



Policy and Resources Committee

Date: Tuesday, 12 July 2022

Time: 18:00

Venue: Council Chamber

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

AGENDA

Open to Public and Press

1 **APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

2 **DECLARATIONS OF INTEREST**

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

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

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

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

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

3	<u>MINUTES</u>	5 - 11
	To confirm the minutes of the meeting held on the 24 May 2022.	
4	<u>FORWARD PLAN</u>	12 - 12
	Report attached.	
5	<u>2021-22 ANNUAL ACTION PLAN END OF YEAR UPDATE REPORT</u>	13 - 29
	Report attached.	
6	<u>HERITAGE ACTION ZONE - GREAT YARMOUTH SHOPFRONT DESIGN GUIDE</u>	30 - 119
	Report attached.	
7	<u>TOWN DEAL INTERVENTION 2 - STRATEGIC REGENERATION OF NORTH QUAY IN GREAT YARMOUTH</u>	120 - 131
	Report attached.	
8	<u>ANNUAL DEBT REPORT</u>	132 - 142
	Report attached.	
9	<u>LOCAL COUNCIL TAX SUPPORT - PERMISSION TO CONSULT ON 2023 SCHEME</u>	143 - 144
	Report attached.	
10	<u>WAR PENSIONS INCOME DISCRETIONARY DISREGARD</u>	145 - 147
	Report attached.	

- | | | |
|----|---|--------------|
| 11 | <u>UPDATED BUSINESS RATES DISCRETIONARY DISREGARD</u> | 148 -
158 |
| | Report attached. | |
| 12 | <u>GENERAL FUND OUTTURN 2021-22</u> | 159 -
212 |
| | Report attached. | |
| 13 | <u>PROCUREMENT STRATEGY AND SERVICE UPDATE</u> | 213 -
222 |
| | Report attached. | |
| 14 | <u>GREAT YARMOUTH BEACH HUTS</u> | 223 -
228 |
| | Report attached. | |
| | Please note : This report contains a confidential Appendix 1,
Members will be required to log in to view this appendix. | |
| 15 | <u>LEVELLING UP FUND PROGRAMME : GY RIVERSIDE
GATEWAY</u> | 229 -
234 |
| | Report attached. | |
| 16 | <u>EQUINOX ENTERPRISES LTD - FINANCING</u> | 235 -
247 |
| | Report attached. | |
| 17 | <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. | |
| 18 | <u>EXCLUSION OF PUBLIC</u> | |
| | In the event of the Committee wishing to exclude the public from the
meeting, the following resolution will be moved:- | |

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

19 CONFIDENTIAL - EQUINOX ENTERPRISES LIMITED

EASTWOOD PHASE 2

Details

20 CONFIDENTIAL - SIX DAY COVERED MARKET PROJECT

Details

21 CONFIDENTIAL - MINUTES

Details



Policy and Resources Committee

Minutes

Tuesday, 24 May 2022 at 18:00

PRESENT:-

Councillor Smith (in the Chair); Councillors P Carpenter, Flaxman-Taylor, Grant, Jeal, Smith, Wainwright, B Walker, Wells, Williamson & T Wright.

Councillor Hanton attended as a substitute for Councillor P Hammond.

Councillor Candon attended as a substitute for Councillor Plant.

Ms S Oxtoby (Chief Executive Officer), Ms C Whatling (Monitoring Officer), Mrs S Wintle (Corporate Services Manager), Mrs P Boyce (Strategic Director), Mrs J Beck (Head of Property & Asset Management), Mr S Hubbard (Strategic Planning Manager), Mr L Webster (Executive Officer, Equinox), Ms K Sly (Finance Director), Mr J Wedon (Senior Performance & Data Protection Officer), Ms C Ingram (Communications & Media Officer), Mr M Brett (IT Support) & Mrs C Webb (Executive Services Officer).

Councillor Plant (Chairman of Equinox Enterprises Ltd & Equinox Property Holdings).

Mr C Kitchen (City Fibre).

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor P Hammond. Councillor Hanton attended as a substitute for Councillor P Hammond.

Councillor Candon attended as a substitute for Councillor Plant. The Chairman reported that His Worship, The Mayor, Councillor Plant had been incorrectly assigned to the Committee but that he would be replaced by Councillor Candon and this change would be ratified at the next Council meeting.

2 DECLARATIONS OF INTEREST

Councillors Wells & Williamson declared a personal interest in item number 9 as they both served on the GYPT Board.

Councillor Candon declared a personal interest as he had dealt with Mr Kitchen, City Fibre, as part of his employment.

However, in line with the Council's Constitution, they were allowed to both speak and vote on the items.

3 PRESENTATION BY CITY FIBRE

Charles Kitchen, City Fibre, gave a presentation to the Committee. A copy of the presentation slides would be sent to all members for information following the meeting.

The Chairman asked whether City Fibre would take on local apprentices. Mr Kitchen informed the meeting that City Fibre had taken part in the Kickstart initiative and would take on its own apprentices.

Councillor Wells highlighted the difference in broadband speeds available to the northern and southern parishes and that it would be in the borough's best interests to roll this upgrade out as quickly as possible.

Councillor Grant remarked that Virgin Media had dug the majority of pavements up three years ago to install their infrastructure and he wondered whether City Fibre could piggy back on this. Mr Kitchen informed the Committee that City Fibre could use BT Open Reach infrastructure but would install their own.

Councillor Jeal asked how long the programme would take from start to finish. Mr Kitchen reported that 30,000 homes would be connected to faster broadband in 2 years.

Councillor Wainwright asked if local contractors would be used wherever possible to create employment for the borough. Mr Kitchen reported that it was highly likely that the workforce currently working in Lowestoft would move to Great Yarmouth.

