medium / High	£79	£158	£237
	PVR I & II combined	£113	£226	£341
	Vehicle refinishers Low / Medium / High	£228	£365	£548
	Mobile screening and crushing plant, for first and second permits L / M / H	£626	£1,034	£1,551
	for the third to seventh permits L / M / H	£385	£617	£924
	eighth and subsequent permits L / M / H	£198	£314	£473
	Late payment Fee	£52		
	* the additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation			
	Where a Part B installation is subject to reporting under the E-PRTR Regulation, add an extra £104 to the above amounts			
Transfer and Surrender	Standard process transfer	£169		
	Standard process partial transfer	£497		
	New operator at low risk reduced fee activity	£53		
	Surrender: all Part B activities	£0		
	Reduced fee activities: transfer	£0		
	Reduced fee activities: partial transfer	£47		
Temporary transfer for mobiles	First transfer	£51		
	Repeat following enforcement or warning	£51		
Substantial change	Standard process	£1,050		
	Standard process where the substantial change results in a new PPC activity	£1,650		
	Reduced fee activities	£102		

Environmental Services

2.1 Charges 2021/2022

Local Authority Permits for Part B Installations, mobile plant and Solvent Emission Activities

LAPPC mobile plant charges

Number of permits	Application fee	Subsistence fee		
		Low	Med	High
1	£1,650	£626	£1,034	£1,551
2	£1,650	£626	£1,034	£1,551
3	£985	£385	£617	£924
4	£985	£385	£617	£924
5	£985	£385	£617	£924
6	£985	£382	£617	£924
7	£985	£385	£617	£924
8 and over	£498	£198	£314	£473

LA-IPPC charges

NB - every subsistence charge in the table below includes the additional £104 charge to cover LA extra costs in dealing with reporting under the E-PRTR Regulation

Type of Charge	Local authority element
Application	£3,363
Additional fee for operating without a	£1,188
Annual Subsistence LOW	£1,446
Annual Subsistence MEDIUM	£1,610
ANNUAL Subsistence HIGH	£2,333
Substantial Variation	£1,368
Transfer	£235
Partial transfer	£698
Surrender	£698

Key

Subsistence charges can be paid in four equal quarterly instalments paid on 1st April, 1st July, 1st October and 1st January. Where paid quarterly the total amount payable to the local authority will be increased by £38.

Reduced fee activities are; Service Stations, Vehicle Refinishers, Dry Cleaners and Small Waste Oil Burners under 0.4MW.

Newspaper advertisements

cost recovery

Newspaper adverts may be required under EPR at the discretion of the LA as part of the consultation process when considering an application (see Chapter 9 of the General Guidance Manual). This will be undertaken and paid for by the LA and the charging scheme contains a provision for the LA to recoup its costs.

Environmental Services

2.2 Charge for Selective Licensing

Please note: Introduced on 7th January 2019, included in schedule for completeness.

Property Type	Five Year Licence Fee
Single Occupancy Household	
For each dwelling which is occupied by a single household (eg, house, self contained flat or no self contained flat.	£ 515.00
Buildings contained flats where the landlord owns the freehold.	
A single licence will be issued covering all the flats within the control of the landlord.	£515.00 and then £505.00 for each additional flat within the same building.
Buildings containing flats where the landlord owns more than one flat in a building without owning the freehold	
As the landlord does not own the freehold, then each flat will require an individual licence.	£515.00 for the first flat and then £505.00 for each additional flat within the same building.
Late application fee	£ 1,000.00

There is no option to pay monthly for licences directly with the Council.

Reduced rates	Five Year Licence fee
Accredited membership of selected organisation	
<p>Reduced fees will apply to accredited members of one of the following organisations:</p> <ul style="list-style-type: none"> - National Landlord Association - Residential Landlords Association - National Approved Lettings Scheme 	£ 495.00

Environmental Services

2.3 Charges Environmental Health	2020/21 Charges	2021/22 Charges	Vat status	Change in year
Local Licences				
Skin Piercing and Tattooists				
Skin piercing (registration) + 1 personal licence	£ 322.00	£ 326.00		£ 4.00
Convention per Individua and Personal registration	£ 72.00	£ 73.00		£ 1.00
or Event fee - whichever is the Greater	£ 257.00	£ 260.00		£ 3.00
Variation to Personal licence	£ 36.00	£ 36.50		£ 0.50
Amendment to premises schedule	£ 10.00	£ 10.50		£ 0.50
Animals				
<i>(Vet charges are recoverable)</i>				
Pet Shop	£ 277.00	£ 280.50		£ 3.50
Riding Establishment	£ 345.00	£ 349.00		£ 4.00
Dog Breeding	£ 345.00	£ 349.00		£ 4.00
Dangerous Wild Animals (Biennial)	£ 216.00	£ 218.50		£ 2.50
Animal Boarding	£ 277.00	£ 280.50		£ 3.50
Keeping animals for exhibition	£ 263.00	£ 266.00		£ 3.00
combination of activities - in addition to highest activity fee (vets fees where required)	£ 45.00	£ 45.50		£ 0.50
variation to licence/re-evaluation of rating for animal boarding, pet shops and keeping animals for exhibition	£ 88.00	£ 89.00		£ 1.00
variation to licence/re-evaluation of rating including breeding and riding activities (plus vet fees)	£ 88.00	£ 89.00		£ 1.00
variations to reduce the licensible activities or numbers of animals	£ 47.00	£ 48.00		£ 1.00
Transfer of licence (on death of licence holder)	£ 47.00	£ 48.00		£ 1.00
Change of name or business name (not transfer)	£ 27.00	£ 27.50		£ 0.50
Copy of licence	£ 10.00	£ 10.50		£ 0.50
Zoo				
<i>(Vet charges are recoverable in addition to these fess)</i>				
Notice of intetntion to apply for a zoo licence	£ 108.00	£ 109.50	OS	£ 1.50
Application	£ 244.00	£ 247.00	OS	£ 3.00
Grant	£ 108.00	£ 109.50	OS	£ 1.50
Renewal	£ 350.00	£ 354.00	OS	£ 4.00
Special Inspection	£ 108.00	£ 109.50	OS	£ 1.50
Periodic inspections (3 yr and renewal)	£ 189.00	£ 191.50	OS	£ 2.50
Informal Inspections (annual)	£ 162.00	£ 164.00	OS	£ 2.00
Advice (hourly rate)	£ 28.00	£ 28.50	OS	£ 0.50
Food/Water Samples				
PWS risk assessment (large/commercial supply)	£ 200.00	£ 202.50		£ 2.50
PWS risk assessment (small supply)	£ 100.00	£ 101.50		£ 1.50
PWS risk assessment (single domestic dwelling)	£ 50.00	£ 51.00		£ 1.00
				£ -
PWS sampling (plus analysis costs)	£ 50.00	£ 51.00		£ 1.00
PWS investigation (plus analysis costs)	£ 50.00	£ 51.00		£ 1.00
Commercial Health Certificates				
Authorisation	£ 15.00	£ 15.50	OS	£ 0.50
Preparation and authentication	£ 27.00	£ 28.00	OS	£ 1.00
Port Health	£ 27.00	£ 28.00	OS	£ 1.00
Food Premises Register				
Copy of an entry	£ 13.00	£ 13.50		£ 0.50
Copy of register	£ 883.00	£ 910.50		£ 27.50
Request for information <i>(plus VAT)</i>	£ 88.00	£ 91.00		£ 3.00

Environmental Services

2.3 Charges Environmental Health		2020/21 Charges		2021/22 Charges		Vat status	Change in year	
NOTE: The Food Premises Register is available free to view at the offices, however, if a copy of the full register or a single entry is required please see charges above.								
House in Multiple Occupation Licence								
House in Multiple Occupation Licence Application Fee	£	584.00	£	602.50	OS	£	18.50	
Mid Term Adminitration and inspection	£	265.00	£	273.50	OS	£	8.50	
<u>Units of accommodation:</u>								
Each Additional Unit at	£	26.00	£	27.00	OS	£	1.00	
House in Multiple Occupation Renewal of Licence - Standard 5	£	584.00	£	602.50	OS	£	18.50	
Mid Term Adminitration and inspection	£	265.00	£	273.50	OS	£	8.50	
<u>Units of accommodation:</u>								
Each Additional Unit at	£	26.00	£	27.00	OS	£	1.00	
Variation of a Licence	£	26.00	£	27.00	OS	£	1.00	
HMO licence granting fee	£	253.00	£	261.00	OS	£	8.00	
Housing Act 2004								
Recovery of costs re Enforcement Notices	£	376.00	£	388.00	OS	£	12.00	
Failure to provide smoke alarms	£	5,000.00	£	5,000.00	OS		Statutory	
Failure to provide carbon monoxide alarms	£	5,000.00	£	5,000.00	OS		Statutory	
Immigration Inspections Std (10days)	£	95.00	£	98.00	OS	£	3.00	
Immigration Inspections fast Track (5days)	£	145.00	£	149.50	OS	£	4.50	
Scrap Metal Dealer Licence Fees								
Site Licence								
- New	£	319.00	£	323.00	OS	£	4.00	
- Renewal	£	296.00	£	299.50	OS	£	3.50	
- Variation	£	130.00	£	131.50	OS	£	1.50	
Scrap Metal Dealer Licence Fees								
Collectors Licence								
- New	£	194.00	£	196.50	OS	£	2.50	
- Renewal	£	169.00	£	171.00	OS	£	2.00	
- Variation	£	130.00	£	131.50	OS	£	1.50	
Copy of licence	£	10.00	£	10.50	OS	£	0.50	
Bulky Items								
Collection of Bulky Items by Order:								
1-3 Items	£	20.00	£	21.00	OS	£	1.00	
4-6 Items	£	40.00	£	41.50	OS	£	1.50	
More than 6 Items		On request		On request				
Public Health Act Funerals								
Administration and Officer rate - flat fee <i>(inclusive of VAT)</i>	£	524.00	£	540.50	OS		Cost recovery	
Out of Borough Excess Cost Recovery	£	60.00	£	62.00	OS	£	2.00	
Dog Warden - Fees								
Contractors Fee for Collection and Kennelling per dog (Recharges include VAT)		Cost Recovery		Cost Recovery				
Statutory Fee	£	25.00	£	25.00	OS	£	-	
Pest Control								
Mouse and Rat Control and Extermination Fee <i>(Excluding VAT)</i>	£	42.00	£	43.50	S	£	1.50	

Environmental Services

2.3 Charges Environmental Health		2020/21 Charges		2021/22 Charges		Vat status	Change in year	
Ship Sanitation Charges								
These fees are set by the Association of Port Health Authorities - prices are subject to change and the prescribed charges will be adopted once published)								
Gross Tonnage Charge (£)								
Below 1,001	£	100.00	£	100.00	S	Set nationally		
From 1,001 to 3,000	£	135.00	£	135.00	S			
3,001 - 10,000	£	205.00	£	205.00	S			
10,001 - 20,000	£	265.00	£	265.00	S			
20,001 - 30,000	£	340.00	£	340.00	S			
Over 30,000	£	400.00	£	400.00	S			
With the exception of:								
Vessels with the capacity to carry between 50 and 1,000 persons	£	400.00	£	400.00	S	Set nationally		
Vessels with the capacity to carry more than 1,000 persons	£	680.00	£	680.00	S			
Over 1,000 persons Extensions	£	70.00	£	70.00	S			
Extra charges may be added for exceptional costs such as launch hire, lengthy journeys to the port or laboratories, out of hour visits and samples taken.								
Mobile Homes Act 2013								
Costs of New Application								
1-5 pitches	£	247.00	£	255.00	OS	Cost recovery only		
6-24 pitches	£	264.00	£	272.50	OS			
25-99 pitches	£	281.00	£	290.00	OS			
100+ pitches	£	317.00	£	327.00	OS			
Annual Inspection Fees								
1-3 pitches	NIL		NIL			Cost recovery only		
4-5 pitches	£	141.00	£	145.50	OS			
6-24 pitches	£	211.00	£	218.00	OS			
25-99 pitches	£	281.00	£	290.00	OS			
100+ pitches	£	316.00	£	326.00	OS			
Food Hygiene Inspections								
Food hygiene re-rating inspection	£	150.00	£	155.00	OS	£	5.00	
Voluntary surrender of food stuffs (disposal costs charged at cost in addition to this fee)	£	162.00	£	167.50	OS	£	5.50	
Food Hygiene Courses								
CIEH Foundation in Food Safety (per person)	£	60.00	£	62.00	EX	£	2.00	
Reduced to £55 if paid more than 21 days prior to course								
Refresher Evening Course (per person)	£	25.00	£	26.00	EX	£	1.00	
Reduced to £20 if paid more than 21 days prior to course								

Environmental Services

2.4 Charges for Garden Waste		RPI + 2% increase (as per fees and charges policy)		2020/21 Charges		2021/22 Charges		VAT Status	Change in year
Garden Waste Bins & Bags									
New bins (including charge for collections)									
One Bin	73.20	£	71.00	£	73.50	OS	£	2.50	
Two Bins	120.63	£	117.00	£	121.00	OS	£	4.00	
Three Bins	167.02	£	162.00	£	169.00	OS	£	7.00	
Four Bins	214.45	£	208.00	£	217.00	OS	£	9.00	
Renewal of Annual Bin (including charge for collections)									
One Bin	51.03	£	49.50	£	51.50	OS	£	2.00	
Two Bins	77.33	£	75.00	£	77.50	OS	£	2.50	
Three Bins	102.07	£	99.00	£	102.50	OS	£	3.50	
Four Bins	127.84	£	124.00	£	128.00	OS	£	4.00	
Other Charges									
Charge for garden waste bin	21.65	£	21.00	£	22.00	OS	£	1.00	
One off/Additonal Bin empty			n/a	£	15.00	OS		New	
Brown Waste Bags									
12 bags	23.71	£	23.00	£	24.00	OS	£	1.00	
24 bags	46.40	£	45.00	£	46.50	OS	£	1.50	
Administration charge - Provision of bins at new properties		59.80	£	58.00	£	60.00	OS	£	2.00
Administration charge - Replacement/extra recycling or residual bin		36.09	£	35.00	£	36.50	OS	£	1.50

Environmental Services

2.5 Charges for Licensing	2020/21 Charges	2021/22 Charges	VAT Status	Change in year
<u>HACKNEY CARRIAGES</u>				
First class hackney carriage and private hire vehicle	£ 230.00	£ 230.00	OS	£ -
Second class hackney carriage	£ 250.00	£ 250.00	OS	£ -
Transfer of Landau Vehicle Licence	£ 60.00	£ 60.00	OS	£ -
Private hire operator (5 years) - covers any number of vehicles	£ 300.00	£ 300.00	OS	£ -
Private hire vehicle	£ 230.00	£ 230.00	OS	£ -
Drivers licence (3 years)	£ 157.00	£ 157.00	OS	£ -
Drivers licence (1 year issue for exceptional circumstances)	£ 100.00	£ 100.00	OS	£ -
Transfer of vehicle licence	£ 60.00	£ 60.00	OS	£ -
Knowledge test	£ 16.00	£ 16.00	OS	£ -
Badges/Crests (<i>included within costs</i>)				
<u>SEX ESTABLISHMENTS</u>				
Grant of annual licence	£ 2,000.00	£ 2,000.00	OS	£ -
Renewal of annual licence (unless objections received/referred to Committee)	£ 500.00	£ 500.00	OS	£ -
Transfer of annual licence	£ 800.00	£ 800.00	OS	£ -
<u>GAMBLING ACT 2005 LICENCES</u>				
Large Casino				
New	£ 10,000.00	£ 10,000.00	OS	£ -
Annual fee	£ 10,000.00	£ 10,000.00	OS	£ -
Variation	£ 5,000.00	£ 5,000.00	OS	£ -
Transfer	£ 2,150.00	£ 2,150.00	OS	£ -
Reinstatement	£ 2,150.00	£ 2,150.00	OS	£ -
Provisional Statement	£ 10,000.00	£ 10,000.00	OS	£ -
Licence Application (Prov. Holders)	£ 5,000.00	£ 5,000.00	OS	£ -
Existing Casinos				
New	N/A	N/A	OS	
Annual fee	£ 1,540.00	£ 1,540.00	OS	£ -
Variation	£ 1,440.00	£ 1,440.00	OS	£ -
Transfer	£ 980.00	£ 980.00	OS	£ -
Reinstatement	£ 980.00	£ 980.00	OS	£ -
Provisional Statement	N/A	N/A	OS	
Licence Application (Prov. Holders)	N/A	N/A	OS	
Betting premises				
New	£ 2,100.00	£ 2,100.00	OS	£ -
Annual fee	£ 470.00	£ 470.00	OS	£ -
Variation	£ 1,050.00	£ 1,050.00	OS	£ -
Transfer	£ 830.00	£ 830.00	OS	£ -

Environmental Services

2.5 Charges for Licensing		2020/21 Charges		2021/22 Charges		VAT Status	Change in year	
	Reinstatement	£	830.00	£	830.00	OS	£	-
	Provisional Statement	£	2,100.00	£	2,100.00	OS	£	-
	Licence Application (Prov. Holders)	£	830.00	£	830.00	OS	£	-
Betting (Tracks)								
	New	£	1,830.00	£	1,830.00	OS	£	-
	Annual fee	£	520.00	£	520.00	OS	£	-
	Variation	£	890.00	£	890.00	OS	£	-
	Transfer	£	680.00	£	680.00	OS	£	-
	Reinstatement	£	680.00	£	680.00	OS	£	-
	Provisional Statement	£	1,830.00	£	1,830.00	OS	£	-
	Licence Application (Prov. Holders)	£	680.00	£	680.00	OS	£	-
Bingo premises								
	New	£	2,560.00	£	2,560.00	OS	£	-
	Annual fee	£	630.00	£	630.00	OS	£	-
	Variation	£	1,250.00	£	1,250.00	OS	£	-
	Transfer	£	830.00	£	830.00	OS	£	-
	Reinstatement	£	830.00	£	830.00	OS	£	-
	Provisional Statement	£	2,560.00	£	2,560.00	OS	£	-
	Licence Application (Prov. Holders)	£	830.00	£	830.00	OS	£	-
Adult Gaming Centre								
	New	£	1,460.00	£	1,460.00	OS	£	-
	Annual fee	£	639.00	£	639.00	OS	£	-
	Variation	£	730.00	£	730.00	OS	£	-
	Transfer	£	830.00	£	830.00	OS	£	-
	Reinstatement	£	830.00	£	830.00	OS	£	-
	Provisional Statement	£	1,460.00	£	1,460.00	OS	£	-
	Licence Application (Prov. Holders)	£	830.00	£	830.00	OS	£	-
Family Ent. Centres								
	New	£	1,460.00	£	1,460.00	OS	£	-
	Annual fee	£	520.00	£	520.00	OS	£	-
	Variation	£	730.00	£	730.00	OS	£	-
	Transfer	£	680.00	£	680.00	OS	£	-
	Reinstatement	£	680.00	£	680.00	OS	£	-
	Provisional Statement	£	1,460.00	£	1,460.00	OS	£	-
	Licence Application (Prov. Holders)	£	680.00	£	680.00	OS	£	-
Copy Licence		£	15.00	£	15.00	OS	£	-
Notification of Change		£	30.00	£	30.00	OS	£	-

Environmental Services

2.6 Charges for Sport and Leisure		2020/21 Charges		2021/22 Charges		VAT Status		Change in year	
<u>PITCH AND PUTT</u>									
Bure Park (18 hole)									
	Adult - per round	£	6.90	£	7.10	S	£		0.20
	Concession - per round	£	4.70	£	4.90	S	£		0.20
Book of 10 Rounds									
	Adults - per book	£	49.20	£	50.80	S	£		1.60
	Concessions - per book	£	33.10	£	34.20	S	£		1.10
	Lost ball charge	£	1.60	£	1.70	S	£		0.10
	Deposit on Equipment (returnable)	£	3.40	£	3.50	OS	£		0.10
<u>ALL TENNIS COURTS</u>									
Courts									
	Adults - per person per hour	£	3.20	£	3.30	S	£		0.10
	Concessions - per person per hour	£	2.40	£	2.50	S	£		0.10
	Organised clubs - per person per hour	£	2.40	£	2.50	S	£		0.10
Equipment									
	Deposit per person (returnable)	£	5.60	£	5.80	OS	£		0.20
	Lost ball charge	£	1.40	£	1.50	S	£		0.10
<u>PUTTING GREENS</u>									
Gorleston Cliffs (9 hole)									
	Adult - per round	£	3.00	£	3.10	S	£		0.10
	Concession - per round	£	1.90	£	2.00	S	£		0.10
Equipment									
	Deposit per putter	£	1.60	£	1.70	S	£		0.10
<u>ALL BOWLING GREENS</u>									
Green Fees									
	Adult - per hour (incl woods)	£	4.50	£	4.70	S	£		0.20
	Concession - per hour (incl woods)	£	3.10	£	3.20	S	£		0.10
Book of 10 x 1 hour tickets									
	Adult	£	30.10	£	31.10	S	£		1.00
	Concession	£	20.70	£	21.40	S	£		0.70
Book of 20 x 1 hour tickets									
	Adult	£	50.60	£	52.20	S	£		1.60
	Concession	£	34.50	£	35.60	S	£		1.10
Equipment									
	Hire of woods and/or footwear per hour	No Charge		No Charge			£		-
	Deposit per person	£	7.20	£	7.50	S	£		0.30
Club Bookings Monday to Saturday only									
	Per rink per 2 hours (minimum of 2 rinks)	£	15.80	£	16.30	OS	£		0.50
	Club bookings to cover ONLY league or cup fixtures and clubs' internal tournaments. For all other matches including touring sides, rink charges	£	17.10	£	17.70	S	£		0.60
Great Yarmouth Festival of Bowls Tournament									