Councillor Flaxman-Taylor reported that she lived in a new build property which had a box outside. Mr Kitchen reported that City Fibre would be able to connect to this existing duct.

Councillor P Carpenter stressed that communication would be the key linchpin to the success of this initiative, especially the use of social media channels.

Mr Kitchen reported that City Fibre did not sell broadband packages to the public, they just installed the infrastructure.

The Chairman thanked Mr Kitchen for his informative presentation.

4 MINUTES

The minutes of the meeting held on 22 March 2022 were confirmed.

5 FORWARD PLAN

The Committee received and considered the Forward Plan.

RESOLVED:-

That the Committee note the Forward Plan.

6 ANNUAL PERFORMANCE REPORT 2021/22

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

The Senior Performance & Data Protection Officer gave an update on the Council's annual performance for the financial year 2021/22. The report was broken down into two sections;

Progress of key projects as at Quarter 4 2021/22 (Appendix 1) and Annual performance report of key performance measures 2021/22 (Appendix 2).

Councillor Wainwright asked for clarification on HN02. The Chairman informed him that there would be a Member Briefing on Thursday which would cover this query.

Councillor Williamson asked for clarification regarding PR10 as he assumed that this statistic had been affected by the pandemic. The Senior Performance & Data Protection Officer explained that a spike had been forecast as staff were brought back into the office and ailments such as colds and flu and stomach bugs had circulated amongst staff, however, this was a national trend and the target was in line with DWP.

Councillor Jeal reported that he was concerned as there had not been a meeting of the Middlegate Regeneration Member Working Group since the pandemic had struck. The Chairman reported that a meeting of the Working Group had been arranged for September 2022.

RESOLVED:-

That the Committee review and approve the Annual Performance report for 2021/22; and
agree that all key projects will continue to be monitored over the financial year with

the aim of maintaining a green status (on target) and where possible attaining a green status for those key projects which are currently amber.

7 NEW LOCAL PLAN – REVISED LOCAL DEVELOPMENT SCHEME, STATEMENT OF COMMUNITY INVOLVEMENT AND ‘CALL FOR SITES’

The Committee received and considered the report from the Strategic Planning Manager.

The Strategic Planning Manager recommended the adoption of a revised Local Development Scheme which sets out the content of Local Plan documents and timescales for preparation. The report also recommended the adoption of a new Statement of Community Involvement to support the new Local Plan. Finally, the report recommended issuing a call for sites to help inform the new Local Plan.

RESOLVED:-

That the Committee:-

- (i) Adopt the revised Local Development Scheme (Appendix 1)
- (ii) Adopt the revised Statement of Community Involvement (Appendix 2); and
- (iii) Approve commencement of a ‘call for sites’ to inform the new Local Plan.

8 TOWN DEAL INTERVENTION 5 - RESTORATION AND SUSTAINABLE REPURPOSING OF THREE VACANT HISTORIC BUILDINGS

The Committee received and considered the report from the Project Manager.

The Strategic Director reported that at the Town Deal Board on the 16 March 2022, nine Investment Priorities were agreed for submission to Government constituting a Town Investment Plan totalling £20.1 million including Intervention 5: Restoration and sustainable repurposing of three vacant historic buildings.

This report sets out the proposal to grant fund the Great Yarmouth Preservation Trust (GYPT), as the Council's delivery partner of Intervention 5, to undertake the redevelopment of the three historic buildings as part of the Town Deal programme; namely: (i) St. John's Church (ii) the North West Tower and (iii) 160 King Street.

The Strategic Director reported that there had been a change to the recommendation and that the Committee could resolve to agree the funding and this did not have to go to Full Council.

RESOLVED:-

That the Committee:-

- (i) Agree the release of £626,000 Town Deal funding subject to compliance with funding conditions and the parameters set out in this report.

(ii) Resolve (subject to Council's agreement to the release of funds) to grant the Great Yarmouth Preservation Trust £626,000 to re-purpose St. John's Church, the North West Tower and 160 King Street into visitor accommodation as set out in the report and deliver the outcomes contained in the Strategic Business Case, subject to Government confirming their acceptance of the Full Business Case Summary Documents submitted for inspection on 24 March 2022; and

(iii) Delegate authority to the Strategic Director to agree and sign the grant agreement on behalf of the Council with Great Yarmouth Preservation Trust.

9 TOWN DEAL INTERVENTION 6 - RESTORATION AND ADAPTATION OF THE HISTORIC ICE HOUSE AS A NATIONAL CENTRE FOR ARTS AND CIRCUS

The Committee received and considered the report from the Project Manager.

The Strategic Director reported that at the Town Deal Board on the 16 March 2022, nine Investment Priorities were agreed for submission to Government constituting a Town Investment Plan totalling £20.1 million including Intervention 6 which is the restoration and adaptation of the historic Ice House in Great Yarmouth as a performance venue and National Centre for Arts and Circus.

The report sets out the proposal to grant fund Out There Arts as the Council's delivery partner of Intervention 6, to undertake the redevelopment of the Ice House building and convert it into a public performance venue and training space.

The Strategic Director reported that there had been a change to the recommendation and that the Committee could resolve to agree the funding and this did not have to go to Full Council.

RESOLVED:-

That the Committee:-

(i) Agree the release of £500,000 comprising £450,000 Town Deal funding and £50,000 Great Yarmouth Borough Council's Business Rates Pool allocation subject to compliance with funding conditions and the parameters set out in this Report.

(ii) Resolve (subject to Council's agreement to the release of funds) to grant Out There Arts (SeaChange Trust) £500,000 to re-purpose the Ice House as a performance venue and National Centre for Outdoor Arts & Circus as set out in the Report and deliver the associated outcomes, subject to Government confirming their acceptance of the Full Business Case Summary Documents submitted for inspection on 24 March 2022; and

(iii) Delegate authority to the Strategic Director to agree and sign the grant agreement on behalf of the Council with Out There Arts (SeaChange Trust).

10 HERITAGE CENTRE PROJECT - GRANT FUNDING

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

The Chief Executive Officer outlined to Members a proposal to deliver a Heritage Centre and residential units in the former Greenwoods building in the Town Centre, owned by Great Yarmouth Preservation Trust, by grant funding monies allocated as part of the Council's Future High Streets Fund award.

RESOLVED:-

That the Committee grant fund Great Yarmouth Preservation Trust £232,229 to convert the Greenwoods building into a Heritage Centre and residential units from the Council's Future High Streets Fund award, subject to the award funding conditions and other conditions referred to in this report.

11 ANY OTHER BUSINESS

The Chairman reported that there was no other business being of sufficient urgency to warrant consideration at the meeting.

12 EXCLUSION OF PUBLIC

RESOLVED:-

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

13 CONFIDENTIAL - EQUINOX PROPERTY HOLDINGS LIMITED - SHAREHOLDER'S REPORT AND BUSINESS PLAN (2ND EDITION)

(Confidential Minute on this Item)

14 EQUINOX PROPERTY HOLDINGS - FINANCING

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

The Finance Director provided an update to Members on the current financing provided to the wholly owned company trading as Equinox Property Holdings Limited (EPH) and made recommendations for an increased level of loan financing for the company in order to fulfil EPH's Business Plan.

Councillor Grant reported that he fully supported the recommendation but questioned whether £4m was enough funding and asked that if he was to make an amendment to the proposition that up to £10m funding be made available; what would the views of the officers be.

The Finance Director reported that up to £4m should be sufficient at this time, as it is in line with the Council's Investment Strategy, and the Council could monitor the situation and EPH could always come back for more funding if required.

RESOLVED:-

That the Committee :-

(i) Recommend to Council approval of the financing for Equinox Property Holdings of £4m, from a £3m loan facility and £1m initial share capital and that this be included in the updated capital programme; and

(ii) Delegate the draw down of the financing facility to the S151 Officer.

- 15 CONFIDENTIAL MAJOR CAPITAL PROJECTS DELIVERY REPORT**
(Confidential Minute on this Item)
- 16 CONFIDENTIAL - SALE OF SITE 24 BEACON PARK**
(Confidential Minute on this Item)
- 17 CONFIDENTIAL MINUTES**
(Confidential Minute on this Item)
- 18 CONFIDENTIAL APPENDIX - TOWN DEAL INTERVENTION 5 - RESTORATION AND SUSTAINABLE REPURPOSING OF THREE VACANT HISTORIC BUILDINGS**
(Confidential Minute on this Item)
- 19 CONFIDENTIAL APPENDIX - TOWN DEAL INTERVENTION 6 - RE-PURPOSING OF THE ICE HOUSE**
(Confidential Minute on this Item)
- 20 CONFIDENTIAL - APPENDIX 1 - HERITAGE CENTRE PROJECT - GRANT FUNDING**
(Confidential Minute on this Item)

The meeting ended at: 20:00

				ELT Date	Pre Meet Date	Agenda Published	Committee Date
		Policy and Resources Committee					
	22-011	GYBS Update Report	Strategic Director (KB)	22/06/22	01/07/22	05/07/22	12/07/22
	21-116	Procurement Strategy/Policy	Monitoring Officer	22/06/22	01/07/22	05/07/22	12/07/22
	22-082	2021/22 General Fund Outturn Report	Finance Director	22/06/22	01/07/22	05/07/22	12/07/22
	22-057	Equinox Enterprises Ltd – Eastwood Phase 2 Confidential Item	Strategic Director (PB) / Equinox Executive Officer / Senior Accountant	22/06/22	01/07/22	05/07/22	12/07/22
	22-029	Annual Debt Report	Head of Customer Services	22/06/22	01/07/22	05/07/22	12/07/22
	22-030	Council Tax Support	Head of Customer Services	22/06/22	01/07/22	05/07/22	12/07/22
	22-031	War Pensions Income Discretionary Disregard	Head of Customer Services	22/06/22	01/07/22	05/07/22	12/07/22
	22-131	Discretionary Business Rates Relief Guidelines	Head of Customer Services	22/06/22	01/07/22	05/07/22	12/07/22
	22-103	6 Day Market – Report on Phase I and Completion of Phases II & III	Major Projects & Development Director	22/06/22	01/07/22	05/07/22	12/07/22
	22-104	Great Yarmouth Beach Huts Business Case	Major Projects & Development Director	22/06/22	01/07/22	05/07/22	12/07/22
	22-105	Capital Works Programme to Greyfriars & Town Hall 2022/23	Major Projects & Development Director	22/06/22	01/07/22	05/07/22	12/07/22
	22-106	Adoption of Shopfront Design Guide SPD	Strategic Planning Manager	29/06/22	01/07/22	05/07/22	12/07/22
	22-117	Strategic Regeneration of North Quay	Director of Planning	29/06/22	01/07/22	05/07/22	12/07/22
	22-126	2021/22 Annual Action Plan End of Year Update Report	Senior Information and Performance Officer	29/06/22	01/07/22	05/07/22	12/07/22
	22-063	Gorleston Masterplan	Strategic Director (KB)	07/09/22	09/09/22	12/09/22	20/09/22
	22-107	Coastal Management SPD – Formal Consultation	Strategic Planning Manager	07/09/22	09/09/22	12/09/22	20/09/22
	22-110	Open Space SPD – Formal Consultation	Strategic Planning Manager	07/09/22	09/09/22	12/09/22	20/09/22
	22-032	Revenues Write off Report	Head of Customer Services	07/09/22	09/09/22	12/09/22	20/09/22
	22-036	Revenues Write off Report	Head of Customer Services	04/01/23	06/01/23	10/01/23	17/01/23

URN: 22-126

Subject: 2021/22 Annual Action Plan End of Year Update Report

Report to: Policy & Resources Committee

Report by: Senior Performance & Data Protection Officer

SUBJECT MATTER

This report provides an end of year update on the projects and activities detailed within the Council's 2021/22 Annual Action Plan.