Environmental Services

2.6 Charges for Sport and Leisure		2020/21 Charges		2021/22 Charges		VAT Status	Change in year	
Entrance fee per person per competition		£	6.50	£	6.70	S	£	0.20
FOOTBALL & RUGBY								
All teams based at Council pitches will have season tickets.								
Season Tickets								
(for a maximum of 14 home matches or 17 if paid through the relevant league)								
Adult		£	537.30	£	554.00	OS	£	16.70
18 years old and under		£	277.50	£	286.20	OS	£	8.70
Casual Matches								
Adult		£	66.40	£	68.50	OS	£	2.10
18 years old and under		£	42.90	£	44.30	OS	£	1.40
Training								
Per team per two hour session		£	32.50	£	33.60	S	£	1.10
Beaconsfield flood lit area per two hour session		£	35.30	£	36.40	S	£	1.10
Football at Wellesley Recreation Ground								
School team per match		£	44.00	£	45.40	OS	£	1.40
Other teams per match		£	77.80	£	80.30	OS	£	2.50
All use of floodlights in addition		£	59.90	£	61.80	OS	£	1.90
Professional matches by negotiation								
Athletics at Wellesley Recreation Ground								
Great Yarmouth & District AC (incl floodlights)		£	5,627.00	£	5,801.50	OS	£	174.50
ATHLETIC MEETINGS								
Other groups and clubs								
- Half Day		£	102.50	£	105.70	S	£	3.20
- Full Day		£	204.70	£	211.10	S	£	6.40
Casual Use								
Monday to Friday (10.00am to 4.00pm)		No Charge		No Charge			£	-
All other times								
Adult		No Charge		No Charge			£	-
Concession		No Charge		No Charge			£	-
Multi-Sports Area (Wellesley) per hour								
Monday to Friday (9.00am to 4.00pm)		£	16.90	£	17.50	S	£	0.60
All other times		£	32.30	£	33.30	S	£	1.00
(Charge includes floodlights)								
CRICKET								
Casual Matches								
Monday to Friday		£	71.00	£	73.20	S	£	2.20
Saturday		£	81.80	£	84.40	S	£	2.60
Sunday		£	93.50	£	96.40	S	£	2.90
Club League and Cup Fixtures								
Monday to Friday		£	47.20	£	48.70	OS	£	1.50

Environmental Services

2.6 Charges for Sport and Leisure	2020/21 Charges		2021/22 Charges		VAT Status	Change in year	
Saturday	£	58.80	£	60.70	OS	£	1.90
Sunday	£	67.90	£	70.00	OS	£	2.10
Miscellaneous							
Barbecues (normal opening times)	£	27.30	£	28.20	S	£	0.90
Camping - Cobholm playing field including use of pavilion							
Per person per night	£	5.60	£	5.80	S	£	0.20
Minimum charge per night	£	52.90	£	54.60	S	£	1.70
Fetes and similar events							
Hire of recreation ground (in addition to any commercial concessions)	£	140.30	£	144.70	S	£	4.40

Concession tickets - are available for children of 16 years and under and persons of 60 years and over.

Block Bookings - the Leisure Management Contractor and the Client Officer may jointly negotiate a fee for a large number of bookings for bowling rinks, petanque rinks, tennis

Bank Holidays - usage of facilities will be charged at the Sunday rate (where applicable).

Housing Services

3.1 Charges for Needs and Welfare Services	2020/21 Charges	2021/22 Charges	VAT Status	Change in year
Community Alarm Service - 'Yarecare'				
Private				
Alarm monitoring service - per week	£ 1.72	£ 1.77	S	£ 0.05
Alarm monitoring service - per month	£ 7.43	£ 7.66	S	£ 0.23
Alarm monitoring service - per annum	£ 89.35	£ 91.95	S	£ 2.60
Alarm unit rental - per week (inc monitoring)	£ 3.94	£ 4.06	S	£ 0.12
Alarm unit rental - per month (inc monitoring)	£ 17.06	£ 17.58	S	£ 0.52
Alarm unit rental - per quarter (inc monitoring)	£ 51.43	£ 52.75	S	£ 1.32
Alarm unit rental - per annum (inc monitoring)	£ 205.71	£ 210.99	S	£ 5.28
Community Alarm Set-up & Installation Fee - within Borough	£ 46.53	£ 47.97	S	£ 1.44
Community Alarm Set-up & Installation Fee - Outside Borough	£ 52.82	£ 54.46	S	£ 1.64
Community Alarm Set-up & Postage Fee	N/A	£45	S	New
Council				
Alarm monitoring service - per week	£ 1.78	£ 1.84	S	£ 0.06
Alarm unit rental - per week (inc monitoring)	£ 4.09	£ 4.22	S	£ 0.13
Handy Person Service				
Hourly Rate	£ 31.50	£ 30.00	S	-£ 1.50
Subsidised Hourly Rate at 50% of full rate	£ 15.75	£ 15.00	S	-£ 0.75

Planning & Growth

4.1 Charges for Land Searches		2020/21 Charges		2021/22 Charges		VAT Status	Change in year	
<u>Local Land Charge Fees</u>								
	Local Search (LLC1)	£	12.00	£	12.40	OS	£	0.40
	Local Standard Enquiry (CON29)	£	172.30	£	177.70	S	£	5.40
	Full Search (LLC1 and CON29)	£	184.30	£	190.10	S	£	5.80
<u>County</u>								
	Q2; Q22 and Rights of way	£	17.10	£	17.70	S	£	0.60
	Local Search (LLC1) additional parcel of land	No Charge		No Charge		OS	£	-
	Standard Enquiries (CON29) additional parcel of land (non-commercial)	£	17.80	£	18.40	S	£	0.60
	Standard Enquiries (CON29) additional parcel of land (commercial)	£	17.80	£	18.40	S	£	0.60
<u>Additional Enquiries</u>								
	Optional enquiry (Part 2)	£	12.30	£	12.70	S	£	0.40
	Optional enquiry (Part 3)	£	12.30	£	12.70	S	£	0.40
<u>Personal Searches</u>								
	Statutory Personal Search Fee	no charge		no charge		OS	£	-
	Additional parcel of land	no charge		no charge		OS	£	-
	Fee for an assisted Personal Search	£	47.40	£	48.90	OS	£	1.50
	Copy of Planning Permission Notice	£	7.50	£	7.80	S	£	0.30

Planning & Growth

4.2 Charges for Streets Naming/Numbering, Trees and Mapping Services	2020/21 charges	2021/22 charges	VAT Status
<u>Street naming and numbering services</u>			
<u>Property name change/addition</u>			
Dwelling (with existing SNN) - changing name and/or number	£ 47.00	£ 48.50	EX
Business or institutional unit (with existing SNN) - changing or adding name and/or number	£ 47.20	£ 49.00	EX
<u>New Developments</u>			
Development not involving a new street name (<i>per plot or the below charge for scale of development, if lower</i>)	£ 50.40	£ 52.00	EX
1-5 Plots (including new street name(s))	£ 241.10	£ 249.00	EX
6-10 Plots (including new street name(s))	£ 314.40	£ 324.50	EX
11-20 Plots (including new street name(s))	£ 419.20	£ 432.50	EX
21-50 Plots (including new street name(s))	£ 838.40	£ 864.50	EX
51-100 Plots (including new street name(s))	£ 1,152.80	£ 1,189.00	EX
101+ plots (including new street name(s))	£ 1,467.20	£ 1,513.00	EX
<u>Miscellaneous street naming/numbering</u>			
Renaming street	£ 104.80	£ 108.50	EX
Street Nameplates (new, replacement or relocation - per plate)	£ 183.40	£ 189.50	EX
Formal confirmation of address to solicitors / conveyancers / owner or occupiers / etc.	£ 21.00	£ 22.00	EX
<u>High Hedges</u>			
Site visit to confirm whether meets definition of a high hedge (fee refundable against consequent formal complaint - see below)	£ 47.20	£ 49.00	OS
Formal Complaint (fee can be reduced by refund of site visit fee -see above)	£ 309.20	£ 319.00	OS
<u>Mapping Services</u>			
OS Mastermap A4 (6 copies) 32 x 32m @ 1:200	£ 14.70	£ 15.50	ZE
OS Mastermap A4 (6 copies) 80 x 80m @ 1:500	£ 14.70	£ 15.50	ZE
OS Mastermap A4 (6 copies) 200 x 200m @ 1:1250	£ 25.20	£ 26.00	ZE
OS Mastermap A4 (6 copies) 400 x 400m rural @ 1:2500	£ 25.20	£ 26.00	ZE
OS Mastermap A4 (6 copies) 400 x 400m urban @ 1:2500	£ 51.40	£ 53.00	ZE
OS VectorMap Local A4 (6 copies) 1600 x 1600m @1:10000	£ 25.20	£ 26.00	ZE

Planning & Growth

4.3 Fees & Charges Pre application fees	2020/21 charges	2021/22 charges	VAT Status	Change in year
<u>Works to existing dwellings</u>				
<i>(extensions or outbuildings), alterations to buildings (excluding use) and advertisements</i>				
Written reply and visit	£ 116.00	£ 120.00	S	£ 4.00
<u>Minor Development</u>				
<i>Residential development of between 1 & 9 dwellings or less than 0.5 hectares</i>				
<i>Non residential development of less than 1000 sq m floorspace or 1 hectare</i>				
<i>All changes of use</i>				
Written reply	£ 532.00	£ 549.00	S	£ 17.00
Meeting in office and written reply	£ 658.00	£ 679.00	S	£ 21.00
meeting on site and written reply	£ 732.00	£ 755.00	S	£ 23.00
<u>Medium Development</u>				
<i>Residential development of between 10 & 199 dwellings or between 0.5 and 4 hectares</i>				
<i>Non residential development of between 1000 & 9,999 sq m floorspace or 1-2 hectares</i>				
Written reply	£ 1,444.00	£ 1,489.00	S	£ 45.00
Meeting in office and written reply	£ 1,751.00	£ 1,806.00	S	£ 55.00
Meeting on site and written reply	£ 2,045.00	£ 2,109.00	S	£ 64.00
<u>Major Development</u>				
<i>Residential development of 200 dwellings or more</i>				
<i>Non-residential development greater than 10,000 sq m floorspace</i>				
<i>Proposals requiring Environmental Impact Assessment</i>				
Written reply	£ 2,973.00	£ 3,066.00	S	£ 93.00
Meeting in office and written reply	£ 3,326.50	£ 3,430.00	S	£ 103.50
Meeting on site and written reply	£ 3,680.00	£ 3,795.00	S	£ 115.00
<u>Planning Performance Agreements</u>				
Contact Great Yarmouth Borough Council to discuss (bespoke)				

Property & Asset Management

5.1 Charges for Market Place				2020/21 Charges		2021/22 Charges		VAT Status	Change in year
<u>Two Day Market - charges (Wednesday, Friday and Saturday)</u>									
		per metre	per foot	per metre	per foot				Per Foot
	Summer (April to September)	£ 1.65	£ 0.50	£ 1.65	£ 0.50	EX		£	0.00
	Winter (October to March)	£ 1.65	£ 0.50	£ 1.65	£ 0.50	EX		£	0.00
	Casual - Summer (April to September)	£ 2.45	£ 0.75	£ 2.45	£ 0.75	EX		£	0.00
	Casual - Winter (October to March)	£ 2.45	£ 0.75	£ 2.45	£ 0.75	EX		£	0.00
<u>Six Day Market - charges per stall type</u>									
	Hot Food - 1	£ 685.50	Monthly Charge	£ 685.50	Monthly Charge	EX		£	-
	Groceries	£ 473.50	Monthly Charge	£ 473.50	Monthly Charge	EX		£	-
	Dry Goods	£ 509.50	Monthly Charge	£ 509.50	Monthly Charge	EX		£	-
	Hot Food - 2	£ 648.40	Monthly Charge	£ 648.40	Monthly Charge	EX		£	-
<u>From the 1st April 2021 fees paid in advance by direct debit will be subject to a 5% discount:</u>									
	Hot Food - 1	£ 652.22	Monthly Charge	£ 652.22	Monthly Charge	EX		£	-
	Groceries	£ 449.83	Monthly Charge	£ 449.83	Monthly Charge	EX		£	-
	Dry Goods	£ 484.02	Monthly Charge	£ 484.02	Monthly Charge	EX		£	-
	Hot Food - 2	£ 615.98	Monthly Charge	£ 615.98	Monthly Charge	EX		£	-
<u>Specialist Event Markets - charges</u>									
	Up to 10 foot/ 3 Metres	n/a	n/a	Price on application		EX		NEW	
	Up to 20 foot/ 6 Metres	n/a	n/a	Price on application		EX		NEW	
	Up to 30 foot/ 9 Metres	n/a	n/a	Price on application		EX		NEW	
	Chalet - 3 Metres	n/a	n/a	Price on application		EX		NEW	
Charity Barrow Fee		FREE	FREE	FREE	FREE	OS		NEW	
Craft Barrow Fee		£ 10.00	Daily Charge	£ 10.00	Daily Charge	EX		NEW	

Property & Asset Management

5.2 Charges for Market Fairs		2020/21 Charges		2021/22 Charges		VAT Status	Change in year
<u>Category</u>	<u>Attractions Description:</u>						
	<i>Costs based on square metres</i>						
A	Roundabouts over 25ft (7.62m) in diameter or any other machinery or apparatus, whether operated by electricity, steam, hand or other means	£	3.30	£	3.40	£	0.10
B	Roundabouts less than 25ft (7.62m) in diameter, power operated Hooplas, Spinners and games of similar nature	£	5.70	£	5.90	£	0.20
C	Non-mechanical operated Hooplas, Swinging boats, Booths, Shows and Exhibitions and Refreshments kiosks	£	3.80	£	4.00	£	0.20
D	Dart stalls, Coconut-shy, Shooting Galleries and other Shooting Games	£	1.90	£	2.00	£	0.10
	Minimum Charge	£	37.10	£	38.30	£	1.20

Property & Asset Management

5.3 Charges for Beach Huts		2020/21 Charges		2021/22 Charges		VAT Status	Change in year
<u>Gorleston Beach Huts</u>							
<u>Beach Hut rates</u>		Purchase price		Purchase price			
	Beach Hut Purchase with 25 year ground lease	£	19,800.00	£	20,415.00	S	£ 615.00
	Beach Hut Purchase with 10 year ground lease	£	10,800.00	£	11,135.00	S	£ 335.00
<u>Ground Rent Fee</u>		Per Year		Per Year			
	Ground Rent fee	£	936.00	£	966.00	S	£ 30.00
<u>Hire Charges</u>		Per Year		Per Year			
	Annual rental - April - March per year	£	1,885.00	£	1,945.00	S	£ 60.00
<u>Weekly rental</u>		Charge		Per Week			
Low Season	April/November/December/January/February/March	£	48.00	£	50.00	S	£ 2.00
Mid Season	May/June/September/October	£	120.00	£	124.00	S	£ 4.00
High season	July/August	£	180.00	£	186.00	S	£ 6.00
<u>Monthly Rental</u>		Per month		Per month			
Low Season	April/November/December/January/February/March	£	144.00	£	150.00	S	£ 6.00
Mid Season	May/June/September/October	£	360.00	£	372.00	S	£ 12.00
High season	July/August	£	540.00	£	557.00	S	£ 17.00
All costs inclusive of VAT							

Communications & Marketing

6.1 Charges for Filming and Photography	2020/21 Charges		2021/22 Charges		VAT Status	Change in year	
<u>Filming and Photography fees</u>							
Notice of no objection for Commercial photography	£	31.50	£	32.50	S	£	1.00
Consent Certificate for Commercial Photography	£	31.50	£	32.50	S	£	1.00
Standard filming fee per each consent certificate or notice of no objection required	£	63.00	£	65.00	S	£	2.00
Small feature film fee per each consent certificate or notice of no objection required	£	105.00	£	109.00	S	£	4.00
Large feature film fee (charges start from, provided on application)	£	503.50	£	520.00	S	£	16.50

Communications & Marketing

6.2 Charges for Town Hall	2020/21 Charges		2021/22 Charges		VAT Status	Change in year
	Mon-Fri	Weekends & Bank Holidays	Mon-Fri	Weekends & Bank Holidays		
Civil Ceremonies/Wedding Ceremonies Room Hire						
Council Chamber (Maximum 2 hours)	Per Day	Per Day	Per Day	Per Day		
Room Hire	£ 300.00	£ 500.00	£ 300.00	£ 500.00	S	-
Supper Room/ Rambouillet/Council Chamber	Per Day	Per Day	Per Day	Per Day		
Renewal of Vows or Ceremonies where a private celebrant is used in any of the above rooms (maximum two hours room hire)	£ 250.00	£ 500.00	£ 250.00	£ 500.00	S	-
Supper Room or Rambouillet Room	Per Hour	Per Hour	Per Hour	Per Hour		
Wedding/ Party celebration up to midnight (minimum three hours).	£ 60.00	£ 100.00	£ 60.00	£ 100.00	S	-
Assembly Room	Per Day	Per Day	Per Day	Per Day		
Saturday - Includes use of kitchen	£ 750.00	£ 1,000.00	£ 750.00	£ 1,000.00	S	-
Sundays & Bank Holidays - Includes use of kitchen	£ 750.00	£ 2,000.00	£ 750.00	£ 2,000.00	S	-
A 20% Non-returnable deposit is required for above bookings						-
Council Chamber						
Private, Public and Commercial (Weekdays 08:00-18:00)	Half Day	Per Day	Half Day	Per Day		
	£ 150.00	£ 150.00	£ 150.00	£ 150.00	S	-
Private, Public and Commercial (Weekday Evenings 18:00-00:00)	Per Hour	Per Hour	Per Hour	Per Hour		
	£ 60.00	£ 60.00	£ 60.00	£ 60.00	S	-
Private, Public and Commercial (Weekends and Bank Holidays) (£60 per hr after 8 hrs)	Half Day (4 hrs)	Per Day (8 hrs)	Half Day (4 hrs)	Per Day (8 hrs)		
	£ 200.00	£ 400.00	£ 200.00	£ 400.00	S	-
Rambouillet Room & Supper Room						
Private, Public and Commercial (Weekdays 08:00-18:00)	Half Day	Per Day	Half Day	Per Day		
	£ 100.00	£ 200.00	£ 100.00	£ 200.00	S	-
Private, Public and Commercial (Evenings 18:00-00:00)	Per Hour	Per Hour	Per Hour	Per Hour		
	£ 60.00	£ 60.00	£ 60.00	£ 60.00	S	-
Private, Public and Commercial (Weekends and Bank Holidays) (£60 per hr after 8 hrs)	Half Day (4 hrs)	Per Day (8 hrs)	Half Day (4 hrs)	Per Day (8 hrs)		
	£ 200.00	£ 400.00	£ 200.00	£ 400.00	S	-
Extras						
						-
Atrium Drinks Reception/additional space with any room	£ 100.00	£ 100.00	£ 100.00	£ 100.00	S	-
Set Up Room Hire	£ 100.00	£ 100.00	£ 100.00	£ 100.00	S	-
Extra Hire charge PA Equipment	£ 100.00	£ 100.00	£ 100.00	£ 100.00	S	-
Presentation TV Screen	£ 50.00	£ 50.00	£ 50.00	£ 50.00	S	-
Teas, coffee and Biscuits charges	Per Person	Per Person	Per Person	Per Person		
	£ 2.00	£ 2.00	£ 2.00	£ 2.00	S	-

NOTE

Subsidised and Charities Rate 25% discount on all above: Rooms will only be available Mon-Thu at these rates.

Communications & Marketing

6.2 Charges for Town Hall	2020/21 Charges	2021/22 Charges	VAT Status	Change in year
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A 20% deposit will be required at the time of booking.

All outstanding balances to be paid within 14 days after the event.

Subject: TREASURY MANAGEMENT STRATEGY STATEMENT 2021/22

Report to: ELT – 27 January 2021

Policy and Resources Committee – 9 February 2021

Council - 23 February 2021

Report by: Finance Director



SUBJECT MATTER/RECOMMENDATIONS

To consider and recommend to Council the 2021/22 Treasury Management Strategy and Annual Investment Strategy.

RECOMMENDATIONS

- 1) It is recommended that the Policy and Resources Committee agree and recommend to Council:
 - a. The Treasury Management Strategy for 2021/22
 - b. The Annual Investment Strategy (section 4)
 - c. Operational Boundary and Authorised Limits (Appendix C)

1. INTRODUCTION/BACKGROUND

- 1.1 The Council is required to determine annually its Treasury Management Strategy (TMS). The TMS for 2021/22 financial year is attached and includes the following:
 - Annual Investment Strategy (section 4)
 - Operational Boundary and Authorised Limits (Appendix C)
- 1.2 The Council continues to maintain an under-borrowed position, which means the capital borrowing need (the Capital Financing Requirement) has not been fully funded with external loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. The strategy is prudent as investment returns are low and counterparty risk is relatively high. An under- borrowing position is forecast to continue.
- 1.3 The Council is required to operate a balanced budget, whereby cash raised during the year will meet the cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk appetite, providing adequate liquidity initially before considering investment return.
- 1.4 The second main function of the treasury management service is the funding of the Council's planned capital plans. These capital plans provide a guide to the borrowing need of the Council, informing the longer- term cash flow planning, to ensure the Council can meet its capital spending obligations.
- 1.5 The management of longer-term cash may involve arranging long or short-term loans or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet the Council risk or cost objectives.

1.6 The treasury strategy has been informed by the current capital programme and updates to the programme as included within the budget report which is being recommended elsewhere on the agenda.

1.7 The revenue implications of the strategy have been included in the General Fund and HRA budgets for 2021/22.

2. FINANCIAL AND RISK IMPLICATIONS

2.1 Detailed within the Strategy Document.

3. CONCLUSIONS

3.1 The Council is required to determine the TMS, as covered within the attached reports Treasury Management Strategy, Annual Investment Strategy and Operational Boundary and Authorised Limits.

4. BACKGROUND PAPERS

- Arlingclose updates and reports
- Current and future cashflows and loan registers
- Capital Financing Reports for GF/HRA

Treasury Management Strategy Statement 2021/22

1. INTRODUCTION

- 1.1 Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
- 1.2 Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.
- 1.3 Investments held for service purposes or for commercial profit are considered in a different report, the Investment Strategy: <https://www.great-yarmouth.gov.uk/policies>
- 1.4 Appendix A and B provide more detailed commentary on economic context and interest rate forecasts.

2. Current Position and Projection

- 2.1 On 31st December 2020, the Council held £137.197m of borrowing and £36.850m of treasury investments, excluding the investment in Equinox. Table 1 below provides a summary of the Council's treasury portfolio at the end of December 2020.

Table 1: Councils treasury portfolio as at 31st December 2020	Principal £m	Average Interest Rate %
Call accounts	£1.500	0.00%
Money Market Funds	£17.600	0.02%
Local Authorities	£8.000	0.15%
DMO	£8.750	0.00%
Property Fund	£1.000	4.27%
Total Investments	£36.850	
Long –term PWLB loans	£71.387	3.15 - 4.40%
Long-term loans other	£11.310	3.35 - 4.44%
Short term borrowing	£54.500	0.05 - 1.45%
Total Borrowing	£137.197	
Net Borrowing	£100.347	

- 2.2 Future borrowing is shown below in the balance sheet analysis in table 2. The forecast changes in these sums have been informed by future housing revenue account and general fund capital programmes and are detailed in the Capital Strategy.

Table 2: Balance sheet summary and forecast	31.3.20 Actual £m	31.3.21 Estimate £m	31.3.22 Forecast £m	31.3.23 Forecast £m	31.3.24 Forecast £m
General Fund CFR	£57.100	£64.498	£79.303	£86.423	£85.681
HRA CFR	£84.968	£88.746	£92.854	£94.977	£98.989
Total CFR	£142.068	£153.244	£172.157	£181.400	£184.670
Less: *Other debt liabilities	(£0.677)	(£0.548)	(£0.469)	(£0.388)	(£0.305)
Borrowing CFR	£141.391	£152.696	£171.688	£181.012	£184.365
Less: External borrowing **	(£118.762)	(£134.175)	(£82.583)	(£82.487)	(£82.387)
Internal (over) borrowing	£22.629	£18.521	£89.105	£98.525	£101.978
Less: Long Term Investments	(£2.022)	(£2.022)	(£2.022)	(£2.022)	(£2.022)
Less: Usable reserves	(£26.470)	(£22.387)	(£20.047)	(£19.409)	(£20.150)
Less: Working capital	(£15.700)	(£15.700)	(£15.700)	(£15.700)	(£15.700)
Treasury investments (or New borrowing)	(£21.563)	(£21.588)	£51.336	£61.394	£64.106

* finance leases, PFI liabilities and transferred debt that form part of the Council's total debt

** shows only loans to which the Council is committed and excludes optional refinancing

- 2.3 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.
- 2.4 The Council has an increasing CFR due to the timing of the approved capital programme, but minimal investments and will therefore be required to borrow up to £64m over the forecast period.
- 2.5 CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. Table 2 shows that the Council expects to comply with this recommendation during 2021/22, and Appendix C illustrates the Operational Boundary and Authorised Limits.

3. Borrowing Strategy

- 3.1 The Council currently holds £137.197 million of loans (table 1), an increase of £20.4 million on the previous year, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 2 shows that the Council expects to borrow up to £51m in 2021/22 if it used all of its internal resources (i.e. usable reserves and working capital shown in table 2).

However, as the Council will need to maintain investments of at least £10m to remain a professional client under MiFID II (see paragraph 6.7), this net year borrowing requirement will rise to £64m by 2023/24. The Council may borrow to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £183 million as per the Councils Operational Boundary and Authorised Limits (detailed in Appendix C).

- 3.2 The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.
- 3.3 **Strategy:** Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.
- 3.4 By doing so, the Council can reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2021/22 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.
- 3.5 The Council has previously raised majority of its long-term borrowing from the PWLB but will consider long-term loans from other sources including banks, pensions and local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Council intends to avoid this activity in order to retain its access to PWLB loans.
- 3.6 Alternatively, the Council may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.
- 3.7 In addition, the Council may borrow further short-term loans to cover unplanned cash flow shortages.
- 3.8 Sources of borrowing: The approved sources of long-term and short-term borrowing are:
- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
 - any institution approved for investments (see below)
 - any other bank or building society authorised to operate in the UK
 - any other UK public sector body
 - UK public and private sector pension funds (except Norfolk Pension Fund)
 - capital market bond investors

- UK Municipal Bonds Agency plc and other special purpose companies created to enable local Council bond issues
- 3.9 Other sources of debt finance: In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:
- leasing
 - hire purchase
 - Private Finance Initiative
 - sale and leaseback
- 3.10 **Municipal Bonds Agency:** UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to Council.
- 3.11 **LOBOs:** The Council holds £3m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. The next date for this option is 2nd November 2024.
- 3.12 **Short-term and variable rate loans:** These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below.
- 4. Investment Strategy**
- 4.1 The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's investments balance average is £24 million, and reflects the significant cash amounts received in the early part of the financial year for the COVID related business grants. Due to the uncertainty similar levels are expected to be maintained in the forthcoming year.
- 4.2 **Objectives:** The CIPFA Code requires the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

- 4.3 The COVID-19 pandemic has increased the risk that the Bank of England will set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. Since investments cannot pay negative income, negative rates will be applied by reducing the value of investments. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.
- 4.4 **Strategy:** Given the increasing risk and very low returns from short-term unsecured bank investments, the Council aims to further diversify into more secure and/or higher yielding asset classes during 2021/22. This is especially the case for the estimated £10m that is available for longer-term investment. All of the Council's surplus cash (average £24m) is currently invested in mixture of short-term secured and unsecured bank deposits, money market funds and £1 million invested in a longer-term pooled fund. This diversification will represent a substantial change in strategy over the coming year.
- 4.5 **Business models:** Under the new IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.
- 4.6 The Council may invest its surplus funds with any of the counterparty types in table 3 below, subject to the limits shown.

Table 3: Treasury investment counterparties and limits			
Sector	Time limit	Counterparty limit	Sector limit
The UK Government	50 years	Unlimited	n/a
Local authorities & other government entities	2 years	£3m (per council)	Unlimited
Secured investments *	5 years	£3m	Unlimited
Banks (unsecured) *	1 year	£1.6m	Unlimited
Building societies (unsecured) *	1 year	£1.5m	£1.5m
Registered providers (unsecured) *	5 years	£1.5m	£3m
Money market funds *	n/a	£4m	Unlimited
Strategic pooled funds	n/a	£3m	£6m
Other investments *	2 years	£1m	£2m

This table must be read in conjunction with the notes below

* Minimum credit rating: Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty

credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

- 4.7 **Government:** Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.
- 4.8 **Secured investments:** Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.
- 4.9 **Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.
- 4.10 **Registered providers (unsecured):** Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.
- 4.11 **Money market funds:** Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Council will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.
- 4.12 **Strategic pooled funds:** Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

- 4.13 **Other investments:** This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Council's investment at risk.
- 4.14 **Operational bank accounts:** The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept as low as possible without affecting operations. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.
- 4.15 Risk assessment and credit ratings: Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. The credit rating agencies in current use are listed in the Treasury Management Practices document. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,
 - any existing investments that can be recalled or sold at no cost will be, and
 - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
- 4.16 Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "negative watch") so that it may fall below the approved rating criteria, then only investments that can be withdrawn (on the next working day) will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.
- 4.17 The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.
- 4.18 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

4.19 Investment limits:

- 4.20 The Council's revenue reserves available to cover investment losses are forecast to be £17 million on 31st March 2021. In order to reduce the risk of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £2 million, other than Money Market Funds which the limit per fund is £4 million, strategic pooled funds which the limit per fund is £3 million and for UK central government where there is no limit. A group of entities under the same ownership will be treated as a single organisation for limit purposes. Credit risk exposures arising from non-treasury investments, financial derivatives and balances greater than £1.5 million in operational bank accounts count against the relevant investment limits, allowing £100,000 retained for operational purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts and foreign countries as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 4: Additional investment limits	Cash limit
Any group of pooled funds under the same management	*£7m per manager
Negotiable instruments held in a broker's nominee account	£5m per broker
Foreign countries	£1.5m per country

* incorporates Money Market Funds and Strategic Pooled Funds

4.21 **Cash Flow/Liquidity management**

- 4.22 The Council's officers maintain a detailed cash flow forecast for each coming year revising it as more information becomes available. This informs the short-term investments such as those to pay precept payments. The forecast is compiled on a prudent basis with receipts being under-estimated and payments over-estimated to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. The long-term investment strategy is based on the Council's medium term strategy.
- 4.23 The Council will spread its liquid cash over at least three providers (e.g. bank accounts and money market funds) to ensure that access to cash is maintained in the event of operational difficulties at any one provider.

5. **Treasury Management Indicators**

- 5.1 The Council measures and manages its exposures to treasury management risks using the following indicators.
- 5.2 **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average (credit rating/credit score) of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Target
Portfolio average credit rating	A

- 5.3 **Liquidity:** The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments it can borrow each quarter without giving prior notice.

Liquidity risk indicator	Target £m
Liquid short-term deposits	£12.000
Bank Overdraft	£0.250

- 5.4 **Interest rate exposures:** This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest rate risk indicator	Limit £000
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£30
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£110

- 5.5 The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.

- 5.6 **Maturity structure of borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	50%	0%
12 months and within 24 months	50%	0%
24 months and within 5 years	60%	0%
5 years and within 10 years	80%	0%
10 years and above	100%	0%

- 5.7 Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

- 5.8 **Principal sums invested for periods longer than a year:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2021/22	2022/23	2023/24
Limit on principal invested beyond year end	£12m	£12m	£12m

6. Other Treasury Management Issues

- 6.1 The CIPFA Code requires the Council to include the following in its treasury management strategy.

- 6.2 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).
- 6.3 The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
- 6.4 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty limit and the relevant foreign country limit.
- 6.5 In line with the CIPFA Code, the Council will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.
- 6.6 **Policy on apportioning interest for HRA:** On 1st April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. Annually a calculation is performed to allocate interest between the General Fund and HRA.
- 6.7 Markets in Financial Instruments Directive (MiFID II): The Council has retained retail client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but with the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities, the Chief Financial Officer believes this to be the most appropriate status.

7. Financial Implications

- 7.1 The budget for investment income in 2021/22 is £59,000, £45,000 relating to treasury investments based on an average investment portfolio of £21 million. The majority of which is invested in low risk short term investments with an average interest rate of 0.00% a reflection of the ultra-low interest rate environment which is expected to prevail. A further £1 million is invested in a long-term pooled investment fund where the value changes with market prices and have a notice period. The budget for debt interest paid for the General Fund is £1.2 million and HRA is £2.9 million in 2021/22. Actual levels of investments and borrowing, and actual interest rates are monitored during the year as part of the budget monitoring process.

7.2 Other Options Considered

- 7.3 The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Section 151 Officer believes that the strategy represents an appropriate

balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Appendix A

Economic background and interest rate forecast

The impact on the UK from coronavirus, lockdown measures, the rollout of vaccines, as well as the new trading arrangements with the European Union (EU), will remain major influences on the Council's treasury management strategy for 2021/22.

The Bank of England (BoE) maintained Bank Rate at 0.10% in December 2020 and Quantitative Easing programme at £895 billion having extended it by £150 billion in the previous month. The Monetary Policy Committee (MPC) voted unanimously for both, but no mention was made of the potential future use of negative interest rates. In the November Monetary Policy Report (MPR) forecasts, the Bank expects the UK economy to shrink -2% in Q4 2020 before growing by 7.25% in 2021, lower than the previous forecast of 9%. The BoE also forecasts the economy will now take until Q1 2022 to reach its pre-pandemic level rather than the end of 2021 as previously forecast. By the time of the December MPC announcement, a COVID-19 vaccine was approved for use, which the Bank noted would reduce some of the downside risks to the economic outlook outlined in the November MPR.

UK Consumer Price Inflation (CPI) for November 2020 registered 0.3% year on year, down from 0.7% in the previous month. Core inflation, which excludes the more volatile components, fell to 1.1% from 1.5%. The most recent labour market data for the three months to October 2020 showed the unemployment rate rose to 4.9% while the employment rate fell to 75.2%. Both measures are expected to deteriorate further due to the ongoing impact of coronavirus on the jobs market, particularly when the various government job retention schemes start to be unwound in 2021, with the BoE forecasting unemployment will peak at 7.75% in Q2 2021. In October, the headline 3-month average annual growth rate for wages were 2.7% for total pay and 2.8% for regular pay. In real terms, after adjusting for inflation, total pay growth was up by 1.9% while regular pay was up 2.1%.

GDP growth rebounded by 16.0% in Q3 2020 having fallen by -18.8% in the second quarter, with the annual rate rising to -8.6% from -20.8%. All sectors rose quarter-on-quarter, with dramatic gains in construction (41.2%), followed by services and production (both 14.7%). Monthly GDP estimates have shown the economic recovery slowing and remains well below its pre-pandemic peak. Looking ahead, the BoE's November MPR forecasts economic growth will rise in 2021 with GDP reaching 11% in Q4 2021, 3.1% in Q4 2022 and 1.6% in Q4 2023.

GDP growth in the euro zone rebounded by 12.7% in Q3 2020 after contracting by -3.7% and -11.8% in the first and second quarters, respectively. Headline inflation, however, remains extremely weak, registering -0.3% year-on-year in November, the fourth successive month of deflation. Core inflation registered 0.2% y/y, well below the European Central Bank's (ECB) target of 'below, but close to 2%'. The ECB is expected to continue holding its main interest rate of 0% and deposit facility rate of -0.5% for some time but expanded its monetary stimulus in December 2020, increasing the size of its asset purchase scheme to €1.85 trillion and extended it until March 2022.

The US economy contracted at an annualised rate of 31.4% in Q2 2020 and then rebounded by 33.4% in Q3. The Federal Reserve maintained the Fed Funds rate at between 0% and 0.25% and announced a

change to its inflation targeting regime to a more flexible form of average targeting. The Fed also provided strong indications that interest rates are unlikely to change from current levels over the next three years.

Former vice-president Joe Biden won the 2020 US presidential election. Mr Biden is making tackling coronavirus his immediate priority and will also be reversing several executive orders signed by his predecessor and take the US back into the Paris climate accord and the World Health Organization.

Credit outlook

After spiking in late March as coronavirus became a global pandemic and then rising again in October/November, credit default swap (CDS) prices for the larger UK banks have steadily fallen back to almost pre-pandemic levels. Although uncertainly around COVID-19 related loan defaults lead to banks provisioning billions for potential losses in the first half of 2020, drastically reducing profits, reported impairments for Q3 were much reduced in some institutions. However, general bank profitability in 2020 and 2021 may be significantly lower than in previous years.

The credit ratings for many UK institutions were downgraded on the back of downgrades to the sovereign rating. Credit conditions more generally though in banks and building societies have tended to be relatively benign, despite the impact of the pandemic.

Looking forward, the potential for bank losses to be greater than expected when government and central bank support starts to be removed remains a risk, suggesting a cautious approach to bank deposits in 2021/22 remains advisable.

Interest rate forecast

The Council's treasury management adviser Arlingclose is forecasting that BoE Bank Rate will remain at 0.1% until at least the first quarter of 2024. The risks to this forecast are judged to be to the downside as the BoE and UK government continue to react to the coronavirus pandemic and the new EU trading arrangements. The BoE extended its asset purchase programme to £895 billion in November while keeping Bank Rate on hold and maintained this position in December. However, further interest rate cuts to zero, or possibly negative, cannot yet be ruled out but this is not part of the Arlingclose central forecast.

Gilt yields are expected to remain very low in the medium-term while short-term yields are likely remain below or at zero until such time as the BoE expressly rules out the chance of negative interest rates or growth/inflation prospects improve. The central case is for 10-year and 20-year to rise to around 0.60% and 0.90% respectively over the time horizon. The risks around the gilt yield forecasts are judged to be broadly balanced between upside and downside risks, but there will almost certainly be short-term volatility due to economic and political uncertainty and events.

A more detailed economic and interest rate forecast provided by Arlingclose is attached at Appendix B.

Appendix B

Economic & Interest Rate Forecast – December 2020

- The medium-term global economic outlook has improved with the distribution of vaccines, but the recent upsurge in coronavirus cases has worsened economic prospects over the short term.
- Restrictive measures and further lockdowns are likely to continue in the UK and Europe until the majority of the population is vaccinated by the second half of 2021. The recovery period will be strong thereafter, but potentially longer than previously envisaged.
- Signs of a slowing UK economic recovery were already evident in UK monthly GDP and PMI data, even before the second lockdown and Tier 4 restrictions. Employment is falling despite an extension to support packages.
- The need to support economic recoveries and use up spare capacity will result in central banks maintaining low interest rates for the medium term.
- Brexit will weigh on UK activity. The combined effect of Brexit and the after-effects of the pandemic will dampen growth relative to peers, maintain spare capacity and limit domestically generated inflation. The Bank of England will therefore maintain loose monetary conditions for the foreseeable future.
- Longer-term yields will also remain depressed, anchored by low central bank policy rates, expectations for potentially even lower rates and insipid longer-term inflation expectations. There is a chance yields may follow a slightly different path in the medium term, depending on investor perceptions of growth and inflation, or the deployment of vaccines.

Forecast:

- Arlingclose expects Bank Rate to remain at the current 0.10% level.
- Our central case for Bank Rate is no change, but further cuts to zero, or perhaps even into negative territory, cannot be completely ruled out, especially with likely emergency action in response to a no-deal Brexit.
- Gilt yields will remain low in the medium term. Shorter term gilt yields are currently negative and will remain around zero or below until either the Bank expressly rules out negative Bank Rate or growth/inflation prospects improve.
- Downside risks remain, and indeed appear heightened, in the near term, as the government reacts to the escalation in infection rates and the Brexit transition period ends.

	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
Official Bank Rate													
Upside risk	0.00	0.00	0.15	0.15	0.15	0.15	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Downside risk	0.30	0.40	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
3-month money market rate													
Upside risk	0.05	0.05	0.10	0.10	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.10	0.10	0.15	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Downside risk	0.30	0.40	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
1yr money market rate													
Upside risk	0.05	0.05	0.10	0.10	0.15	0.20	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Arlingclose Central Case	0.15	0.15	0.25	0.25	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Downside risk	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15
5yr gilt yield													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.00	0.00	0.05	0.10	0.15	0.20	0.20	0.20	0.25	0.25	0.25	0.25	0.25
Downside risk	0.40	0.45	0.50	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60
10yr gilt yield													
Upside risk	0.30	0.35	0.40	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.25	0.30	0.35	0.35	0.40	0.40	0.45	0.45	0.50	0.55	0.55	0.55	0.60
Downside risk	0.30	0.50	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55
20yr gilt yield													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.70	0.70	0.75	0.75	0.75	0.80	0.80	0.85	0.85	0.85	0.85	0.90	0.90
Downside risk	0.30	0.30	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
50yr gilt yield													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlingclose Central Case	0.60	0.60	0.65	0.65	0.65	0.70	0.70	0.75	0.75	0.75	0.75	0.80	0.80
Downside risk	0.30	0.30	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

PWLB Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

Appendix C

Operational Boundary and Authorised limits

Operational boundary	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m
Debt	£157.000	£176.000	£185.000	£189.000
Other long-term liabilities	£2.000	£2.000	£2.000	£2.000
Total	£159.000	£178.000	£187.000	£191.000

Authorised limit	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m
Debt	£162.000	£181.000	£190.000	£194.000
Other long-term liabilities	£2.000	£2.000	£2.000	£2.000
Total	£164.000	£183.000	£192.000	£196.000

Subject **2021/22 GENERAL FUND BUDGET REPORT**

Report to **ELT - 27 January 2021**

Policy and Resources Committee – 9 February 2021

Council 23 February 2021

Report by: **Finance Director**



SUBJECT MATTER/RECOMMENDATIONS

This report presents for approval the general fund revenue and capital budget for 2021/22.