RECOMMENDATION

That Policy & Resources Committee :

(1) Review and approve the report.

1. Introduction

The Council's 2021/22 Annual Action Plan was approved by Policy & Resources Committee on 13th July 2021, this plan detailed the individual activities that would be progressed during the year and which would combine to achieve the Council's strategic vision and priorities.

The approved plan was extremely ambitious with ninety individual actions aligned to the Council's four strategic priorities

2. Work to Date

Throughout the year members and council staff have worked tirelessly to deliver the council's corporate priorities, enabling the impressive delivery of 98% of the plan within year, thereby demonstrating once again the council's ability to "*punch well above its weight*". Some of the highlights of the year include at the start of April 2021, Henry Cator – High Steward of Great Yarmouth and chair of the Town Board – signing Heads of Terms with Government for a £20.1 million Town Deal. The Deal comprises a coherent suite of strategic capital projects across the Borough, published in detail in our stakeholder-led Town Investment Plan – including a new University Learning Centre in the Town Centre and co-financing for the restoration of the Winter Gardens.

Over the course of 2021, officers worked with project sponsors and advisors to complete individual HM Treasury Green Book full business cases for all nine investment priorities in the Town Investment Plan. At the end of March 2022, summaries of each

scheme were submitted to Government; Great Yarmouth Borough Council being one of the only Town Deal partners in the country not to require an extension of time to submit this significant plan. All investment proposals have since passed detailed Government Quality Assurance assessment.

At the same time, the Government published its prospectus for Round 2 of its flagship capital Levelling Up Fund, with officers and members again working to pull together a further HM Treasury Green Book package bid worth up to £20 million if successful.

Throughout 2021-2022, the council has also progressed a number of key capital projects unlocked with £13.7 million Future High Streets funding at the same time as the council led on the assessment and distribution of COVID grants and reliefs for local businesses, with more than £60 million distributed.

Appendix 1 provides a final update on each of the actions detailed within the Council's 2021/22 Annual Action Plan, for ease a key has also been added to categorise the status of each action into one of the following areas:

	Project / activity completed and finished
	Planned 2021/22 action completed, further work scheduled in 2022/23 Annual Action Plan.
	Action not completed within year

3. Financial Implications

None

4. Risk Implications

None

5. Legal Implications

None

6. Conclusion

Policy & Resources Committee are asked to review and approve the 2021/22 Annual Action Plan End of Year Update Report.

7. 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

A strong and growing economy					
	Corporate Plan	Action 2021/22	Lead Officer(s)	End of year update	Key
1	To actively work with businesses to ensure that supply chain opportunities are maximised and Great Yarmouth has strengthened its status as a hub for expertise in clean energy and decommissioning.	Develop an offshore Operations and Maintenance campus in South Denes (TOWN DEAL) – <ul style="list-style-type: none"> Undertake preplanning engagement Submit planning application Setup supply chain with procurement Market campus space to potential occupiers. 	Director of Planning & Growth Head of Inward Investment	Phase 1 of the O&M campus granted planning consent December 2021. Contractor selection January 2022. Direct engagement with Tier 1 Energy Sector Companies & promotion at Global Offshore Wind	
		Development and delivery of the 'Energy Sector Recovery and Resilience Plan' with partners (All Energy Industry Council, NCC & NALEP)	Director of Planning & Growth Head of Inward Investment	Plan adopted. Delivery ongoing in conjunction with the All Energy Industry Council, NCC & NALEP.	
2	To attract new investment into the borough through the promotion of the port, expertise, and land availability with a focus on the opportunities in the offshore energy sector and nuclear sector.	Launch new brand in collaboration with partners and in line with marketing strategy.	Head of Inward Investment	The GENERATE brand was officially launched at <i>Global Offshore Wind 21</i> in London; the first physical event of the Pandemic provided 13 leads and netted 135 new contacts. The new website was commissioned and launched and is now generating analytics for content review. A new mini prospectus to promote the O&M Campus offer was published. Physical presence at key international events, including <i>WindEurope</i> , Bilbao (4-7 Apr 2022) and <i>Global Offshore Wind 22</i> (21-22 Jun 2022) with co-exhibition with key local sector partners and other stakeholders. O&M Campus prospectus updated, with more detail and new video collateral	
3	Shape our town centres to make them places where people will choose to visit, shop, learn, socialise and live.	Develop a seafront masterplan for Great Yarmouth & Gorleston	Strategic Director (KB)	Consultation completed for Gorleston element of plan, GY consultation commenced February 2022	
		Construction of a new purpose built six-day market site in the heart of the town centre.	Head of Property and Asset Management	Phase 1 complete and the amalgamation of phases 2 and 3 to accelerate the build. Marketing of the remaining vacant stalls (9 in total) predominantly becoming available at the end of phase 2.	