It is recommended that the Policy and Resources Committee consider and recommend the following to Council:

- 1) The general fund revenue budget as detailed at Appendix A;**
- 2) The Council Tax for 2021/22 for the Borough Council tax be £171.48 (for an average Band D);**
- 3) That the demand on the Collection Fund for 2021/22 be:**
 - a. £4,865,925 for the Borough Council purposes;**
 - b. £519,506 for Parish Precepts;**
- 4) The statement of and movement on the reserves as detailed at Appendix D and within section 8 of the report;**
- 5) The Policy framework for reserves as detailed at Appendix E;**
- 6) The updated Capital Programme and financing for 2020/21 to 2021/22 as detailed at Appendix F;**
- 7) New capital bid proposals at Appendix G and Minimum Revenue Provision Statement at Appendix H.**

1. INTRODUCTION / BACKGROUND

- 1.1. This report presents for consideration and recommendation the detail of the 2021/22 revenue and capital budgets for the General Fund. The report also presents an updated Capital programme covering the period 2020/21 to 2022/23. Recommendations from this report will be made to Council on 23 February 2021 to inform the setting of the council tax for 2021/22.
- 1.2. The 2021/22 medium term financial strategy was presented to the Policy and Resources committee in November 2020. At the time there was a forecast gap for the 2021/22 financial year of in the region of £1 million before allowing for a transfer from general reserves.
- 1.3. Since then the provisional Local Government Finance settlement has been announced and this has been used to update the funding for the budget for 21/22 as summarised in Appendix A. The detail of the budget has been produced by joint working between the service areas and the finance team to co-ordinate the detailed service budgets which are presented in more detail in Appendix B.
- 1.4. The impact of the Covid-19 pandemic has been significant to all and assumptions of the impact of the pandemic and recovery have been necessary to inform the 2021/22 budget setting process.

2. SPENDING REVIEW 2020 AND PROVISIONAL LOCAL GOVERNMENT FINANCE SETTLEMENT

- 2.1. In April 2020 the Ministry for Housing, Communities and Local Government (MHCLG) confirmed the delay to the Fair Funding Review and the implementation of the 75% Business Rates retention scheme from the original planned date of April 2021.
- 2.2. The one year spending review was announced on 25 November followed by the provisional Local Government Financial Settlement on 17 December 2020, at the time of writing the report the final settlement announcements had not been made and any changes to the figures included in the report will either be updated verbally or as part of the report to Council later in February 2021. The following outlines some of the key messages from the settlement and the 2020 Spending Review.
- 2.3. **Spending Review 2020 (SR2020)** – The SR2020 announced on 25 November was dominated by the effects of Covid, namely the significant increase in public borrowing due to the national funding being allocated to the public sector in response to the pandemic. Other relevant announcements were the reduction in Consumer Price Index (CPI) in 2020, being 0.5% in September. The September CPI is used to index the Small Business Rate Multiplier and despite it being low the Government confirmed it had decided to freeze the multiple for 2021/22.
- 2.4. The announcement also included increases in the Core Spending Power for Local Government of 4.5% for 2021/22 (compared to 6.4% for 2020/21) with the greatest increase to come from Council Tax.
- 2.5. The Chancellor announced pay freezes for the public sector (excluding frontline NHS staff and those earning less than the median wage).
- 2.6. A further announcement was the Tax Income Guarantee scheme to cover 75% of irrecoverable losses in Council tax and Business Rates in 2020/21 along with a continuation of the Sales, fees and charges (SFC) compensation scheme for the first quarter of 2021/22. Further details were announced in the provisional finance settlement.
- 2.7. **Provisional Local Government Finance Settlement** – This statement announced the one- year funding available for local government for 2021/22. The headlines from the announcement can be summarised as follows along with the impact to GYBC's funding:
 - 2.7.1. **Core Spending Power (CSP)** – This includes resources available to local government for the delivery of services and includes income from Council Tax (plus Adult Social Care precept where applicable), Business Rates, New Homes Bonus, revenue support grant and Lower Tier Services grant. For 2020/22 there has been a increase in CSP by an average 4.5%, the increase for GYBC for 2021/22 (see table 1 below) has been 1.2%.
 - 2.7.2. **Revenue Support Grant (RSG)** – This has increased by 0.55%, equating to £11,404 additional grant compared to the 2020/21 year.
 - 2.7.3. **New Homes Bonus (NHB)** – The NHB award for 2021/22 takes into account housing Growth in the year to September 2020 after movements in long term empty properties. For GYBC this equates to a total award of £38,766 made up of a new award of £21,406, plus £5,320 for the affordable homes bonus and legacy payments of £12,040. Disappointingly there was no allocation of legacy payments from the 2020/21 NHB allocation which for GYBC was £166,266, this was assumed in the Medium-Term Financial Strategy (MTFS) and therefore the actual allocation is a reduction of £134k compared to what was previously projected. The allocation for 2021/22 further highlights that the current NHB award scheme does not benefit those authorities that have a higher than average number of lower banded properties and also where they face challenges to deliver housing growth. Changes to the NHB system will be consulted on later in the year.

2.7.4. **Council Tax** - The CSP assumes increases in Council tax funding from tax base growth and also increases in Council tax to the capped limit, for districts and boroughs this is the higher of 2% or £5 for a band D equivalent property. Whilst the annual increase is in line with the funding assumptions for the MTFs, the movement in the tax base compared to the 2020/21 financial year has actually seen a reduction due to the impact of non-collection and greater demand for Local Council Tax Support and other discounts which then reduce the tax base.

2.7.5. **Business Rates** – With the freeze in the business rates multiplier at the 2020/21 level, this meant there would be no increase in the baseline funding level from Business Rates, although compensation is being paid in 2021/22 for this and for GYBC equates to £200,116.

2.7.6. **Lower Tier Service Grant** ¹– This is a new one-off grant allocated for 2021/22 which has sought to level up the funding as part of the settlement announcements so that no Local Authority has a Core Spending Power in 2021/22 lower than 2020/21. For GYBC the allocation is £163,563.

2.7.7. **Covid Funding** – Allocations for tranche 5² of Covid funding for 2021/22 were made as part of the announcement, it is expected that this will be the final payment to Local Government in 2021/22. GYBC's allocation is £745,722.

2.7.8. **Other Grants** – A new grant of 2021/22 for Local Council Tax Support³ was announced to compensate authorities for the expected additional cost of LCTS schemes in 2021/22. This grant has been allocated to billing and major preceptors and is not a continuation of the £500m Hardship fund that was introduced in 2020/21 which allowed Councils to reduce LCTS payments by £150.

2.8. The following table provides a summary of the Core Spending Power as announced in the provisional settlement.

Table 1 - Core Spending Power	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000	£000	£000	£000
Settlement Funding Assessment *	8,135	7,255	6,593	6,239	5,808	5,903	5,914
Compensation for under-indexing the business rates multiplier	51	51	54	85	123	154	200
Council Tax Requirement excluding parish precepts	3,831	3,914	4,142	4,391	4,612	4,836	5,086
New Homes Bonus	1,157	1,377	1,063	628	427	373	39
Lower Tier Services Grant	-	-	-	-	-	-	164
Core Spending Power	13,174	12,597	11,852	11,343	10,970	11,265	11,403

*Includes Revenue Support Grant and Business Rates baseline Funding

2.9. Other funding and support that has been made available includes the **Tax Income Guarantee Scheme**. This scheme has £790m allocated nationally and seeks to fund 75% of irrecoverable losses in council tax and business rates, the exact amount of support from this system of

¹ Lower Tier Services Grant – 2021/22 total allocation £111m

² Covid Funding – Tranche 5, 2021/22 national allocation of £1.55 billion

³ LCTS Grant – 2021/22 National allocation of £670m

funding will not be known until later in the year when the outturn for the 2020/21 council tax and business rates has been determined.

3. FUNDING 2021/22

- 3.1. The net general fund revenue budget after allowing for service and non-service fees and charges is funded predominantly from Council Tax, Business Rates and government grants. The actual amount of funding will be slightly different than that used in the Core Spending Power analysis due to Council tax income taking into account the actual tax base and also the impact of a forecast deficit on the collection fund⁴ from 2020/21. Furthermore, the actual business rates income will be different to the baseline funding level as this will be informed by the forecast of collectable income after taking account of appeals and other factors, including non-collection.
- 3.2. **Business Rates** – The current scheme of 50% Business Rates Retention was introduced in April 2013. This saw the introduction of business rates being shared 50% to central government, 40% to billing authorities (GYBC) and 10% to Norfolk County Council. The current system uses a top up and tariff mechanism which sees lower tier authorities paying a tariff to equalise the funding across the sector and the upper tier authorities, ie County receiving a top up.
- 3.3. All Norfolk authorities took part in a pilot for 75% business rates retention in 2019/20 for one year only, the additional business rates retained locally was used to fund the grants (eg Revenue Support Grant) which were foregone from operating a pilot.
- 3.4. Alongside the current system of rates retention there is an ability for Authorities to form a pool which retains the levy (50% of growth over the baseline funding level) locally. It has been decided to revoke the business rates pool for the 2021/22 financial year due to the uncertainty around the impact of covid on the level of business rates income that is generated across the County. The impact of revoking the pool will not have an impact on the Council's budget position as any levy would still be payable direct to MHCLG as opposed to the Norfolk pool and if there is decline in business rates beyond a certain level the Council would receive the protection from MHCLG via the safety net mechanism.
- 3.5. The level of business rates forecast to be received in the year as income is less than the 2020/21 original budget mainly due to the impact of appeals from previous financial years.
- 3.6. **Grants** – As mentioned in section 2, the Council will continue to receive Revenue Support Grant in the year of £2.073 million. Other grants payable in the year include the Lower Tier Services grant of £163,563 and the Council Tax Support Grant of £139,757 which have been included in the general fund summary. The budget for 2021/22 reflects the fifth tranche of Covid funding allocated as part of the settlement which is £745,722. This will be used in the year to mitigate the continued impact of covid on the revenue budget including the impact that it has had on the ability to deliver in-year savings and efficiencies.

4. REVENUE ACCOUNT BASE BUDGET

- 4.1. The high-level summary of the general fund revenue budget is included in Appendix A. Appendix B provides more detail of the service budgets and also provides commentary on the more significant movements compared to the 2020/21 base budget. The following provides a commentary on some of the key assumptions that have been used to inform the 2021/22 budgets.

⁴ Collection fund deficit is due to the actual council tax income collected in the year (2020/21) being less than assumed when the 2020/21 budget was set in February 2020 (pre Covid)

- 4.2. **Council Tax** – See section 5 also, in summary the budget assumes a reduction in the tax base and an increase in the Band D Council Tax of £5 and after allowing for the profiling of recovery of the deficit on the collection fund from 2020/21 there is additional income compared to 2020/21 of £30,014.
- 4.3. **Funding** – The budget assumes the funding allocation from the provisional local government finance settlement and the utilisation of the grants allocated in the year, namely lower tier, New Homes Bonus, Local Council tax Support and Covid funding.
- 4.4. **Fees and Charges** – The fees and charges for 2021/22 are included as a separate report on the agenda. The budget reflects those proposed for the year which have been reviewed and increased as applicable in line with the fees and charges policy.
- 4.5. **Savings** – The 2021/22 budget assumes the continuation of prior years savings and additional income that has been included in the base budget. New savings that have been factored into the base budget for 2021/22 are largely from the following areas:
 - 4.5.1. Efficiency savings that have been identified some from the current way of working including reviewing vacant posts (£46,000);
 - 4.5.2. Relocation of staff from external offices to central buildings from the Neighbourhoods that work team (£15,000);
 - 4.5.3. Review of the provision of CCTV across the borough – to be reviewed as part of the wider investment in the equipment (refer to the capital bids) (£35,000);
 - 4.5.4. Other service budget efficiencies from critical review of base budgets (£50,000).
- 4.6. **Employee Budgets** – The budget for 2021/22 assumes a 2% pay award, although this is subject to a local agreement. Announcements were made in 2020 regarding a public sector pay freeze, Local Government pay is not set in the same way as national employers and whilst previously when there has been a pay freeze this has been taken into account by national pay groups the position will not be known until later in the year. As a guide a 0.5% sensitivity to the pay award equates to just under £50,000 per annum for the Council budget. It is current practice to allow for a turnover/vacancy element within the employee budgets for the year, for 2021/22 this equates to approximately 2.5% (£327k). Additional pension costs of £112k have been allowed for within the budget in line with the current planned level of payments to the pension scheme.
- 4.7. **Contract Inflation** – Where applicable contract inflation has been factored into the budget. This includes where applicable for the joint venture arrangements.
- 4.8. **Interest and Minimum Revenue Provision (MRP)** – The budget for 2021/22 includes £1.230million for interest payable which has been informed by the current level of interest rates and planned borrowing requirements inline with the capital programme and the treasury management strategy. Interest receivable is expected to be lower than previous years mainly due to the current interest rates on investments and also the planned repayment of borrowing by Equinox. The MRP for the year has been updated to reflect a revision to the delivery of the capital programme schemes, currently forecast to be £1.558million for the year. In addition, the budget allows for the payment of a dividend from the Equinox in line with the business plan.
- 4.9. As part of approving the 2020/21 budget in February 2020 Members approved for a review to be undertaken on the level of Concurrent Function Grants to inform the 2021/22 budget setting. The review has had to be delayed due to the Covid priorities although as part of the 2021/22 precept requests parishes were asked for information on the use of the grants in previous years. This will be used to inform the review during 2021/22 and therefore for 2021/22 the concurrent function grant amount has been frozen at the current level which totals £142,313. In addition, in February 2020 Members agreed the inclusion of a £1,000 Ward

budget for all 39 Councillors as a one off to be funded from general reserves, the budget for 2021/22 assumes a further year of ward budgets, again to be funded as a one-off as opposed to be including in the base budget.

5. COUNCIL TAX 2021/22

- 5.1. The budget as presented assume a band D increase of £5 which is in line with the Council Tax Referendum principles. For 2021/22 this would mean a band D for the Boroughs element of the council tax being set at **£171.48**. Appendix D provides a summary of the band D Council Tax for 2021/22.
- 5.2. Council in December 2020 approved the tax base for 2021/22 at 28,910, this is actually a reduction of 138 compared to the 2020/21. The reduction is due to the impact of Covid namely a reduction in the collection rate and an increase in the level of discounts for example Local Council Tax Support Scheme. The impact this has is a lower level of income from Council Tax in the year compared to what would have usually been forecast.
- 5.3. Government support has been provided for 2020/21 as part of the Tax Income Guarantee Scheme which will cover 75% of irrecoverable income losses, in addition there is the ability to spread deficits in the collection across three financial years as opposed to recovering within one financial year and this has been reflected in the amount that is assumed to be transferred from the collection fund in 2021/22.

6. RESERVES

- 6.1. The statement of general and earmarked reserves is attached at Appendix D, this details the planned use of reserves in the current and future financial years. Reserves are held and utilised in accordance with the policy framework for reserves which is attached at Appendix E.
- 6.2. The balance in the general reserve at 1 April 2020 was £3.490m and is expected to be £3.041 million at the end of the current year after allowing for the forecast movements in the current year, the final balance will be informed by the 2020/21 outturn report which will be confirmed in the first quarter of the 2021/22 financial year.
- 6.3. The Council continues to hold a number of significant earmarked reserve which are summarised below:
 - 6.3.1. Invest to Save – This reserve provides a source of funding that can be utilised for up front, one-off funding for invest to save proposals that will deliver future budget efficiencies and savings.
 - 6.3.2. Asset Management Reserve – This reserve is held to mitigate the impact of fluctuations between financial years from income received from council assets and properties and is being used to smooth the impact to the revenue account during the construction phase of the new leisure facility.
 - 6.3.3. Collection Fund Reserve – This reserve can be used to mitigate the significant variations between years and to reduce the impact of appeals from previous years. The transfer from the reserve in the 2021/22 budget seeks to mitigate the in-year impact of the reduction in the council tax base.
- 6.4. The Council continues to hold a number of other earmarked reserves for specific committed purposes for which the timing of their use has not yet been identified. The current virement rules allow for the use of reserves to be approved within the overall virement limits.
- 6.5. A comprehensive statement on the adequacy of the reserves and recommended balance will be included with the Chief Financial Officer's report which forms part of the Council Tax and Budget report to Council in February 2021.

7. CAPITAL

- 7.1. This section of the report presents the capital budgets for consideration along with the recommended capital bids for 2021/22.
- 7.2. **Current 2021/22 Capital Programme** - Appendix F includes a summary of the 2021/22 capital programme (excluding new bids), which has been updated for slippage on the 2020/21 capital programme, capital projects approved as part of prior year budget setting and also where there has been approved in-year amendments to the capital programme.
- 7.3. This results in a current capital budget of £44.2m, of which £7m is financed from capital funding sources and the remainder is to be financed by borrowing. Of this £10.5 million is due to be completed in the current financial year and the remaining in 2021/22 onwards. The overall programme will continue to be monitored and where approved capital
- 7.4. **New Capital Schemes** - In addition to the update of the 2021/22 capital programme, approval is being sought for a number of new capital projects for 2021/22, and subsequent years as identified within the Capital Appendix G.
- 7.5. The total of the estimated project costs for 2021/22 associated with these capital bids is £1.286m of which £462k is being approved as part of the budget report with a further £825k being approved in principle subject to business cases. Of the bids £1m is recommended to be funded from borrowing.
- 7.6. New capital receipts will be monitored as part of the on-going budget monitoring process, and where applicable recommendations will be made to amend the capital programme and its financing.
- 7.7. This report is seeking agreement in principal of the IT capital bids for which the business cases will then be produced and considered by the IT Investment Group.
- 7.8. **Capital Programme Funding** - There are a number of sources of funding available to fund the capital expenditure. The following outlines those which are available to the Council:
 - 7.8.1. External Contributions or Grants – e.g. from third party organisations often used to part fund capital projects, for example the future high streets fund.
 - 7.8.2. Reserves – Available capital and revenue reserves can be used to fund capital expenditure.
 - 7.8.3. Capital Receipts – Capital receipts are generated from asset disposals and can only be used to fund capital expenditure or repay debt. The latter is not applicable at the moment, as the Council is currently debt free.
 - 7.8.4. Borrowing – Under the Prudential Framework, the Council is able to fund expenditure from borrowing provided that they can demonstrate affordability and need. Borrowing (internal or external) to finance capital spend will attract charges to the revenue account in the form of interest and Minimum Revenue Provision (MRP) charges. The Councils capital programme is heavily reliant on borrowing as a source of funding. This report is presenting for approval the Minimum Revenue Provision Statement for 2021/22 which outlines the method for calculation of the MRP, this is included at Appendix H.

8. FUTURE FINANCIAL FORECASTS

- 8.1. The budget report for 2021/22 is presenting a one-year budget only in line with the one-year finance settlement. Covid has caused the fundamental reviews of Local Government funding to be delayed for a further year.
- 8.2. Fair funding review – The outcomes of the review was delayed for a further year due to Covid. The aim of the review is to set new baseline funding levels for all Local Authorities taking into account a number of factors including authorities relative needs and resources.

- 8.3. Business rates – It is expected that the system of local government funding will move to a system of 75% Business Rates Retention from April 2022. The current system sees 50% retained locally (40% retained by the Borough and 10% by the County). The new system of funding will see a new baseline of funding set for all Authorities and grants such as Revenue Support Grant rolled in.
- 8.4. The timing of the announcements of the outcomes of the above are not yet confirmed, once further detail on the future funding for local government is announced the Medium-Term Financial Strategy will be updated accordingly.

9. FINANCIAL IMPLICATIONS

- 9.1. The body of the report and appendices present the overall general fund budget for revenue and capital for 2021/22. For the revenue account there is forecast to be a deficit of £112k which will need to be funded from the general reserve.
- 9.2. The Council continues to face significant financial challenges due to the uncertainty of future funding for local government and also the impact of Covid – both the immediate lockdown and timing of recovery and future restrictions. The overall position will continue to be monitored and the MTFS updated accordingly.

10. RISKS

- 10.1. The Council budget has been informed by a number of assumptions and based on information that is available, for example funding allocations. There is risk around the assumptions that have been used in particular due the uncertainty around the effects of Covid on both the Council and the community it provides services to.
- 10.2. The following outlines the more significant risks that the Council continues to face in relation to its financial position.
- 10.3. **Future Funding** – The budget for 2021/22 is based on a one-year finance settlement. The delay to the implementation of the new funding system being informed by the fair funding review and review of business rates retention means that during 2021/22 there are likely to be exemplifications of the impact to individual authorities funding moving forward. The timing is not yet confirmed and as announcements are made the future financial projections will be updated accordingly. Future funding gaps still remain a risk to the overall funding for Local Government.
- 10.4. **New Homes Bonus** – As flagged earlier in the report there is due to be a consultation on the future of the New Homes Bonus in 2021. As a source of funding, the current scheme is heavily skewed against those authorities with a higher than average number of properties in the lower council tax bands and also where there is lower levels of housing growth. Delivery of new homes growth is still important in response to demand and also the ability to grow the council tax base as a source of income.
- 10.5. **Business Rates** - Funding fluctuations from business rate income continues to be a prevalent feature of Local Government funding. The impact of appeals only exacerbates this risk and applies to current and new appeals. Other factors that will lead to reductions in income include for example, business closures, successful rateable value appeals (which reduce the RV and consequently the rates payable), including the impact of back dated appeals, reduced income as schools transfer to academy status, the national impact of the risk around hospital and NHS trust properties is still prevalent. The NNDR provision within the system only reflects the potential impact of appeals currently in the appeals system. The Council does hold an earmarked reserve which can mitigate the timing of fluctuations in the level of income from business rates.

- 10.6. **Interest Payable and Minimum Revenue Provision (MRP)** - The budget reflects the revenue costs of the planned borrowing and financing of the current and future capital programmes. The impact of interest rate changes will have a direct impact to the revenue account for the financing of capital schemes. Whilst interest rates continue to be at historic lows the borrowing requirements continue to be reviewed and decisions made in line with the treasury management strategy.
- 10.7. Slippage of capital schemes will impact on the level of borrowing required along with the associated financing costs. The capital programmes have been reviewed to accurately reflect the timing of the projects, to ensure an accurate provision for MRP and interest can be made which reflects the timing of the capital spend. In addition, as new schemes and projects are approved outside of the budget this too will have an impact on the associated financing costs and will need to be considered as part of the options appraisal and business cases presented for approval.
- 10.8. **Budgeted Income** – The annual revenue budget is dependent upon achieving significant levels of income from a number of demand led areas from sales, fees and charges, for example car parking, planning and building control and crematorium. Whilst budgets have been based on previous actuals and knowledge of current service delivery, the ongoing impact of covid and covid recovery will no doubt have an impact. For example in respect of car parking, whilst restrictions are in place the use of pay and display car parks in particular town centre parking will have an impact on income levels. Also in response to the lifting of restrictions and allowing travel, if there continues to be greater restrictions on travel (outside of the UK) there maybe a greater demand for staycations, however there are many factors that will impact on this including vaccination roll out, testing and restriction. Whilst a prudent approach has been taken for the setting of income budgets the actual performance will need to be monitored closely to allow any corrective actions to be taken in year if required.
- 10.9. Achievement of service income still remains a financial risk that cannot be fully influenced by the Council. It is for reasons such as this that a factor in determining the recommended general reserve balance includes an amount for the sensitivity in delivery of the more significant demand-led income budgets.
- 10.10. **Commercial Property Rentals** – The Council holds a number of commercial assets for which it receives an income from licences and rentals. The budget has made some assumptions on future rentals, however the risk of vacancies continue to be prevalent and therefore will continue to be managed by the service.
- 10.11. **Reserves** - The Council currently holds a number of earmarked reserves for which some are allocated for specific purposes, although the profile of spend is not yet agreed and commitments not currently made. Use of reserves provide a short-term solution to mitigate the forecast deficits and can also be used to mitigate the impact, if for example savings and income are not achieved as budgeted. As part of approving the annual budget Members are reminded that reserves do not provide a long-term solution for a sustainable budget position.
- 10.12. **Universal Credit and Housing Benefit Subsidy** – The budget reflects the reducing funding from the Department for Work and Pensions for housing benefit administration. The Council is responsible for paying out in the region of £22 million of housing benefit and rent rebates which the budget assumes is recoverable through the subsidy system. The subsidy returns are audited annually at which point any under or over recovery will be determined and adjusted for. Any under recovery that is not eligible for subsidy would result in a financial implication to the Council which can be mitigate through the use of the earmarked reserve.
- 10.13. **Local Council Tax Support** – The LCTS scheme continues to support those households on low income or in receipt of benefit. The full impact of the pandemic on individuals will not be

known until for example the end of the government support schemes such as the furlough scheme. The impact of a greater demand for LCTS would reduce the council tax collectable in the year and consequentially increase the deficit on the collection fund which will then need to be recovered in future years.

- 10.14. **Covid** – The Covid pandemic continues to have a significant impact on the financial position for the Council as the Council continues to respond to the pandemic and provide support to the community and businesses alike. Whilst the Council has been able to access further funding for example for the recruitment of Covid Marshalls to support the outbreak management of the pandemic, there is still a call on core staff to support services either directly or through re-deployment at the same time as continuing to provide key services. The overall impact will continue to be monitored during the year and used to inform the monthly monitoring returns to MHCLG.

11. CONCLUSIONS

- 11.1. The Council is required to recommend a budget for approval each year. The budget report is presented to Policy and Resources Committee for recommendation to Full Council as part of the budget and council tax setting process. The report presents the detailed budget considerations for 2021/22. The budget has been informed by the one-year provisional finance settlement for 2021/22.
- 11.2. The report provides an overview of the risks that are facing the Council in the short to medium term, the most significant for the short term being the uncertainty around the impact of Covid-19 on the budget position for 2021/22 and medium-term recovery.

12. BACKGROUND PAPERS

- 12.1. The following reports and announcements have been used to inform the budget report as presented:
- 12.1.1. 2019/20 Outturn report
 - 12.1.2. 2020/21 in year financial monitoring reports
 - 12.1.3. Provisional Local Government Finance Settlement
 - 12.1.4. Medium Term Financial Strategy
 - 12.1.5. National Non-Domestic Rates Return
 - 12.1.6. Financial monitoring.

Appendices:

A – GF Summary

B1 – Service Details

B2 – Subjective Analysis

C -C Tax Summary

D – Reserves Statement

E – Policy Framework for reserves

F – Current Capital programme

G – Capital Bids

H – Prudential Indicators and MRP Statement

Area for consideration Comment	Comment
Monitoring Officer Consultation	
Section 151 Officer Consultation	
Existing Council Policies See background papers	
Financial Implications Within existing budgets	
Legal Implications (including human rights)	
Risk Implications	
Equality Issues/EQIA assessment	
Details contained in strategy	
Crime & Disorder	
Every Child Matters	

General Fund Summary	Original 2020/21 Budget	2020/21 updated Forecast	2021/22 Budget	Variance Prior Yr to Current Yr Base
	£	£	£	£
Services:				
Executive and Resources	4,702,123	3,476,302	4,108,536	(593,587)
Inward Investment	1,977,400	1,911,511	1,180,607	(796,793)
Housing	784,607	886,705	1,158,056	373,449
Planning and Growth	473,767	474,322	427,075	(46,692)
Customer Services	(815,896)	22,015	(545,451)	270,445
Property and Asset Management	144,575	446,462	167,560	22,985
Communications and Marketing	745,125	695,036	777,164	32,038
Environmental Services	4,926,480	4,933,589	5,063,127	136,647
Net Cost of Service	12,938,182	12,845,942	12,336,674	(601,509)
Non Service Exp/(Income):				
Recharges to HRA	(1,727,451)	(1,727,451)	(1,914,393)	(186,942)
Parish Precepts	479,131	479,131	519,506	40,375
Parish CTSS Grant	25,000	25,000	20,080	(4,920)
Capital Charges	(1,979,258)	(1,979,258)	(2,196,310)	(217,052)
Revenue Financing for Capital	0	0	0	0
Interest Receivable	(296,541)	(186,541)	(58,967)	237,574
Interest Payable	1,278,393	1,298,393	1,229,995	(48,398)
Minimum Revenue Provision	1,514,000	1,514,000	1,558,000	44,000
Pension Back Funding	2,014,894	2,014,894	2,126,769	111,875
Vacancy Management	(276,973)	0	(326,973)	(50,000)
Apprenticeship Levy	32,551	32,551	47,751	15,200
Sub total - Non Service Exp/Inc	1,063,746	1,470,719	1,005,458	(58,288)
Net Operating Expenditure	14,001,928	14,316,661	13,342,131	(659,797)
Contributions to/(from) Reserves:				
DFG top-up capital loans & grant fund	49,730	49,730	0	(49,730)
Restricted use grant	(142,344)	(142,344)	(3,946)	138,398
Invest to Save	(103,946)	(284,627)	0	103,946
Specific budget	(25,153)	(25,153)	1,563	26,716
LEGI	(49,730)	(49,730)	0	49,730
Waste management	0	0	(11,375)	(11,375)
Collection Fund	0	0	(100,000)	(100,000)
Community Housing	(30,000)	(30,000)	(30,000)	0
Coastal Protection	0	(75,000)	0	0
Special Projects Reserve	(176,203)	(237,735)	(93,316)	82,887
Homelessness	103,611	103,611	(164,963)	(268,574)
Asset Management	(435,700)	(744,129)	(257,300)	178,400
General Reserve	0	0	(215,000)	(215,000)
Other Reserves	(14,249)	(139,807)	(47,621)	(33,372)
Sub Total Reserves	(823,984)	(879,109)	(921,958)	(97,974)
Amount to be met from Government Grant and Local Taxpayers	13,177,944	13,437,552	12,420,173	(757,771)
Collection Fund - Parishes	(479,131)	(479,131)	(519,506)	(40,375)
Collection Fund - Borough	(4,835,911)	(4,835,911)	(4,865,925)	(30,014)
Retained Business Rates	(5,238,750)	(5,238,750)	(4,507,153)	731,597
Revenue Support Grant	(2,062,184)	(2,062,184)	(2,073,588)	(11,404)
New Homes Bonus	(372,510)	(372,510)	(38,766)	333,744
Other Grants	0	0	(303,320)	(303,320)
Income from Grant and Taxpayers	(12,988,486)	(12,988,486)	(12,308,258)	680,228
(Surplus)/Deficit (before general reserve transfer)	189,458	449,066	111,916	(77,542)

Executive and Resources:

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Equinox					
Supplies & Services	39,862	65,000	92,620	52,758	Service Level Agreement has increased between Equinox and the Council. This increases the income received also, as per below.
Income	(39,862)	(65,000)	(92,620)	(52,758)	As above.
	0	0	(0)	(0)	
Corporate Costs					
Transport	6,500	6,500	6,500	0	
Supplies & Services	126,012	124,807	175,301	49,289	Also includes an increase in External Audit fee 2021/22 informed by the prior year actuals.
Support Services - Recharges Out	(386,310)	(386,310)	(445,710)	(59,400)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	253,800	253,800	263,900	10,100	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
	2	(1,203)	(9)	(11)	
Executive Team					
Employee	647,907	603,754	669,143	21,236	Interim Strategic Director to remain for first quarter of 2021/22 funded by capital projects. Plus impact of 2% pay increase.
Transport	7,500	7,500	7,500	0	
Supplies & Services	12,317	12,317	11,798	(519)	
Support Services - Recharges Out	(1,036,860)	(1,036,860)	(1,042,730)	(5,870)	
Support Services - Recharges In	369,110	369,110	354,310	(14,800)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
	(26)	(44,179)	21	47	
Finance					
Employee	617,063	586,723	652,896	35,833	Maternity leave cover as well as costs of position for 2021/22. Plus impact of 2% pay increase.
Transport	650	650	500	(150)	
Supplies & Services	213,573	188,573	284,316	70,743	£53k increase to computer contract budget. Also £11k increase in Internal Audit fee reflecting the draft 2021/22 IA plan.
Support Services	109,731	109,731	86,000	(23,731)	Revised budget in line of expectation based on prior year bank giro and cheque fees.
Capital Charges	15,561	15,561	0	(15,561)	Reflects changes in depreciation charge for assets aligned to this service.
Support Services - Recharges Out	(1,352,350)	(1,352,350)	(1,637,200)	(284,850)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	405,790	405,790	618,490	212,700	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(10,000)	(10,000)	(5,000)	5,000	
	18	(55,322)	2	(16)	

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
ICT					
Employee	441,737	346,036	417,018	(24,719)	One post transferred to Communications and Marketing.
Premises	5,170	5,170	4,406	(764)	
Transport	2,500	2,500	2,500	0	
Supplies & Services	313,583	316,762	297,293	(16,290)	Reallocation of software maintenance costs to services.
Third Party Payments	504,593	504,593	474,593	(30,000)	Reduction in ICT shared service contract due to telephony changes.
Capital Charges	126,329	126,329	42,896	(83,433)	Reflects changes in depreciation charge for assets aligned to this service.
Support Services - Recharges Out	(1,530,240)	(1,530,240)	(1,377,410)	152,830	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	136,330	136,330	138,700	2,370	
Income	0	0	0	0	
	2	(92,520)	(4)	(6)	
Corporate Strategy					
Employee	85,001	65,386	89,656	4,655	
Transport	400	400	200	(200)	
Supplies & Services	543	543	4,220	3,677	
Support Services - Recharges Out	(112,610)	(112,610)	(146,510)	(33,900)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	26,660	26,660	52,440	25,780	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
	(6)	(19,621)	6	12	
Member Services					
Employee	179,903	176,143	185,480	5,577	
Transport	4,000	1,000	3,600	(400)	
Supplies & Services	333,151	324,651	325,798	(7,354)	Members allowances based on prior year actuals plus 2% increase. Ward budgets were included in 2020/21 as a one-off and removed from the 2021/22 base budget.
Support Services - Recharges Out	(596,950)	(596,950)	(646,650)	(49,700)	
Support Services - Recharges In	118,890	118,890	131,770	12,880	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
	38,994	23,734	(2)	(38,997)	
Elections					
Employee	176,130	175,792	163,466	(12,664)	Split of Licencing and Elections Manager costs between Licensing and Elections - previously all within Elections.
Transport	1,000	1,000	1,000	0	
Supplies & Services	121,525	121,525	121,653	128	
Support Services - Recharges In	40,700	40,700	30,960	(9,740)	
Income	(114,700)	(114,700)	(114,700)	0	
	224,655	224,317	202,379	(22,276)	

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Human Resources					
Employee	406,564	379,574	411,525	4,961	
Transport	1,000	1,000	1,000	0	
Supplies & Services	49,239	84,739	47,896	(1,343)	
Support Services - Recharges Out	(589,750)	(589,750)	(606,010)	(16,260)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	132,940	132,940	145,590	12,650	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
	(7)	8,503	1	8	
Legal					
Supplies & Services	0	0	82,223	82,223	Secondment cost of Head of Legal and Governance previously included in the Nplaw contract fee.
Third Party Payments	352,641	244,971	388,582	35,941	Increase in NP Law contract.
Support Services - Recharges Out	(332,740)	(332,740)	(457,570)	(124,830)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	15,100	15,100	21,760	6,660	
Income	(35,000)	(30,000)	(35,000)	0	
	1	(102,669)	(5)	(6)	
COVID-19 costs					
Employee	0	4,330	0	0	
Premises	0	15,460	0	0	
Transport	0	1,092	0	0	
Supplies & Services	0	38,851,204	50,000	50,000	Anticipated direct costs charged to COVID service area. Payments in 2021 of £38m largely relate to payments of business grants made in the year.
Income	0	(39,775,314)	(745,722)	(745,722)	Tranche 5 COVID funding for 2122. This is to cover the direct costs noted above as well as costs incurred by other services and losses in income as a result of COVID, such as c income. £38m of the funding in 2021 relates to funding for the business grants paid by the Council in 2021 as reflected above.
	0	(903,228)	(695,722)	(695,722)	
Total Executive and Resources:	263,633	(962,188)	(493,334)	(756,967)	
Total Executive and Resources excluding capital charges & recharges:	4,560,233	3,334,412	4,065,640	(494,593)	
Total Executive and Resources excluding recharges:	4,702,123	3,476,302	4,108,536	(593,587)	

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Inward Investment					
Projects and Programmes					
Employee	290,199	233,465	259,445	(30,754)	Offshore position has been transferred to new service area created for the Offshore Wind project in 2021/22.
Transport	1,500	1,500	1,500	0	
Supplies & Services	3,202	3,202	2,659	(543)	
Support Services - Recharges Out	0	0	(77,000)	(77,000)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	221,100	221,100	295,850	74,750	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(42,807)	(3)	0	42,807	Funding for offshore project transferred to the new Offshore Wind project service in 2021/22.
	<u>473,194</u>	<u>459,264</u>	<u>482,454</u>	<u>9,260</u>	
Inclusion Project (ESF)					
Employee	61,624	60,286	4,481	(57,143)	Inclusion project completes in 2020/21, with staff costs completing in first quarter of 2021/22.
Supplies & Services	75,694	75,694	0	(75,694)	Inclusion project completes in 2020/21.
Income	(93,469)	(93,469)	0	93,469	Inclusion project completes in 2020/21 so no further funding received in 2021/22.
	<u>43,849</u>	<u>42,511</u>	<u>4,481</u>	<u>(39,368)</u>	
Future High Street Fund					
Supplies & Services	0	43,115	0	0	2020/21 forecast shows the feasibility work funded by grant. The overall project budgets will be updated once the funding has been confirmed for the future project.
	<u>0</u>	<u>43,115</u>	<u>0</u>	<u>0</u>	
Towns Fund					
Supplies & Services	0	12,250	0	0	2020/21 forecast shows the feasibility work funded by grant. The overall project budgets will be updated once the funding has been confirmed for the future project.
	<u>0</u>	<u>12,250</u>	<u>0</u>	<u>0</u>	
Offshore Wind Project					
Employee	0	48,708	50,069	50,069	New project in 2021/22. Fully funded.
Income	0	(42,804)	(50,069)	(50,069)	As above.
	<u>0</u>	<u>5,904</u>	<u>0</u>	<u>0</u>	
CCTV					
Premises	4,000	4,000	4,000	0	
Supplies & Services	142,800	142,800	87,992	(54,808)	Reduced costs following a contract review following planned capital investment to ensure value for money is being delivered to the Council, while maintaining an efficient and effective service quality.
Support Services - Recharges In	19,420	19,420	20,030	610	
Income	(4,000)	(4,000)	(4,000)	0	
	<u>162,220</u>	<u>162,220</u>	<u>108,022</u>	<u>(54,198)</u>	

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Culture and Leisure					
Employee	18,891	18,529	0	(18,891)	No further employee costs due to funding ending, as per variance on income noted below.
Supplies & Services	76,513	76,513	47,044	(29,469)	St Georges management fee ended in 2020/21.
Third Party Payments	59,761	59,761	61,900	2,139	
Support Services - Recharges In	36,490	36,490	38,390	1,900	
Income	(20,000)	(20,000)	0	20,000	Funding ends in 2020/21.
	<u>171,655</u>	<u>171,293</u>	<u>147,334</u>	<u>(24,321)</u>	
Conservation					
Employee	122,138	119,969	151,017	28,879	Heritage Action Zone Officer position for 4 years from 2021/22. Fully funded by increase in income noted below.
Premises	61,854	31,854	45,666	(16,188)	Heritage Action Zone project cost for the town wall in 2021/22.
Transport	200	200	200	0	
Supplies & Services	49,080	49,080	49,188	108	
Capital Charges	25,408	25,408	25,408	0	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	24,400	24,400	61,120	36,720	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(30,000)	(8,748)	(66,667)	(36,667)	Heritage Action Zone funding for 4 years from 2021/22.
	<u>253,080</u>	<u>242,163</u>	<u>265,932</u>	<u>12,852</u>	
Waterways					
Employee	36,686	69,978	0	(36,686)	Reduction in costs due to staff transferring of staff to Access Community Trust in 2020/21.
Premises	40,853	40,853	853	(40,000)	Reduction in maintenance costs due to transferring responsibility of the site to Access Community Trust in 2020/21.
Supplies & Services	15,795	16,595	107,000	91,205	Recognises costs in relation to events to be held at the Waterways in 2021/22 for which funding is available.
Capital Charges	8,000	8,000	53,000	45,000	Reflects changes in depreciation charge for assets aligned to this service. 2021/22 first year of depreciation following the £2.7m capital project completion on the site in prior
Support Services - Recharges In	39,230	39,230	12,870	(26,360)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(31,725)	(68,492)	(50,853)	(19,128)	Funding available until November 2021 only, 2020/21 full year funded.
	<u>108,839</u>	<u>106,164</u>	<u>122,870</u>	<u>14,031</u>	
Voluntary Sector Grants					
Supplies & Services	54,500	54,500	0	(54,500)	Voluntary Sector grants expenditure is now reflected as part of the Neighbourhoods and Communities section.
Support Services - Recharges In	19,590	19,590	7,700	(11,890)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	0	0	0	0	
	<u>74,090</u>	<u>74,090</u>	<u>7,700</u>	<u>(66,390)</u>	Costs now included in a separate service.