A strong and growing economy					
	Corporate Plan	Action 2021/22	Lead Officer(s)	End of year update	Key
		Regeneration and landscaping of the wider marketplace area to be designed and delivered in conjunction with the town centre regeneration through the Future High Street funding, this is a key part of COVID Recovery planning for the town centre.	Major Projects & Development Director	Construction works commenced and on schedule to be delivered in 2023 on time and within budget.	
		Extend existing and planned WIFI infrastructure in urban areas of high footfall and install LoRoWAN sensors which enable low cost economic development opportunities	IMT Manager	Business case approved and order placed with supplier to extend Wi-Fi beyond the town Market Place. Digital project to cover seafront and Regent Road together with Gorleston Town Centre underway. Research into uses of the LoRoWAN continue	
		Deliver on the business cases for the completion of the Towns Fund work, prioritising individual projects in line with the government offer provided. This forms part of the COVID-19 Pathway to Recovery Plan.	Funding & Regeneration Manager	Treasury Green Book Full Business Cases for all Town Deal <i>Immediate Investment Priorities</i> signed off by the Council and summaries submitted to HM Government	
		Progress the Learning Hub project through RIBA stages.	Strategic Director (KB)	RIBA stage 3 completion March 2022, project fully completed Sept 2023	
		Carry out data analysis relating to skills / training / learning and careers pathways in the Borough; including understanding barriers to residents accessing career pathways. Work with partners to develop actions to address any issues identified as a result of the data analysis.	Strategic Director (KB)	Labour MKT analysis completed in relation to the Learning Hub project. Skills task force established to further develop this work.	
4	Continue to assemble land along North Quay for regeneration purposes to deliver an improved gateway to the town through appropriate redevelopment	Continue engagement activities with property owners. Conduct and acquire sites (TOWN DEAL)	Director of Planning & Growth	Specialist advice procured in December 2021. Property owner engagement continues and Soft Market Testing of North Quay commenced in March 2022. Town Deal Business Case advanced.	

A strong and growing economy					
	Corporate Plan	Action 2021/22	Lead Officer(s)	End of year update	Key
5	To transform The Conge as the key linkage between the railway station and town centre by delivering a mix of new residential and employment opportunities as well as improving the physical environment.	Procurement of Strategic Partner to commence delivery of Phase 1 and continue viability work for Phase 2	Housing Director Head of Property and Asset Management	Procurement in final stages, awaiting final proposals for scoring to allow final decision on procurement. Completion of procurement may slip into Q2 of 2022/23 Tenants currently holding over issued Section 25 notice. Discussions with long term leaseholder continuing	
6	Strengthen our tourism and culture offer to provide greater year-round attractions and facilities for a more integrated visitor experience.	Marina Centre redevelopment construction programme to continue with regular checkpoints	Major Projects & Development Director	Practical completion on schedule for July 2022 Gala opening planned for September 2022	
		Carry out Marina Centre operator procurement and award contract	Strategic Director (KB)	Completed with Freedom Leisure appointed	
		Deliver Community engagement and activity programme.	Strategic Director (KB)	Community engagement and activity programme completed	
		'Freshly Greated', the Creating People & Places initiative will continue to build a resident producer network to help residents plan, produce and promote cultural activities on their doorsteps.	Head of Inward Investment	The project is well underway and despite covid is meeting targets (and exceeding them). The Arts and Culture Liaison Board oversees this delivery and receives regular reports on the impact and outcomes of the project. To date the project has engaged with 600 residents in maker sessions, 1140 in Great Indoors music events, 1200 in Community Outdoor events.	
		Develop the Town Wall restoration and repair project through to RIBA stage 4 (Town Deal).	Culture, Heritage and Design Manager	Funding of £90,000 has been secured from Historic England to match the borough councils annual Town wall grant over three years. Sections of the Town Wall have been restored at Blackfriars Road, Market Place and Ferrier Road. A Comprehensive Town Wall Conservation Plan is in production, completed to RIBA 6. Towns Deal funding of £355,000 has been allocated to develop a walkable route along the 1.2 mile wall this has progress to RIBA 3.	

A strong and growing economy					
	Corporate Plan	Action 2021/22	Lead Officer(s)	End of year update	Key
		Develop Sculpture Trail through project planning and Commission and install a number of works	Culture, Heritage and Design Manager	Towns Deal funding of £250,000 has been allocated to deliver a town centre sculpture trail. The project is in the development stage progressing towards the establishment of officer working group, assessment of locations for works, methods of public consultation and considerations around statutory permissions. Development works to deliver a town centre sculpture, part funded through FHSF and as part of the town centre landscaping project, have progressed including brief, consultation and Councillors' input. It will be installed during 2022/23.	
7	To continue to develop our heritage offer through the promotion and development of our own assets across the borough.	Develop plans and business case for a Heritage Centre located in Great Yarmouth town centre to promote the visitor economy working with partners. This is a key part of COVID Recovery Plan for Great Yarmouth town centre.	Strategic Director (KB)	GYPT have developed the business case for the Heritage Centre, GYBC are currently confirming our specification for this to support the Members of P & R Committee formally approving the grant funding of this scheme in May 23.	
		Winter Gardens' application submitted to the National Lottery Heritage Fund – Heritage Horizons programme for the restoration and repurposing of the building	Major Projects and Development Director	RIBA Work Stages 2 & 3 completed, operational and commercial model secured, fund raising completed and application for Permission to Start Delivery Stage submitted to the National Lottery Heritage Fund.	
		Repurposing of historic buildings working with Great Yarmouth Preservation Trust and other partners (Town Deal)	Strategic Director (PB)	Funding Agreement to be finalised with delivery partner GYPT for commencement in 2022/23. Business cases for the 3 buildings have been prepared.	
		Progress green routes, sustainability and connectivity schemes linked to the Town Wall	Strategic Director (PB)	Sculpture trial to be procured from 22/23 across 3 years. Phased project plan for Town Wall's walking route in place.	
8	Extend Beacon Park Enterprise Zone and encourage growth in the South Denes Enterprise Zone to support new businesses establishing themselves as well as attracting existing businesses to expand.	Review the Local Development Orders for Enterprise Zone sites at both Beacon Park & South Denes	Director of Planning & Growth	Local Development Order Adoption: Beacon Park (February 2022) and South Denes (May 2022).	
9	Convert greater numbers of planning permissions into developed-out sites.	Adoption of the Local Plan Part 2 in summer 2021.	Director of Planning & Growth	Local Plan Part 2 adopted at Council 8 th December 2021	