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Indoor Leisure - Phoenix Pool and Marina Centre					
Employee	0	0	0	0	
Premises	23,923	23,923	24,462	538	
Transport	0	0	0	0	
Supplies & Services	7,196	7,196	7,309	113	
Third Party Payments	235,380	195,316	131,939	(103,441)	This movement reflects a reduction in the management fee pending construction of the new facility.
Capital Charges	379,843	379,843	33,291	(346,552)	Reflects changes in depreciation charge for assets aligned to this service. Demolition of the Marina Centre in 2020/21 removes depreciation charge for 2021/22.
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	51,340	51,340	76,890	25,550	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	0	0	0	0	
	697,682	657,618	273,890	(423,792)	
Neighbourhood Management					
Employee	289,118	234,813	262,853	(26,264)	Employee costs reduced following the completion of the 'Neighbourhoods that Work' project within 2020/21.
Premises	27,576	27,577	10,264	(17,312)	Increased budget provision to include the Voluntary, Community and Social grants, management by the Neighbourhoods and Communities team, to aid and support community activities.
Transport	1,800	1,800	800	(1,000)	
Supplies & Services	32,190	32,189	82,784	50,595	Budget provision transferred for the Voluntary, Community and Social grants, management by the Neighbourhoods and Communities team, to aid and support community activities.
Third Party Payments	0	0	0	0	
Transfer Payments	602,187	602,187	113,000	(489,187)	Reduction reflects the completion of both the 'Neighbourhoods that Work' and 'Great Places' projects within 2020/21 offset by the reduction in income.
Support Services	0	0	0	0	
Capital Charges	0	0	0	0	
Support Services - Recharges Out	(296,080)	(296,080)	(364,400)	(68,320)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	288,820	288,820	365,450	76,630	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(656,796)	(656,796)	(113,000)	543,796	Income reduction reflects the completion of both the 'Neighbourhoods that Work' and Great Places projects within 2020/21.
	288,815	234,510	357,752	68,937	
Enterprise Zone					
Supplies & Services	1,085,143	1,085,143	1,350,000	264,857	Increase in funding means that increase project costs can be met in 2021/22.
Income	(1,085,143)	(1,085,143)	(1,600,000)	(514,857)	Increase in business rate income aligned to Enterprise Zones anticipated in 2021/22.
	0	0	(250,000)	(250,000)	

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Economic Development					
Employee	103,957	100,390	103,409	(548)	
Supplies & Services	2,501	2,501	1,800	(701)	
Support Services - Recharges In	200,010	200,010	154,410	(45,600)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	0	0	(10,014)	(10,014)	
	<u>306,468</u>	<u>302,901</u>	<u>249,605</u>	<u>(56,863)</u>	
Enterprise GY					
Employee	0	0	0	0	
Premises	68	68	68	0	
Supplies & Services	1,760	1,760	1,809	49	
Support Services - Recharges In	8,060	8,060	7,700	(360)	
Income	0	0	0	0	
	<u>9,888</u>	<u>9,888</u>	<u>9,577</u>	<u>(311)</u>	
Total Inward Investment:	2,589,780	2,523,891	1,779,617	(810,163)	
Total Inward Investment excluding capital charges & recharges:	1,564,149	1,498,260	1,068,908	(495,241)	
Total Inward Investment excluding recharges:	1,977,400	1,911,511	1,180,607	(796,793)	
<u>Housing:</u>					
Housing Needs					
Employee	610,187	667,065	666,648	56,461	Increase employee cost to mitigate the increased demand reflected by the service.
Premises	220,859	220,858	153,876	(66,983)	Reduction reflects reduced general temporary accommodation cost, such as damage deposits and storage costs. Excludes specific COVID B&B and temporary accommodation expenditure.
Transport	3,152	3,152	3,152	0	
Supplies & Services	260,655	264,945	182,086	(78,569)	Reduction reflects a reduced general B&B and temporary accommodation budget. Excludes specific COVID B&B and temporary accommodation expenditure.
Capital Charges	11,769	11,769	19,013	7,244	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	370,350	370,350	321,700	(48,650)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(612,372)	(685,014)	(258,410)	353,962	Reduction in income to support homelessness compared to 2020/21, partly mitigated by a £165k transfer from earmarked reserves to support expenditure in 2021/22. The 2 budget does not include any additional Homelessness Prevention Grant monies, but this will be reviewed and monitored in the year.
	<u>864,600</u>	<u>853,125</u>	<u>1,088,065</u>	<u>223,464</u>	

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Gapton Hall Site					
Employee	0	0	58,435	58,435	Gapton Hall site was previously part managed by Norfolk County Council. From 1 February 2021 management of the site will be brought back to GYBC, resulting in a new stat the site.
Supplies & Services	62,306	62,306	55,000	(7,306)	
Support Services - Recharges In	18,030	18,030	37,140	19,110	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(100,331)	(100,331)	(67,231)	33,100	Prior income assumptions have reflected higher outputs due to the income recovery following the resolution of a legal dispute. This income recovery finishes in 2020/21, the income is reduced and also reflects an element for non-collection.
	(19,995)	(19,995)	83,344	103,339	
Better Care Fund					
Employee	94,756	92,278	101,077	6,321	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Premises	0	0	0	0	
Transport	2,500	2,500	2,500	0	
Supplies & Services	23,579	23,579	23,735	156	
Support Services - Recharges In	65,760	65,760	55,620	(10,140)	
Income	(149,069)	(149,069)	(145,216)	3,853	
	37,526	35,048	37,716	190	
Housing Strategy					
Employee	174,821	172,146	176,135	1,314	No major variances
Premises	777	777	792	16	
Transport	525	525	365	(160)	
Supplies & Services	42,383	42,383	42,388	5	
Capital Charges	22,603	22,603	22,603	0	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	84,700	84,700	88,170	3,470	
Income	0	0	0	0	
	325,809	323,134	330,453	4,645	
Safe at Home					
Employee	275,017	268,377	279,548	4,531	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Premises	0	0	0	0	
Transport	7,000	7,000	7,000	0	
Supplies & Services	53,868	53,868	55,198	1,330	
Transfer Payments	5,440	5,440	5,440	0	
Support Services - Recharges In	108,950	108,950	94,710	(14,240)	
Income	(225,818)	(100,452)	(226,078)	(260)	
	224,457	343,183	215,819	(8,639)	

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
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Total Housing:	1,432,397	1,534,495	1,755,396	322,999	
Total Housing excluding capital charges & recharges:	750,235	852,333	1,116,440	366,205	
Total Housing excluding recharges:	784,607	886,705	1,158,056	373,449	

Planning and Growth:

Building Control

Employee	247,905	227,530	254,661	6,756	
Premises	1,500	1,500	1,500	0	
Transport	11,000	11,000	11,000	0	
Supplies & Services	25,439	25,439	17,737	(7,703)	
Support Services - Recharges In	93,610	93,610	181,080	87,470	

Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.

Income	(295,500)	(232,500)	(302,976)	(7,476)	
	83,954	126,579	163,001	79,047	

Development Control

Employee	654,439	601,008	654,693	254	
Premises	0	0	0	0	
Transport	10,000	10,000	7,500	(2,500)	
Supplies & Services	46,884	46,884	26,702	(20,183)	
Support Services - Recharges Out	(62,970)	(62,970)	(64,650)	(1,680)	
Support Services - Recharges In	222,940	222,940	233,280	10,340	

Temporary funding in 2020/21 base for one-off Specialist Ecology advice of £12k and reduction in IT software costs (£8k).

Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.

Income	(534,150)	(529,154)	(565,292)	(31,142)	
	337,143	288,708	292,232	(44,911)	

Increase of (£15k) identified during previous year base budget process re: expected increase in demand and 2021/22 fees & charges increase of 3.1% (£16k).

Land Charges

Employee	49,324	37,540	50,035	711	
Supplies & Services	20,061	20,061	12,082	(7,979)	
Third Party Payments	30,000	30,000	31,000	1,000	
Support Services - Recharges In	50,940	50,940	47,760	(3,180)	
Income	(126,000)	(105,000)	(138,154)	(12,154)	
	24,325	33,541	2,723	(21,602)	

Increase of identified during previous year base budget process partly due to the housing market and 2021/22 fees & charges increase.

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Strategic Planning					
Employee	270,995	265,644	283,962	12,967	Incremental and 2% pay award increases.
Premises	0	0	0	0	
Transport	1,400	1,400	1,000	(400)	2021/22 budget increased by £40k re: New Burdens Grant expenditure (from reserves) growth in 2020/21 base budgets for two year examination programme. Balance of £1 transfer from IT for computer costs previously allocated centrally and not to departments.
Supplies & Services	75,265	75,265	96,856	21,591	
Transfer Payments	6,500	6,500	6,500	0	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	133,880	133,880	116,690	(17,190)	
Income	(21,295)	(18,795)	(21,729)	(434)	
	466,745	463,894	483,279	16,534	
Total Planning and Growth:	912,167	912,722	941,235	29,068	
Total Planning and Growth excluding capital charges & recharges:	473,767	474,322	427,075	(46,692)	
Total Planning and Growth excluding recharges:	473,767	474,322	427,075	(46,692)	
<u>Customer Services:</u>					
Benefits					
Employee	548,831	567,545	593,279	44,448	Variances include vacancy savings of £17k, role and working hours amendments in 2020/21 (shared with Revenues) and forecast 2% increase of gross pay.
Transport	1,200	1,200	1,200	0	
Supplies & Services	42,910	42,910	72,927	30,016	No change in bad debt provision required in 2021/22 (2020/21 budget assumed a reduction in the provision required).
Third Party Payments	0	0	0	0	
Transfer Payments	23,042,927	21,437,171	22,464,068	(578,859)	Revision of Benefits payments and receipts based on current year forecasts and prior year actuals offset by reduced income.
Support Services - Recharges Out	(243,584)	(243,584)	(258,773)	(15,189)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	565,930	565,930	445,290	(120,640)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(23,810,053)	(22,277,982)	(23,223,212)	586,841	Revision of Benefits payments and receipts based on current year forecasts and prior year actuals offset by reduced spend.
	148,162	93,190	94,779	(53,383)	

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Crematorium and Cemeteries					
Employee	222,297	209,491	225,337	3,039	
Premises	473,708	456,539	467,969	(5,739)	
Transport	2,000	2,000	750	(1,250)	
Supplies & Services	104,098	104,097	97,437	(6,660)	
Third Party Payments	31,809	31,809	34,074	2,265	
Capital Charges	71,394	71,394	72,149	755	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	188,550	188,550	185,040	(3,510)	
Income	(1,602,488)	(1,563,966)	(1,601,740)	748	
	(508,632)	(500,086)	(518,984)	(10,352)	No major variances
Customer Services					
Employee	688,018	637,724	652,021	(35,997)	Decrease in customer service advisor positions in 2021/22.
Transport	351	351	250	(101)	
Supplies & Services	12,439	12,439	12,432	(7)	
Support Services - Recharges Out	(1,273,870)	(1,273,870)	(1,294,430)	(20,560)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	573,060	573,060	629,730	56,670	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
	(2)	(50,296)	3	5	
Support Services					
Employee	187,687	153,421	163,601	(24,086)	Decrease in support service officer positions in 2021/22.
Supplies & Services	21,268	21,268	35,682	14,414	New booking and video appointments system contract awarded resulting in £14k increase in budget required in 2021/22.
Capital Charges	1,977	1,977	3,267	1,290	
Support Services - Recharges Out	(335,730)	(335,730)	(309,060)	26,670	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	124,790	124,790	106,510	(18,280)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
	(8)	(34,274)	1	8	

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Car Parks					
Employee	431,887	403,760	436,269	4,382	
Premises	295,496	292,728	347,088	51,592	Transfer from Markets service area for business rates for the Market Place for carparking spaces on the site.
Transport	15,557	15,557	14,052	(1,505)	
Supplies & Services	173,775	173,775	132,425	(41,350)	Savings applied to areas such as specialist services costs, cash collection charges and other expenses within this service area.
Transfer Payments	569,183	494,818	482,117	(87,066)	Resident permits and penalty charge income now being collected by Kings Lynn Borough Council so no transfer payment required for this offset by reduced income.
Capital Charges	47,873	47,873	44,213	(3,660)	
Support Services - Recharges In	375,360	375,360	404,590	29,230	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(2,748,919)	(1,736,369)	(2,511,828)	237,091	Budget update to reflect the removal of spaces along the seafront due to the marina centre re-development. £83k reduction income for resident permits which will be collected by Kings Lynn Borough Council in 2021/22 (linked to reduction in transfer payments above). £48k revised budget for Beach Coach Station income in line with prior year actuals.
	<u>(839,787)</u>	<u>67,502</u>	<u>(651,073)</u>	<u>188,714</u>	
Revenues					
Employee	711,931	663,032	730,541	18,610	2% increase pay increase.
Premises	0	0	0	0	
Transport	2,000	2,000	2,000	0	
Supplies & Services	236,044	236,044	278,004	41,960	Budget increased in line with additional computer costs.
Third Party Payments	0	0	0	0	
Transfer Payments	100	100	100	0	
Support Services	36,000	21,000	30,000	(6,000)	
Capital Charges	0	0	0	0	
Support Services - Recharges Out	(367,260)	(367,260)	0	367,260	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	853,660	853,660	800,610	(53,050)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(627,198)	(501,691)	(601,925)	25,273	Reduction of miscellaneous income budget in line with prior year actuals.
	<u>845,277</u>	<u>906,885</u>	<u>1,239,330</u>	<u>394,053</u>	
Total Customer Services:	<u>(354,990)</u>	<u>482,921</u>	<u>164,056</u>	<u>519,046</u>	
Total Customer Services excluding capital charges & recharges:	<u>(937,140)</u>	<u>(99,229)</u>	<u>(665,080)</u>	<u>272,060</u>	
Total Customer Services excluding recharges:	<u>(815,896)</u>	<u>22,015</u>	<u>(545,451)</u>	<u>270,445</u>	

Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
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Property and Asset Management:**Property Building Services**

Premises	419,936	419,936	467,136	47,200	Revision of 2020/21 base budgets and transfers from other cost centres within Property services to realign areas of responsibility.
	419,936	419,936	467,136	47,200	

Town Hall

Premises	160,376	160,376	164,528	4,153	
Supplies & Services	0	0	1,000	1,000	
Capital Charges	42,910	42,910	49,010	6,100	
Support Services - Recharges Out	(291,520)	(291,520)	(281,270)	10,250	
Support Services - Recharges In	88,230	88,230	66,730	(21,500)	
Income	0	0	0	0	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
	(4)	(4)	(2)	3	

Greyfriars House

Employee	0	0	0	0	
Premises	120,529	120,529	110,111	(10,418)	
Capital Charges	7,710	7,710	7,710	0	Reductions in utility & rates budgets (£7k).
Support Services - Recharges Out	(178,940)	(178,940)	(212,240)	(33,300)	
Support Services - Recharges In	50,710	50,710	94,420	43,710	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	0	0	0	0	
	9	9	1	(8)	

Maritime House

Employee	0	0	0	0	
Premises	47,160	60,511	40,107	(7,053)	
Transport	0	0	0	0	
Supplies & Services	4,865	4,865	3,528	(1,337)	
Capital Charges	4,560	4,560	4,560	0	
Support Services - Recharges Out	(106,010)	(106,010)	(109,890)	(3,880)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	49,420	49,420	61,700	12,280	
Income	0	0	0	0	No major variances
	(4)	13,346	6	10	

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Catalyst Centre					
Employee	0	0	0	0	
Premises	45,410	45,409	47,730	2,320	
Supplies & Services	700	700	714	14	
Capital Charges	4,684	4,684	3,958	(726)	
Support Services - Recharges Out	(103,600)	(103,600)	(116,540)	(12,940)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	52,800	52,800	64,140	11,340	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	0	0	0	0	
	(6)	(7)	2	8	
Public Toilets					
Employee	0	0	0	0	
Premises	217,054	217,054	184,705	(32,349)	Removal of business rates budgets due to rate relief in 2021/22 (£22k) and transfers of costs within Property service from other areas (15k).
Supplies & Services	10,015	10,015	10,915	900	
Capital Charges	158,788	158,788	163,129	4,341	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	40,530	40,530	42,980	2,450	
Income	(4,000)	(4,000)	(4,000)	0	
	422,387	422,387	397,729	(24,658)	
Repairs and Maintenance					
Employee	0	0	0	0	
Premises	125	125	125	0	
Supplies & Services	13,422	13,422	15,741	2,319	
Third Party Payments	8,714	8,714	8,714	0	
Capital Charges	267,594	267,594	253,632	(13,962)	Reflects changes in depreciation charge for assets aligned to this service.
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	55,630	55,630	52,180	(3,450)	
Income	(209,000)	(109,000)	(97,572)	111,428	Reduction in profit share income due to transfer of GYN Asset Management Team.
	136,485	236,485	232,820	96,335	
Footway Lighting					
Employee	0	0	0	0	
Premises	177,949	177,949	179,954	2,005	
Supplies & Services	11,650	11,650	13,319	1,669	
Capital Charges	68,187	68,187	74,179	5,992	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	54,120	54,120	55,150	1,030	
Income	0	0	0	0	
	311,906	311,906	322,602	10,696	No major variances

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Coast Protection					
Employee	55,166	54,274	56,620	1,454	
Premises	42,000	42,000	42,000	0	
Transport	2,878	2,878	1,250	(1,628)	
Supplies & Services	56,359	56,359	58,195	1,836	
Capital Charges	362,692	362,692	362,692	0	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	42,870	42,870	51,220	8,350	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(550)	(550)	(550)	0	
	<u>561,415</u>	<u>560,523</u>	<u>571,427</u>	<u>10,012</u>	
Beach Huts					
Employee	36,000	36,000	0	(36,000)	Reallocation of base budget as per below to 'match' actual expenditure.
Premises	2,000	2,000	9,919	7,919	
Transport	0	0	0	0	
Supplies & Services	0	0	36,000	36,000	Reallocation of base budget as per above to 'match' actual expenditure.
Support Services - Recharges In	16,080	16,080	21,950	5,870	
Income	(60,500)	(44,500)	(61,940)	(1,440)	
	<u>(6,420)</u>	<u>9,580</u>	<u>5,929</u>	<u>12,349</u>	
Community Centres					
Employee	0	0	0	0	
Premises	13,374	14,126	10,799	(2,575)	
Capital Charges	27,142	27,142	27,142	0	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	14,650	14,650	9,580	(5,070)	
Income	(2,632)	(2,632)	(8,274)	(5,642)	
	<u>52,534</u>	<u>53,286</u>	<u>39,247</u>	<u>(13,287)</u>	No major variances
Easter Fayre					
Employee	2,000	0	0	(2,000)	
Supplies & Services	20,000	0	0	(20,000)	
Support Services - Recharges In	7,120	7,120	0	(7,120)	
Income	(15,265)	0	0	15,265	
	<u>13,855</u>	<u>7,120</u>	<u>0</u>	<u>(13,855)</u>	Budget for 2021/22 updated to reflect cancellation of the event
Go Trade - Markets					
Employee	17,550	17,550	20,161	2,611	
Supplies & Services	17,464	17,464	36,588	19,124	Extension of project by one year to March 2022.
Income	(24,160)	(24,160)	(39,154)	(14,994)	As above.
	<u>10,854</u>	<u>10,854</u>	<u>17,595</u>	<u>6,741</u>	

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Markets					
Employee	69,926	68,142	72,445	2,519	
Premises	256,143	256,143	216,504	(39,639)	Transfer to Car Parking service of business rates for Market Place as per request of Property pending their confirmation of the split between Markets and Car Parking so that charge can be allocated correctly.
Transport	500	500	250	(250)	
Supplies & Services	39,624	39,624	39,400	(224)	
Capital Charges	4,820	4,820	4,820	0	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	75,220	75,220	57,540	(17,680)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(259,759)	(200,009)	(259,759)	0	
	<u>186,473</u>	<u>244,440</u>	<u>131,200</u>	<u>(55,274)</u>	
Bretts					
Premises	3,637	3,637	37,867	34,230	Budget updated to capture all costs, these are 'off-set' by transfer of budget below and increased charges to third parties.
Supplies & Services	25,247	25,247	6,576	(18,671)	Transfer of budget as per above.
Support Services - Recharges In	11,690	11,690	7,160	(4,530)	
Income	(43,732)	(43,732)	(56,209)	(12,477)	Increased charges as per above.
	<u>(3,158)</u>	<u>(3,158)</u>	<u>(4,606)</u>	<u>(1,448)</u>	
Courts					
Premises	7,544	7,544	7,290	(254)	
Support Services - Recharges In	12,580	12,580	7,880	(4,700)	
Income	(21,569)	(21,569)	(14,670)	6,899	
	<u>(1,445)</u>	<u>(1,445)</u>	<u>500</u>	<u>1,945</u>	No major variances
South Denes Energy Park					
Premises	7,397	7,397	2,869	(4,528)	
Support Services - Recharges In	82,900	82,900	54,050	(28,850)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(8,004)	(8,004)	(8,004)	0	
	<u>82,293</u>	<u>82,293</u>	<u>48,915</u>	<u>(33,378)</u>	
Factory Units					
Premises	40,756	40,756	38,900	(1,856)	
Supplies & Services	2,817	2,817	3,307	490	
Support Services - Recharges In	24,880	24,880	17,930	(6,950)	
Income	(136,866)	(136,866)	(134,451)	2,415	
	<u>(68,413)</u>	<u>(68,413)</u>	<u>(74,314)</u>	<u>(5,901)</u>	No major variances

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Corporate Estates					
Employee	19	19	20	1	
Premises	383,410	423,888	399,222	15,812	Increase in business rates charges £18k.
Supplies & Services	31,869	31,869	33,473	1,604	
Capital Charges	14,030	14,030	13,869	(161)	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	590,850	590,850	505,180	(85,670)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(2,478,510)	(2,376,276)	(2,302,177)	176,333	The budget has been updated to reflect current occupancy and lease arrangements, some are temporary reductions.
	(1,458,332)	(1,315,620)	(1,350,414)	107,919	
Minerva House					
Premises	68,547	33,100	8,400	(60,147)	Change in lease has released (£44k) in rates & electricity savings with the balance transferred within Property services.
Supplies & Services	6,599	6,599	0	(6,599)	
Support Services - Recharges In	16,870	16,870	8,840	(8,030)	
Income	(36,600)	(36,600)	(65,575)	(28,975)	New tenancy 'stepped' increase in rent.
	55,416	19,969	(48,335)	(103,751)	
Onians					
Premises	787	786	493	(294)	
Supplies & Services	2,560	2,560	1,000	(1,560)	
Support Services - Recharges In	9,420	9,420	7,880	(1,540)	
Income	(13,310)	(13,310)	(10,800)	2,510	
	(543)	(544)	(1,427)	(884)	
Property Services					
Employee	983,062	863,666	1,011,788	28,726	Incremental and 2% pay award increases.
Premises	6,179	6,179	6,179	0	
Transport	6,900	6,900	6,100	(800)	
Supplies & Services	28,828	28,828	28,128	(700)	
Support Services - Recharges Out	(994,307)	(994,307)	(1,034,600)	(40,293)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	256,780	256,780	275,690	18,910	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(287,449)	(187,449)	(293,281)	(5,832)	
	(7)	(19,403)	4	11	

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Housing Asset Team					
Employee	0	0	674,914	674,914	This is a new service area created by the transfer of GYN Asset Management Team to GYBC and will be recharged to the capital programme and Housing Revenue Account (r and capital) budgets. As above. As above.
Supplies & Services	0	0	104,000	104,000	
Income	0	0	(920,114)	(920,114)	
	0	0	(141,200)	(141,200)	
Beacon Park					
Employee	0	0	0	0	Reallocation of budgets as per below to 'match' actual expenditure. Reallocation of budgets as per above to 'match' actual expenditure. Reflects changes in depreciation charge for assets aligned to this service.
Premises	170,070	202,646	187,008	16,939	
Supplies & Services	59,543	59,543	49,450	(10,093)	
Capital Charges	139,220	139,220	167,536	28,316	Stepped' increases in five current leases less one termination (£68k) plus insurance charges to tenants (£15k).
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	72,000	72,000	70,010	(1,990)	
Income	(1,060,514)	(1,059,514)	(1,143,589)	(83,075)	
	(619,681)	(586,105)	(669,585)	(49,903)	
Total Property and Asset Management:	95,548	397,435	(54,770)	(150,318)	
Total Property and Asset Management excluding capital charges & recharges:	(957,762)	(655,875)	(964,677)	(6,915)	
Total Property and Asset Management excluding recharges:	144,575	446,462	167,560	22,985	
<u>Communications and Marketing:</u>					
Communications					
Employee	251,828	190,374	195,145	(56,683)	Restructure in 2020/21 moved posts to Print Room and Civic and Portering services. One post transferred from ICT.
Premises	0	0	0	0	
Transport	750	750	1,500	750	
Supplies & Services	9,882	10,132	10,424	543	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges Out	(323,290)	(323,290)	(242,110)	81,180	
Support Services - Recharges In	90,830	90,830	40,040	(50,790)	
Income	(10,000)	0	(5,000)	5,000	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
	20,000	(31,204)	(1)	(20,001)	

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Events					
Supplies & Services	6,064	6,064	5,875	(189)	
Support Services - Recharges In	85,310	85,310	122,110	36,800	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(6,100)	0	(6,700)	(600)	
	85,274	91,374	121,285	36,011	
Mayor					
Supplies & Services	9,453	8,478	7,300	(2,153)	
Support Services - Recharges In	15,110	15,110	15,470	360	
Income	0	0	0	0	
	24,563	23,588	22,770	(1,793)	No major variances
Tourism					
Employee	90,686	55,641	90,116	(570)	
Premises	1,323	3,823	1,359	36	
Transport	100	100	100	0	
Supplies & Services	232,947	127,106	232,118	(829)	
Third Party Payments	550	0	550	0	
Support Services	1,400	1,400	1,400	0	
Capital Charges	0	0	0	0	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	334,690	334,690	247,120	(87,570)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(170,059)	(26,932)	(170,959)	(900)	
	491,637	495,828	401,804	(89,833)	
Civic and Portering					
Employee	155,086	141,056	186,464	31,378	Restructure in 2020/21 moved post from Communications.
Premises	2,000	0	2,000	0	
Transport	12,433	7,433	12,746	313	
Supplies & Services	19,899	22,308	22,352	2,453	
Support Services - Recharges Out	(274,250)	(274,250)	(371,610)	(97,360)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	91,830	91,830	155,050	63,220	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(7,000)	0	(7,000)	0	
	(2)	(11,623)	2	4	

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Print and Design					
Employee	105,892	101,311	164,100	58,208	Restructure in 2020/21 moved a post from Communications.
Premises	0	0	0	0	
Transport	0	0	200	200	
Supplies & Services	55,492	48,492	56,574	1,082	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges Out	(214,400)	(214,400)	(274,440)	(60,040)	
Support Services - Recharges In	70,520	70,520	77,070	6,550	
Income	(17,500)	(2,500)	(23,500)	(6,000)	
	4	3,423	4	0	
Total Communications and Marketing:	621,475	571,386	545,864	(75,612)	
Total Communications and Marketing excluding capital charges & recharges:	745,125	695,036	777,164	32,038	
Total Communications and Marketing excluding recharges:	745,125	695,036	777,164	32,038	
<u>Environmental Services:</u>					
Environmental Health					
Employee	1,167,035	1,038,755	1,157,853	(9,182)	A percentage of two posts have been transferred to Selective Licensing to cover management of the scheme.
Premises	250,910	250,910	255,828	4,918	
Transport	39,907	39,907	39,954	47	
Supplies & Services	245,879	235,907	260,317	14,438	Barrister costs for court case due in 2021/22 funded from the general reserve.
Third Party Payments	10,000	10,000	10,000	0	
Transfer Payments	261,305	267,606	276,004	14,699	
Support Services	0	0	0	0	Inflation increase on drainage board levy.
Capital Charges	9,340	9,340	9,340	0	
Support Services - Recharges Out	(63,680)	(63,680)	(69,350)	(5,670)	
Support Services - Recharges In	401,140	401,140	372,810	(28,330)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(121,177)	(93,260)	(120,034)	1,143	
	2,200,660	2,096,625	2,192,722	(7,938)	

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Selective Licensing					
Employee	73,453	71,669	45,474	(27,979)	Full time secondment ended in 2020/21.
Transport	100	100	1,463	1,363	
Supplies & Services	1,646	1,646	1,547	(99)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Support Services - Recharges In	52,460	52,460	32,780	(19,680)	
Income	(50,000)	(50,000)	(50,000)	0	
	<u>77,659</u>	<u>75,875</u>	<u>31,264</u>	<u>(46,395)</u>	
Grounds Maintenance					
Employee	0	0	0	0	No major variances
Premises	525,259	510,976	535,018	9,759	
Transport	0	0	0	0	
Supplies & Services	34,847	43,899	42,827	7,981	
Third Party Payments	11,540	9,240	11,540	0	
Capital Charges	84,906	84,906	82,075	(2,831)	
Support Services - Recharges Out	0	0	0	0	
Support Services - Recharges In	24,240	24,240	23,200	(1,040)	
Income	(44,950)	(44,950)	(39,950)	5,000	
	<u>635,841</u>	<u>628,311</u>	<u>654,710</u>	<u>18,869</u>	
Street Cleansing					
Employee	0	0	0	0	Inflation increase on joint venture contract with GYB Services.
Premises	651,095	651,095	664,117	13,022	
Third Party Payments	404	404	404	0	
Support Services - Recharges In	19,580	19,580	18,890	(690)	
Income	0	0	0	0	
	<u>671,079</u>	<u>671,079</u>	<u>683,411</u>	<u>12,332</u>	
Grounds and Parks					
Employee	0	0	0	0	
Premises	94,237	94,236	96,130	1,893	
Supplies & Services	8,684	8,684	10,997	2,312	
Third Party Payments	90,285	90,285	90,285	0	
Capital Charges	3,522	3,522	3,522	0	
Support Services - Recharges In	33,050	33,050	35,860	2,810	
Income	0	0	0	0	
	<u>229,778</u>	<u>229,777</u>	<u>236,794</u>	<u>7,016</u>	

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Outdoor Sports					
Employee	0	0	0	0	
Premises	390,190	388,088	398,072	7,882	
Supplies & Services	8,390	8,390	11,986	3,596	
Third Party Payments	42,379	42,379	0	(42,379)	Transfer to Waste for cleaning 'Hit Squad'.
Capital Charges	50,385	50,385	55,285	4,900	
Support Services - Recharges In	26,110	26,110	44,860	18,750	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(98,975)	(56,907)	(89,686)	9,289	
	<u>418,480</u>	<u>458,445</u>	<u>420,517</u>	<u>2,037</u>	
Licensing					
Employee	68,794	66,878	111,384	42,590	Transfer of percentage of staff costs from Elections as employees work in both areas.
Premises	2,952	2,952	3,012	60	
Transport	600	600	400	(200)	
Supplies & Services	35,525	32,192	26,421	(9,104)	
Support Services - Recharges In	62,040	62,040	120,420	58,380	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(277,113)	(277,113)	(269,874)	7,240	
	<u>(107,202)</u>	<u>(112,451)</u>	<u>(8,237)</u>	<u>98,965</u>	
Waste Management					
Employee	97,030	66,138	176,239	79,209	Costs are fully funded by GYB Services and Norfolk Waste Partnership.
Premises	0	51,934	65,721	65,721	Cleaning 'Hit Squad' funded by transfer from Outdoor Sports service and Reserve balance.
Supplies & Services	570,252	565,452	610,110	39,858	Increase in gate fees and garden waste charges, along with increased recycling tonnage.
Third Party Payments	2,149,220	2,137,221	2,191,085	41,864	Inflation increase on joint venture with GYB Services.
Capital Charges	18,011	18,011	18,011	0	
Support Services - Recharges In	169,300	169,300	141,620	(27,680)	Recharges vary due to changes in the net cost of service being recharged and because of changes in the apportionment basis year on year.
Income	(1,479,388)	(1,397,888)	(1,629,750)	(150,362)	£23k inflation increase on bulky waste and garden bin fees. Increase in recycling tonnage credits received of £40k. Recharge of employee costs to GYB Services and Norfolk V Partnership.
	<u>1,524,425</u>	<u>1,610,168</u>	<u>1,573,036</u>	<u>48,611</u>	
Total Environmental Services:	5,650,720	5,657,829	5,784,217	133,497	
Total Environmental Services excluding capital charges & recharges:	4,760,316	4,767,425	4,894,894	134,578	
Total Environmental Services excluding recharges:	4,926,480	4,933,589	5,063,127	136,647	

	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget	Variance 20/21 Base Budget to 21/22 Base Budget	Comments
Total for Services:	11,210,731	11,118,491	10,422,281	(788,451)	
Total for Services excluding capital charges & recharges:	10,958,924	10,866,684	10,720,364	(238,561)	
Total for Services excluding recharges:	12,938,182	12,845,942	12,336,674	(601,509)	

General Fund 2021/22 Budget - Expenditure Type Analysis

General Fund Expenditure Type	2019/20 Actuals	Original 2020/21 Budget	2020/21 Forecast	2021/22 Budget
Employee	12,661,926	11,818,540	10,925,943	12,709,422
Premises	5,249,494	5,264,131	5,317,412	5,244,046
Transport	144,257	147,903	140,995	140,032
Supplies & Services	6,318,564	5,527,675	44,327,434	6,111,574
Third Party Payments	3,176,537	3,527,277	3,364,693	3,434,666
Transfer Payments	23,878,035	24,487,643	22,813,822	23,347,229
Support Services	111,205	147,131	132,131	117,400
Capital Charges	1,635,706	1,979,258	1,979,258	1,616,310
Support Services - Recharges Out	(10,115,587)	(11,067,301)	(11,067,301)	(11,440,153)
Support Services - Recharges In	8,463,390	9,339,850	9,339,850	9,525,760
Income	(40,148,712)	(39,961,376)	(76,155,746)	(40,384,006)
	11,374,815	11,210,731	11,118,491	10,422,281

Note: The 2020/21 forecast 'Income' includes the COVID funding received by the Council to pay national and discretionary grants. The 'Supplies & Services' forecast correspondingly includes the grants being paid to businesses by the Council.

Council Tax Summary 2021/22

	2020/21 Actual	Actual 2021/22 £5 Council Tax Increase			
			Movement £	Movement %	
Demand on Collection Fund (excluding Parish/Town Precepts)	£ 4,835,911	£ 4,865,925	£30,014	0.62%	
Borough Council Tax (excl Surplus/Deficit) <i>Less Estimated Collection Fund Surplus at 31st March OR PLUS Deficit</i>	£ 166.48	£ 168.31 <i>£3.17</i>	£1.83 <i>£3.17</i>		
Net Borough Council Tax at Band D	£ 166.48	£ 171.48	£ 5.00	3.00%	
Value of Precepts	£ 479,131	£519,506	£90,183	18.82%	
Effect of Parish/Town Precepts	£ 16.49	17.97	£1.48	8.98%	
Billed Borough Council Tax at Band D	£ 182.97	£ 189.45	£ 6.48	3.54%	

Tax Base	29,048	28,910
Tax Base Movement (from 2020/21)	488	-138 reduction

Note: The Tax Base for 2021/22 is 28,910 (2020/21 29,048) so each £28,910 change in net expenditure has £1.00 effect on Council Tax at Band D.

Reserves Statement

Summary and Purpose of Reserve		Opening Balance 01/04/20 £'000's	Forecast Movement 2020/21 £'000's	Forecast Closing Balance 31/03/21 £'000's	Budgeted Movement 2021/22 £'000's	Forecast Closing Balance 31/03/22 £'000's	Budgeted Movement 2022/23 £'000's	Forecast Closing Balance 31/03/23 £'000's	Budgeted Movement 2023/24 £'000's	Forecast Closing Balance 31/03/24 £'000's	Budgeted Movement 2024/25 £'000's	Forecast Closing Balance 31/03/25 £'000's
Planning Delivery Grant	The reserve is planned to be used to provide service improvements in Planning, and deliver the Local Plan.	62	0	62	0	62	0	62	0	62	0	62
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.	312	0	312	0	312	0	312	0	312	0	312
DFG top-up capital loans and grant fund	To support the provision of discretionary grants and loans to enable residents to adapt their home.	350	50	400	0	400	0	400	0	400	0	400
Restricted use grant	This reserves holds unspent grants received for specific purposes for which the spend has not yet been incurred.	935	-143	792	-4	788	-41	747	-20	727	-20	707
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.	1,553	-285	1,269	0	1,269	0	1,269	0	1,269	0	1,269
Specific budget	This reserve is utilised as expenditure is incurred.	192	-30	162	2	164	-22	142	-36	105	0	105
LEGI	As costs are incurred, these are offset by the reserve.	124	-50	74	0	74	0	74	0	74	0	74
Repairs and Maintenance	This reserve is utilised as expenditure is incurred.	302	0	302	0	302	0	302	0	302	0	302
Waste Management	This reserve is utilised as expenditure is incurred in relation to the service.	25	0	25	-11	14	-11	2	-2	0	0	0
Collection Fund	Earmarked to mitigate the fluctuations in business rate and council tax income between years.	1,884	0	1,884	-100	1,784	0	1,784	0	1,784	0	1,784

Summary and Purpose of Reserve		Opening Balance 01/04/20 £'000's	Forecast Movement 2020/21 £'000's	Forecast Closing Balance 31/03/21 £'000's	Budgeted Movement 2021/22 £'000's	Forecast Closing Balance 31/03/22 £'000's	Budgeted Movement 2022/23 £'000's	Forecast Closing Balance 31/03/23 £'000's	Budgeted Movement 2023/24 £'000's	Forecast Closing Balance 31/03/24 £'000's	Budgeted Movement 2024/25 £'000's	Forecast Closing Balance 31/03/25 £'000's
Community Housing Fund	This represents grants previously received to assist with the delivery of Community Housing.	543	-30	513	-30	483	-30	453	-30	423	-30	393
Enforcement	Earmarked for enforcement related works to address issues and bring properties back into use.	42	0	42	0	42	0	42	0	42	0	42
Special Project Reserve	Earmarked as per the 2017/18 budget report for project spend and also for matched funding as appropriate.	554	-238	316	-93	223	-79	144	-26	118	0	118
Benefits/Revenues Reserve	Earmarking of grants and underspends to be used for the service and mitigation of subsidy impacts.	145	0	145	0	145	0	145	0	145	0	145
Homelessness	These Reserves are utilised as expenditure is incurred.	281	-102	179	-165	14	-14	0	0	0	0	0
Treasury Management reserve	This reserve is held to mitigate year on year fluctuations of investment income received.	200	0	200	0	200	0	200	0	200	0	200
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.	1,798	-744	1,054	-257	797	-205	592	-205	387	0	387
Coast Protection	Established as part of the 2019/20 budget process for match funding and mitigate one-off costs in relation to coast protection.	115	-75	40	0	40	0	40	0	40	0	40
Empty Business Property Incentive Fund	Earmarking of funds to be used for incentivising bringing properties back into use. Policy to be developed.	100	0	100	0	100	0	100	0	100	0	100
Other Reserves	These Reserves are budget carry forwards to be used in future years	1,331	-139	1,191	-48	1,144	-10	1,134	0	1,134	0	1,134
Total GF Earmarked Reserves		10,848	-1,786	9,062	-707	8,355	-412	7,943	-319	7,624	-50	7,574
General Fund Reserve	Current recommended balance of £2.8 million (as at Feb 2020)	3,490	-449	3,041	-327	2,714	0	2,714	0	2,714	0	2,714
Total GF Reserves		14,338	12,266	12,104	-1,034	11,070	-412	10,658	-319	10,338	-50	10,288

Note: movement of General Fund Reserve in 2021/22 includes the £111,916 deficit on the General Fund as per the budget in Appendix A.

Policy Framework for the Earmarked Reserves and Assessing the Optimum Level of the General Reserve for the period 2021/22 to 2023/24

1 Background

- 1.1 In accordance with statute (principally the Local Government Finance Act 2002) and following the Guidance Note on Local Authority Reserves and Balances (LAAP Bulletin No. 77 – November 2008), Great Yarmouth Borough Council maintains a range of reserves.
- 1.2 Two types of reserves are discussed in this policy framework:
 - Earmarked Reserves
 - The General Reserve
- 1.3 There are also a number of other reserves which local authorities hold in relation to legislation and proper accounting practices, these are not resource-backed reserves and therefore are not considered as part of this policy framework.
- 1.4 In making decisions in relation to setting the Council Tax, section 25 of the Local Government Act 2003 requires the Chief Financial Officer of the Council to report to the Council on the adequacy of the proposed financial reserves.
- 1.5 This Policy framework has been informed by current guidance on the level of reserves including, both the Local Authority Accounting Panel (LAAP) Bulletin No. 77 and the Audit Commissions report published in December 2012 ‘Striking a Balance’ Improving Councils’ Decision Making on Reserves’.

2 Earmarked Reserves

2.1 Purpose

- 2.1.1 Earmarked reserves are a means of building up funds to meet known or predicted liabilities.
- 2.1.2 Typically earmarked reserves are used to set aside sums for major schemes, such as capital developments, asset purchases, or to fund reorganisations and restructurings to deliver longer term savings and efficiencies. Reserves can also be held for trading and business units built up from surpluses to cover potential losses in future years, or to finance capital expenditure. In certain circumstances, if expenditure is delayed on specific budgets, it may be agreed that the underspending at a year end is carried forward for future use in an earmarked reserve. Such decisions would be subject to considering the overall financial position of a Local Authority.

2.2 Earmarked Reserves Protocol

- 2.2.1 For each reserve the following arrangements have been established:
 - the reasons for / purpose of the reserve
 - how and when the reserve can be used
 - procedures for the reserve’s management and control
 - a process and timetable for review of the reserve to ensure continuing relevance and adequacy.
- 2.2.2 The establishment and use of earmarked reserves is reviewed at the time of budget setting and then controlled through the year as part of the regular budget monitoring processes.

2.3 Review of Earmarked Reserves

- 2.3.1 The Reserves Statement is included as part of the Budget Report to Policy and Resources Committee and gives full details of the earmarked reserves and current planned use.