A strong and growing economy					
	Corporate Plan	Action 2021/22	Lead Officer(s)	End of year update	Key
10	Support the completion of the Great Yarmouth Third River Crossing and continue to dual the A47.	Support the Great Yarmouth Third River Crossing construction and dualling of the A47.	Director of Planning & Growth	Continued engagement at the Great Yarmouth Third River Crossing Board. Completion March 2023. Engagement with A47 Alliance and National Highways re: Vauxhall & Harfreys roundabout consultations.	
		Develop Great Yarmouth Train station improvements and undertake options appraisal to improve connectivity via engagement with the Norfolk Rail Group, Community Rail Partnership and Abellio Greater Anglia (Town Deal).	Major Projects and Development Director	Levelling up Fund secured to implement capital improvements to the station, and connectivity to the town centre and seafront.	
11	To work with schools, colleges and businesses to match future business opportunities with the right skill provision, to boost the number of training opportunities and apprenticeships. In doing so encourage social inclusion and ensure more local people can benefit from local training and job opportunities.	Develop a skills task force to include mapping of pathways for education, skills, training & employment.	Strategic Director (KB)	Skills taskforce established and CRF bid submitted. Unfortunately, the bid was not successful so taskforce currently being reviewed	
		Evaluate the Kickstart promotion and it's roll out to businesses in GY.	Head of Inward Investment	Kickstart scheme concluded, data and statistics provided by DWP, local evaluation of reach and impact completed. Great Yarmouth businesses offered 82 placements to individuals. The Borough Council have 6 placements across 4 service areas.	
12	To explore opportunities with the Higher Education sector to have a greater presence and influence within Great Yarmouth.	Develop a plan for a Learning Centre and University Campus	Strategic Director (KB)	Project ongoing, currently at RIBA stage three. To open Sept 23	

Improved Housing and Strong Communities					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
13	Increase the number of good quality new homes and associated infrastructure built through both direct provision and by working with Registered Providers and private sector developers.	Deliver 16 new 1-bed homes across the Borough.	Housing Director	Following successful procurement exercise works to commence development of the new homes will start on 3 rd May 2022	
		Increase the number of Registered Providers actively progressing new sites across the borough	Housing Director	An increase in Registered Providers is due to be realised with 12 sites currently in active development.	
		Establish a Design Code for Borough and for individual sites/areas where necessary.	Director of Planning & Growth	Awaiting outcome from national Expression of Interest for phase 2 Design Code Scheme. Scoping for Design Code underway. Local Plan Part 2 adopted (December 2021) with strengthened design policies.	
		Undertake annual survey of developers for 5-year housing land supply	Director of Planning & Growth	Housing Delivery Test 2021 reports Great Yarmouth delivering 141% against target. Developers Forum continues to meet.	
		Develop portfolio of investment properties for Equinox Property Holdings	Strategic Director (PB)	Equinox Executive Officer recruited (Lee Webster). Acquisition of the first 5-6 properties for rent underway.	
		Plan and deliver via Equinox Enterprises Eastwood Phase 2 and any other infill housing projects.	Strategic Director (PB)	EEO (Lee Webster) preparing advisor pipeline for Phase 2, financial appraisal of the scheme and construction specification. Planning decision expected in March 2022. Aim to break ground in 2022/23.	
14	Better quality private rental accommodation will be available for residents by tackling substandard provision and ensuring the roll- out of the selective licensing scheme.	Evaluate Selective Licensing Scheme and develop plan to expand to additional selective licensing area(s).	Strategic Director (KB)	Initial work to evaluate the current condition of the housing stock in the expanded area is underway, this due to conclude within the 2022 calendar year. A full report and timeline will be provided to Members in late 2022 or early 2023.	
15	Providing decent homes to our existing tenants through a planned programme of improvement works and providing a responsive and quality repair service.	Complete a programme of works to enable the council to meet the Decent Homes Standard.	Head of Property and Assets	All decent homes failures during 2021/22 have been addressed. Newly arising need for 2022/23 will be identified and within capital works programme for the year ahead.	

Improved Housing and Strong Communities					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
		Adopt and implement Resident Engagement of Strategy.	Housing Director	Housing and Neighbourhoods Committee considered and approved the Resident Engagement Strategy in September 2022. Delivery of strategy and action plan underway.	
16	To understand the issues facing our largest housing estates and where appropriate bring forward regeneration plans.	Complete Stage 2 viability work on the regeneration of the Middlegate Estate including committee sign off.	Strategic Director (KB)	<p>The stage 2 viability work is still in progress as the brief was amended to include net zero opportunities.</p> <p>Separately to this a recent funding award has meant that improvement works to open spaces across the estate can be undertaking, which include new play equipment and the removal of the Multi Use Game Area to create private and secure gardens with the aim of reducing Anti-social behaviour in this area.</p>	
17	Bring empty properties back into use and in Great Yarmouth town centre bringing the first and second floors of appropriate properties back into residential use, creating quality homes.	Actively promote the options available to empty homeowners to bring their properties back into use.	Housing Director	<p>Contact maintained with Owners of long-term homes so the Council is aware of their intentions and to ensure advice and information is targeted at those owners who are unclear how to bring their property back into use.</p> <p>Enabling & Empty Homes Officer will continue to work closely with the OPEG to address problem properties.</p>	
		Progress work on the Invest and Lease scheme and consider use of Empty Dwelling Management Orders.	Housing Director	Initial modelling has been completed and identified a number of issues which continue to be worked on into 2022/23. These issues currently constitute a barrier to the Invest to Lease scheme being able to be considered by Committee for approval.	
		Engage with Great Yarmouth Community Land Trust to bring back empty properties in the town centre and engage with Great Yarmouth Preservation Trust to support this work.	Housing Director	A number of properties have been explored. Work is continuing with Great Yarmouth CLT providing advice and support to find a way to acquire a block of 3 flats. This work will continue into 2022/23.	
		Reduce the number of long term (2 years or more) empty homes by relaunching the OPEG group and support officer role to start targeted action on the difficult properties.	Strategic Director (KB)	This work is ongoing through the OPEG group. An update report is scheduled to be presented to P & R Committee evaluating the last years work.	
		Review of impact of increased Council Tax Levy on properties empty over 10 years	Housing Director	<p>Initial indications show that the introduction of the Levy 10 has spurred some owners into action with some long-term properties coming to the market and work commencing on others.</p> <p>Data has been received from Council Tax to allow further investigation into this and to create an evidence base to establish if this is a result of the Levy 10 or other market factors.</p>	

Improved Housing and Strong Communities					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
18	To support residents to live in high quality and warm homes.	Promote Green Home Grants scheme to access funding towards eligible energy efficiency measures.	Housing Director	Successful bid for funding from the Sustainable Warmth Competition to deliver energy improvements to homes which are on the gas grid. Delivery of funded programmes will focus initially on targeting eligible properties to allow programme objectives to be met through installations which will be delivered in 2022/3.	
19	Enable residents to remain in their own homes and live independent lives through a comprehensive adaptations programme and working closely with key health partners.	Following the return of the District Direct service to operate within the James Paget University Hospital, promote the service to all wards and A&E staff.	Housing Director	District Direct service is operating across all wards (Covid wards excepted) and A&E	
		Assess requirements to extend the District Direct service to community hospitals including mental health provision and secure funding for service.	Housing Director	Completion of this action will slip into 2022/23, reflecting shared funding status for service.	
20	To provide improved access to a range of health and well- being activities through a range of measures including the provision of a new Marina Centre facility acting as a hub for both indoor and outdoor well-being programmes.	Develop sporting events across the Borough for residents and visitors to encourage the growing sector of sport tourism	Strategic Director (KB)	A number of sports based events were arranged and held over the last year including a Triathlon event on Great Yarmouth seafront. The aim is to further build on this for 22/23.	
		Deliver the Wellesley Recreation Ground into a hub for outdoor physical activity working with key funding partners	Strategic Director (KB)	Funding bid to the Football Foundation currently being developed for a new 3G pitch and to renovate the Tennis Pavilion	
		In partnership with Active Norfolk deliver the agreed 2021/22 actions in the Great Yarmouth Physical Activity Framework.	Strategic Director (KB)	2021/22 Great Yarmouth Physical Activity Framework Actions completed. Action plan currently being drafted for 2022/23	
		Launch the Great Yarmouth Community Investment Fund in partnership with the Norfolk Community Foundation.	Strategic Director (PB)	Launched in July 2021. A total of £45k community grants awarded by Norfolk Community Foundation	
		Establish a community food project as part of 'Nourishing Norfolk'.	Strategic Director (PB)	First community-operated food store (Shrublands Community Food Club) launched in December 2021. Second community-operated food store operational in March 2022	

Improved Housing and Strong Communities					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
		Support the N&WCCG, the two PCNs and the new Primary Care Mental Health Service to establish a Well-being and Crisis Café for the east.	Early Help Hub Manager	Steam cafe in Gorleston launched and operational in Autumn 2021. Team linked into Community Hub Collaboration meetings	
		Assist the development of the business case for a new acute James Paget University Hospital in relation to community engagement and economic prosperity	Strategic Director (PB)	GYBC supported stakeholder engagement event in 2021. JPUH is part of the Great Yarmouth Locality Board	
		Complete CCTV infrastructure upgrade in Great Yarmouth town centre.	Strategic Director (PB)	CCTV infrastructure upgrade delivered and operational	
21	To continue to develop our partnership approach to Early Help and preventative services to support our most vulnerable residents.	Prepare & implement Great Yarmouth Locality Strategy Action Plan working with partner agencies.	Strategic Director (PB)	Finalised Action Plans agreed and aligned to the Integrated Care Strategy (ICS)	
		Engage with the establishment of an Integrated Care System with the CCG and PCNs.	Strategic Director (PB)	Preparatory governance plans for the Integrated Care System (ICS) at Place finalised. Health & Wellbeing Partnership (HWP) established.	
		Re-launch of Multi-agency Welfare Steering Group focussing on managing complex debt taking holistic and practical approaches in collaboration to support the most vulnerable residents	Head of Customer Services	Welfare Steering Group meeting quarterly with Community Hub, Customer Service & Housing Teams, Dial, CA and JCP monitoring and collaborating on debt cases to support local residents. Group engaged on most effective use of Community funds e.g. Household Support Fund, 'Whatever It Takes' Fund and Council Tax Hardship Fund	
22	Pro-actively engaging with younger residents to encourage them to be involved in shaping the borough's future and supporting community wellbeing.	Work with the LEP and schools to roll out the Freshly Greated project under the Creative People and Places programme	Head of Inward Investment	Young people are actively involved, most notably under the 'Producer' element of the programme. More work is to be done directly with the LEP	
		Establish an Ambassador Programme to promote the Borough	Head of Communications & Marketing	Ambassador Programme established and delivered to key audiences. In light of difficulty in engaging due to the pandemic, the Ambassador Programme delivery has paused. Work is ongoing to create a suite of engaging content and materials for members and officers to use when meeting community members, businesses and other key audiences.	