- 2.3.2 It is considered that sufficient provision for the Council's capital programme (as recommended) has been included in the capital estimates and capital reserves, and relevant revenue budgets (eg interest and Minimum revenue Provision) has been provided for that nothing further is required.
- 2.3.3 Where in-year expenditure is being funded by earmarked reserves and general reserves, the relevant transfers from the reserves have been allowed for within the reserves balances and revenue account budgets as detailed in the budget report.

3 The General Reserve

3.1 Purpose

- 3.1.1 The general reserve is held for two main purposes:
- a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing;
 - a contingency to help cushion the impact of unexpected events or emergencies.

3.2 The Optimum Level of the General Reserve

- 3.2.1 There are two recommended approaches for deciding the optimum level of the general reserve:
- A risk assessment of the budget which takes full account of the context within which the budget has been prepared. The budget report itself provides this contextual information.
 - To set the reserve at a percentage of expenditure. Too low a level puts the council at unacceptable risk of failing to meet its obligations, too high a level unnecessarily ties up resources.
- 3.2.2 This appendix sets out the framework for considering a risk assessment approach and validating the result against a percentage calculation. At the end of the day, the level of reserves is a matter of opinion informed by the judgement of the Council's Chief Financial Officer.

3.3 Assessment Framework

- 3.3.1 The issues to be considered include the following:
- The Council continues to operate on an ongoing basis.
 - The robustness of the budget process including recognition of the linkages with the corporate plan, the strategic risks and the financial plan update.
 - Internal financial control mechanisms and adequacy of the budget monitoring processes.
 - The adequacy of earmarked reserves and the movements on the general reserves both in the past and planned.
 - The extent to which savings and planned service reductions are required and can be relied upon to support corporate plan targets.
 - The risk of major litigation and legal claims, both currently and in the future.
 - The impact of future Government funding reductions.
 - Implications of the Local Council Tax Support Scheme and increase in the demand for support.
 - Fluctuations in retained business rate income and funding from the government for the extensions to reliefs for example small business rates.

- Fluctuations around certain income streams and grants, for example demand led services such as planning, building control income, land charges, car parking and recycling.
 - Future changes to the funding for Local Authorities, for example the New Homes Bonus and an increase to the share of business rates that is retained locally.
 - Unplanned volume increases in major demand led budgets, particularly in the context of the current economic climate for example housing benefits, council tax support and homelessness.
 - The need to retain a general contingency to provide for any unforeseen circumstances that may arise including inadequately funded Government initiatives.
 - Where there is a move to do less by direct service provision for example through third parties, including outsourcing, this in turn increases the risks borne by authorities. There is a risk that these arrangements fail and there are many circumstances when a statutory liability remains with the local authority. Such risks may not be insurable at an economic level and demand rigorous risk minimisation strategies and this is an area that will be considered in more detail if the Council pursues these arrangements in future years.
 - The need to retain reserves for general day to day cash flow requirements.
- 3.3.2 Furthermore the impact of Covid should be taken into account when considering the recommended level of the general reserve. The budget has included the Covid funding that has been allocated to mitigate the impact of Covid to Local Authorities. The unknown impact of the effectiveness of the vaccination and lockdown on the spread of the virus presents a further uncertainty on the setting of the budget for 2021/22 and delivery of income and rental streams. This therefore needs to be taken into account when considering the factors that inform the setting of the general reserve level.
- 3.3.3 All of these issues interlink and any one incident is likely to span across many of the issues and might not be contained within one financial year. Risks change over time and the general reserve needs to be considered across the medium term financial plan. What might be an adequate level of reserves now may not be reflective of what would be deemed to be adequate in years two to four. Therefore the framework should be reviewed as part of the budget setting process.

3.4 The Assessment of the General Fund Reserve

- 3.4.1 When undertaking the assessment it must be remembered that the items considered are merely guides to assessing the overall level of the reserve. In no way is it a budget for any of the items being created since by its nature a general reserve is designed to protect against the unexpected and unquantifiable for whatever reason.
- 3.4.2 Having considered the relevant risks and the mitigation measures already in place, it is felt that the following indicative items should be taken into account in the budget risk assessment for 2021/22 to assess the recommended level of reserves:

<i>Item</i>	<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>
1 Pay and Price Inflation (0.5% sensitivity to budget assumption)	140,000	140,000	140,000
2 Interest Rates & MRP (0.5% sensitivity to short term borrowing and profiling of capital spend and MRP impact)	150,000	150,000	150,000
3 Failure to Achieve Planned Savings and Cost Pressures from Corporate Plan Targets (to ensure core services are maintained)	200,000	150,000	150,000
4 Major Litigation and Legal Claims (to provide additional comfort above earmarked reserves)	100,000	100,000	100,000

5 Emergencies and Other Unknowns (to recognise the risks associated with unpredictable events)	500,000	500,000	500,000
6 Treatment of Demand Led Pressures (recognising the impact of increase or reduction in demand and compensating increase or reduction in expenditure or income)	700,000	700,000	700,000
7 Project Risks (To recognise the risks the Authority is facing in terms of partnership work and significant projects)	300,000	300,000	300,000
8 Cash Flow (the impact of timing of cash flow, including the profiling of expenditure)	100,000	100,000	100,000
9 Future Funding Fluctuations (an allowance to reflect the increased risk around local funding, ie business rates and new homes bonus, to mitigate the impact within and between financial years)	800,000	900,000	900,000
Total Indicated General Fund Reserve Recommended	2,990,000	3,040,000	3,040,000
% of Net Budgeted Operating Expenditure (excluding parish precepts)	25%	25%	25%

4 Chief Financial Officer's Opinion

- 4.1 The Earmarked Reserves detailed within the reserves statement are proper and appropriate with regard to purpose, level and proposed use, although the future timing of their use will be reported within the budget monitoring reports and the statement updated accordingly.
- 4.2 Based on the assessment detailed above the recommended level of the general reserve for 2021/22 would be **£3 million**, this is slightly higher than the current recommended balance (of £2.8 million). The budgeted General Fund Reserve as presented for approval is slightly below the recommended level, although there is scope within the earmarked reserves to re-allocate funds as applicable, these will be reviewed further as part of the 2020/21 outturn position which will be reported on later in the year.

Appendix F - General Fund Capital Programme - Detail - 2020/21

Services & Projects	Budget Expenditure £000	2020/21 Expenditure £000		2021 Budget Financing - £000				2021/22 Onwards
	Updated 20/21 Budget	Actuals 20/21 at Period 9	Forecast 20/21	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts	(Roll forward from 20/21)
Childrens Playground Refurbishment	87	-	-	87	-	-	-	87
Cobholm Skate Park	99	94	98	74	-	-	25	-
Wellesley CCTV	15	-	-	15	-	-	-	15
Total: Neighbourhood Management	200	94	98	175	-	-	25	102
Rebuilding sections of Factory Rd/Belvedere Rd/Nth Denes Rd Gt Yarmouth Cemetery Wall	19	19	19	19	-	-	-	-
St Nicholas Minster West Boundary Wall	95	-	-	95	-	-	-	95
St Nicholas car park North Boundary Wall	25	-	-	25	-	-	-	25
Rebuilding sections of Great Yarmouth Cemetry Wall - East Road	9	0	9	9	-	-	-	-
Crematorium Roof Works	21	-	21	21	-	-	-	-
Crematorium Tearooms	444	8	50	444	-	-	-	394
Total: Customer Services	613	28	99	613	-	-	-	514
Health and Fitness Centre	24,509	1,862	4,500	20,759	3,750	-	-	20,009
The Waterways	33	29	33	-	33	-	-	-
Phoenix Pool & Gym car park extension	130	-	130	130	-	-	-	-
Town Deal	TBC							
Future High Street Fund	TBC							
Winter Programme	905	-	905	-	905	-	-	-
Great Yarmouth Preservation Trust Loans	340	340	340	340	-	-	-	-
Total: Inward Investment	25,917	2,230	5,908	21,229	4,688	-	-	20,009

Appendix F - General Fund Capital Programme - Detail - 2020/21

Services & Projects	Budget Expenditure £000	2020/21 Expenditure £000		2021 Budget Financing - £000				2021/22 Onwards
	Updated 20/21 Budget	Actuals 20/21 at Period 9	Forecast 20/21	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts	(Roll forward from 20/21)
Disabled Facilities Grants	1,385	309	692	0	1,362	-	22	692
Better Care Fund Projects	53	43	53	-	53	-	-	-
Empty Homes	511	0	250	483	-	-	28	261
DFG Top-up Grants	250	-	20	-	-	250	-	230
DFG Top-up Loans	150	-	20	-	-	150	-	130
Norfolk & Waveney Equity Loan Scheme	36	-	32	-	-	-	36	4
Equity Home Improvement Loans	545	-	50	-	-	-	545	495
HMOs /Guesthouse Purchase & Repair Scheme	1,912	128	225	1,912	-	-	-	1,687
Acquisition of property for transisitional housing	260	-	260	260	-	-	-	-
Community Housing Fund Loans	540	-	20	-	-	540	-	520
Total: Housing	5,641	480	1,622	2,655	1,415	940	632	4,019
ICT Investment to deliver GYBC ICT Strategy	779	177	500	779	-	-	-	279
Total: IT, Communications & Marketing	779	177	500	779	-	-	-	279

Appendix F - General Fund Capital Programme - Detail - 2020/21

Services & Projects	Budget Expenditure £000	2020/21 Expenditure £000		2021 Budget Financing - £000				2021/22 Onwards
	Updated 20/21 Budget	Actuals 20/21 at Period 9	Forecast 20/21	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts	(Roll forward from 20/21)
Public Toilet Refurbishment Programme	45	0	45	45	-	-	-	0
Footway Lighting	382	123	382	382	-	-	-	0
Gorleston High Street car park resurfacing	6	-	-	6	-	-	-	-
Esplande Resurfacing	296	-	-	296	-	-	-	296
GY Flood Defence Scheme Epoch 2	50	50	50	50	-	-	-	-
Beach Huts	86	22	86	86	-	-	-	0
Council Chamber relocation	122	4	122	122	-	-	-	0
Gorleston Paddling Pool /Splash Pad	10	-	10	10	-	-	-	-
Beacon Park Projects	500	3	10	380	120	-	-	490
Market Place Redevelopment	4,477	194	500	3,377	1,100	-	-	3,977
North Quay Redevelopment	2,361	10	500	2,361	-	-	-	1,861
Winter Gardens	907	43	500	807	-	100	-	407
Hopton Section 106 funded playground works	-	-	-	-	-	-	-	-
Energy Park - South Denes	1,845	4	100	1,845	-	-	-	1,745
Total: Property & Asset Management	11,088	453	2,305	9,768	1,220	100	-	8,777
Overall Total	44,239	3,462	10,532	35,219	7,323	1,040	657	33,701

2021/22 Capital Bids

Project	Service	Approval Process *	Budget 2021	Budget 2122	Borrowing	Funding Revenue	External	Budget 2223	Funding Borrowing	Potential Savings	Revenue income & Costs inc MRP	NOTES/ SUMMARY OF PROPOSAL
ICT	ICT	Already Approved		£1,000,000	(£1,000,000)	£0	£0	£0	£0	£0	£142,857	£1m approved as part of the medium Financial Strategy, draw down will be in line with business approval via the IT Investment Group
Disabled Facility Grants	Housing	Already Approved		£1,200,000	£0	£0	(£1,200,000)	£0	£0	£0	£0	Estimate of amount as not agreed yet £1,188k in 2021 & 1920.
Footway Lighting Column Replacement / LED Upgrade	Property Asset Management	Already Approved		£300,000	(£300,000)	£0	£0	£100,000	(£100,000)	£0	£0	£300k approved for 21/22 as part of 20/21 budget setting plus £100k in both 22/23 & 23/24
HR & Payroll System replacement	Organisational Development	Business Case Required to ITIG		£114,545	(£49,545)	(£65,000)	£0	£0	£0	£0	£6,193	The procurement of a new HR and payroll system to update the current system which has been in place for circa 15 years which will deliver efficiencies within the organisation.
HR Job Evaluation System	Organisational Development	Budget Setting		£20,940	(£20,940)	£0	£0	£0	£0	£0	£1,195	Job evaluation software to replace the current paper based, process and procedures to provide a more efficient, effective and streamlined job evaluation service across the organisation.
Town Centre CCTV	Communities	Budget Setting	£179,837	£76,163	(£76,163)	(£40,000)	(£139,837)	£0	£0	(£20,000)	£8,000	The CCTV equipment is the property of Great Yarmouth Borough Council at the end of its lease and is in need of upgrading and replacement. The budget request is for digital cameras, software and data recording/storage. Various funding sources have already been secured and others are in development for the project. It is anticipated that a saving on the current management & maintenance contract could be made following the investment.
Crematorium - Re-Roofing to main chapel and all remaining flat roof areas	Customer Services	Business Case Required		£100,000	(£100,000)	£0	£0	£0	£0	£0	£4,500	The Crematorium provides an important service within the borough, but the roof areas are at the end of their life expectancy with some areas leaking. The capital bid is for the re-roofing of the chapel roof and redecoration of the high level stone fenestration. Without these works there will be continuing costs involved to monitor and emergency patch repair the roof areas as leaks occur leading to disruption to services and associated localised scaffolding/platform costs to gain temporary safe access to repairs well as increased maintenance costs for internal repairs likely due to water damage. Valuation based on quote for works.
Noise meter replacement	Environmental Health	Budget Setting		£10,665	(£10,665)	£0	£0	£0	£0	£0	£2,033	This bid is for the purchase of two new type 1 noise meters and nuisance monitoring kits to replace the existing units which are now becoming obsolete and breaking down on a regular basis. These noise meters are key to undertaking our statutory duty to investigate noise nuisance complaints and without these the Council would struggle to adequately gather the evidence we need to tackle noise nuisance and ASB related cases and undertake its statutory function.

2021/22 Capital Bids

Project	Service	Approval Process *	Budget 2021	Budget 2122	Borrowing	Funding Revenue	External	Budget 2223	Funding Borrowing	Potential Savings	Revenue income & Costs inc MRP	NOTES/ SUMMARY OF PROPOSAL
Mobile CCTV	Environmental Health	Budget Setting		£15,000	(£15,000)	£0	£0	£0	£0	£0	£4,875	Fly tipping, misuse of bins and litter are significant problems across areas of the Borough and tackling these Enviro crimes is a priority for the Council. A member working group identified hotspot locations where it was felt that specific interventions were needed to tackle these long-term issues and try and find a sustainable solution. This bid is for two deployable dome CCTV camera units to be used at multiple locations across site to gather evidence and act as a deterrent in relation to these enviro crimes.
Replacement of vehicles (used by Environmental Health, Events, Car Parking & Property)	Environmental Health	Business Case Required		£147,000	(£142,000)	£0	(£5,000)	£0	£0	£0	£54,550	The Council currently has seven vehicles across four service areas (Environmental Services, events, Car Parks and property services) that are due for replacement or coming to the end of their lease. This bid proposes reviewing the service requirements for the vehicles along with the type which could include replacing with electric vehicles which could significantly reduce the fuel bill and carbon footprint of the Council whilst also making a saving over the 5 years.
Wellesley Recreation Grounds	Communities	Business Case Required		£303,000	(£303,000)	£0	£0	£0	£0	£0	£28,000	The Wellesley Recreation ground is a key outdoor sports and leisure site for the Borough. A feasibility study for the site was commissioned in 2018 and finalised in 2019 detailing a number of options for investment and management of the site. To take this project forwards in its entirety it will require significant investment from the Council and other funding partners. The full business case is due to be completed, for the meantime it is recommended that an allocation be included in the capital programme which could be used as match funding to attract external funding.
External Redecoration & Repair of The Wellesley Grandstand	Property Asset Management	Budget Setting		£74,000	(£74,000)	£0	£0	£0	£0	£0	£17,000	The Wellesley Grandstand is a Grade II listed building. The building was extensively repaired in 2010 which included structural repairs to the timber frame. Since then, the building has had few repairs undertaken and is now in need of urgent redecoration. This bid is for external redecoration and for any pre-decorative repairs necessary.
Phoenix Pool car park soak away	Property Asset Management	Budget Setting		£40,000	(£40,000)	£0	£0	£0	£0	£0	£2,333	During sharp downpours the existing car park soakaway struggles to cope with the volume of water and consequently the water takes time to drain away. This capital bid seeks to rectify this issue by constructing a new soakaway so that surface water from the car park can drain away without the potential to flood. There are options available to reduce the funding required for the work but this would be subject to permissions/licences etc from the school. All viable options will be considered ahead of the works being completed.
Refurbish Tower Toilets, including changing places facilities	Property Asset Management	Business Case Required		£160,000	(£160,000)	£0	£0	£0	£0	£0	£9,333	This bid seeks to provide funding to complete the wider review of public convenience provision across the borough including renewing the roof covering and roof-lights to the Tower public conveniences, along with interior works.

2021/22 Capital Bids

Project	Service	Approval Process *	Budget 2021	Budget 2122	Borrowing	Funding Revenue	External	Budget 2223	Funding Borrowing	Potential Savings	Revenue income & Costs inc MRP	NOTES/ SUMMARY OF PROPOSAL
Replacement Lighting - Assembly Room, Town Hall	Property Asset Management	Budget Setting		£45,000	(£45,000)	£0	£0	£0	£0	£0	£4,125	The Assembly Room hosts general meetings, civic events, conferences and other functions including weddings. Currently of the total number of LED lamps (108 lamps) providing illumination only 56% (ie 60 lamps) are operational. This has lead the Assembly Room's capacity for use to be reduced. It should also be noted that 8 of these luminaires are utilised to provide emergency lighting. The failure is a combination of failed lamps and control gear both of which are contained within the suspended luminaires and only accessible by use of scaffolding. Due to their age replacement component parts are no longer available. This capital bid proposal is for the replacement of the lighting scheme which would restore full functionality of the Assembly Room and provide a lighting installation with improved control and reduced repair and maintenance costs.

£179,837 £3,606,313 (£2,336,313) (£105,000) (£1,344,837) £100,000 (£100,000) (£20,000) £284,995

Approval summary	Budget 2021	Budget 2122	Borrowing	Funding Revenue	External	Budget 2122	Funding Borrowing	Potential Savings	Revenue income & Costs inc MRP	Approval Process
Already Approved	£0	£2,500,000	(£1,300,000)	£0	(£1,200,000)	£100,000	(£100,000)	£0	£142,857	No further reporting required.
Budget Setting	£179,837	£281,768	(£281,768)	(£40,000)	(£139,837)	£0	£0	(£20,000)	£39,562	No further reporting required.
Business Case Required to ITIG	£0	£114,545	(£49,545)	(£65,000)	£0	£0	£0	£0	£6,193	Proposals to be reported to the ITIG to release funding.
Business Case Required	£0	£710,000	(£705,000)	£0	(£5,000)	£0	£0	£0	£96,383	Full business case required prior to release of funding.
Total	£179,837	£3,606,313	(£2,336,313)	(£105,000)	(£1,344,837)	£100,000	(£100,000)	(£20,000)	£284,995	

Minimum Revenue Provision Statement 2021/22

Annual Minimum Revenue Provision Statement 2021/22

Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The *Local Government Act 2003* requires the Authority to have regard to the Ministry of Housing, Communities and Local Government's *Guidance on Minimum Revenue Provision* (the MHCLG Guidance) most recently issued in 2018.

The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

The MHCLG Guidance requires the Authority to approve an Annual MRP Statement each year and recommends a number of options for calculating a prudent amount of MRP. The following statement incorporates options recommended in the Guidance:

- **Post-2008 Expenditure** - For capital expenditure financed by borrowing after 31st March 2008, the annuity MRP method is applied. This provides a lower annual charge in the earlier years which gradually increases. The approach is both prudent and a recommended method as per the CLG guidance. This method allows for a reduction in the interest costs chargeable (as the CFR is repaid) over time and is offset by a rise in the MRP over the same period, thereby resulting in a consistent revenue charge of the cost of capital.
- **Pre 2008 Expenditure** - MRP on all General Fund capital expenditure incurred before 1st April 2008 is equal to 4% of the opening CFR less a fixed sum known as "Adjustment A".
- **For assets acquired by leases** - MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.
- **For capital expenditure loans to third parties** - these are repaid in annual or more frequent instalments of principal and so the Council will make nil MRP, but will instead apply the capital receipts arising from principal repayments to reduce the capital financing requirement instead.
- No MRP will be charged in respect of assets held within the Housing Revenue Account.

This methodology is consistent with previous years.

Capital expenditure incurred during 2021/22 will not be subject to a MRP charge until 2022/23.

Based on the Authority's latest estimate of its capital financing requirement (CFR) on 31st March 2021, the budget for MRP has been set as follows:

	31.03.2021 Estimated CFR £m	2021/22 Estimated MRP £
Capital expenditure before 01.04.2008	13.2	0.5
Supported capital expenditure after 31.03.2008	51.3	1.1
Total General Fund	64.5	1.6
Housing Revenue Account	88.7	N/A
Total	153.2	1.6