A Quality and Sustainable Environment					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
23	To ensure all year round we have a clean and attractive borough, including our streets, green spaces and beaches.	Secure external funding for investment in green landscaping e.g. trees.	Culture, Heritage and Design Manager	Funding of £261,800 has been secured by the Council working in partnership with Trees for Cities from The Urban Tree Challenge Fund and Green Recovery Fund to plant 500 trees in the urban area of Great Yarmouth. A planting masterplan had been prepared and planting was undertaken at Blackfriars Road, Trafalgar Road, Mariners Road and York Road. The remaining trees will be planted winter 2022/23 at sites including South Quay.	
		Review hit squad work of delivering visible improvement in the cleanliness of the Borough's towns and pull together proposal for the future use and work of the team.	Director of Operational Services	Hit squad continue to complete work issued by GYBC, looking at funding for 2022/23	
		Review the litter bins on GY seafront and deliver more effective and efficient emptying regime and increase capacity.	Head of Environmental Services	Review completed and funding obtained for new bins through FACET project, bins to be installed during April / May 2022. The bins will increase the capacity and also include recycling for the first time on Great Yarmouth seafront.	
		Undertake route optimisation review for waste and recycling collection services	Director of Operational Services	New routes went "live" 18 October with Communications Plan. Updates reported to Environment Committee. Project completed with no issues.	
24	To ensure proactive use of enforcement powers and activity to ensure that the borough is a welcoming and high- quality environment creating a positive perception of Great Yarmouth.	Refresh of Anti-Social Behaviour Strategy and Action Plan	Head of Environmental Services	Draft Strategy now ready for comment, anticipated completion early in 2022/23.	
25	To have implemented successful campaigns to generate civic pride and responsible citizenship.	Deliver FACET Circular Economy project with Norfolk CC including innovative solutions to reduce / reuse food-related takeaway and hospitality waste and stimulate residents and visitors to prevent litter.	Strategic Director (PB) Head of Environmental Services	Smart bins, reuse cup scheme, community fridges launched and in place. Bottleship designs and planning consent in development, and post-consumer plastic remanufacture study in place.	

A Quality and Sustainable Environment					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
26	With partners there is a zero tolerance to activity damaging the local environment and we are continuing to work towards reducing our carbon footprint through enhancements to walking, cycling, public transport and buildings.	Develop a Sustainability Strategy and Action Plan for a Pathway to Net Zero.	Strategic Director (KB)	First draft received. Currently being reviewed.	
		Commission additional Electric Vehicle Charge Points across borough car parks.	Head of Customer Services	Further locations put forward for review and consideration to establish viability of location based on Power Supplies and connections – Currently with UKPN for power information and quotes.	
27	Environmentally sustainable long-term management of our high-quality coastal environment.	Undertake consultation of engineering solutions for Hemsby Coastline	Head of Property & Asset Management	Planning application for the preferred solution of a rock berm submitted and awaiting consideration (Apr 2022). Funding strategy being developed in anticipation of planning approval.	
		As part of Coastal Partnership East (CPE) tender for a Consultant to identify a potential long-term solution to the failing seawall which will enable a bid for funding.	Head of Property & Asset Management	Consultant appointed to undertake appraisal, report due for consideration by P&R summer 2022.	
28	Play an important local role in enhancing environmental sustainability, using resources more efficiently, recycling more and promoting the use of 'green energy'.	Understand the Council's carbon footprint and agree an Action Plan to achieve Net Zero targets.	Strategic Director (KB)	Carbon footprint work completed. Action plan to reduce now being developed.	
		As part of the Norfolk Waste Partnership undertake an options appraisal for future recycling contracting beyond 2024	Head of Environmental Services	Work ongoing, new contract principles and pricing agreed by full Council. Awaiting full countywide sign off.	
29	Ensure our high quality natural and built environments are as accessible and inclusive as possible and we seek ways to improve and enhance our compliance with the Disability Discrimination Act.	Undertake audit and secure Disability Confident Employer Level 3 status supported by the DWP.	Head of Organisational Development	Application submitted to DWP for review, some amendments to be made to application which will be re-submitted by the end of February 2022.	

A Quality and Sustainable Environment					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
		Deliver the HAZ including the various sub projects	Head of Inward Investment	Work under way on 17 individual projects in Y2 of the scheme. Major projects including Town Wall repairs and St Nicholas School railing repairs under way and due to complete in first quarter of 2022-23. Grants awarded for phases 1 & 2 (of 3) of 145 King St project and CPO completed. HE funding contributed to first tranche of Market Place Landscaping project. First design guide (shopfronts) completed. Community archaeological dig delivered and community engagement and training embedded in all projects. HAZ Zone extension approved.	
30	Working with local tourism businesses to improve the sustainability of our visitor economy and promoting our green credentials to visitors.	Develop and deliver the 'See Great Yarmouth in a Different Light' Winter Programme in 2021/22 and identify funding plan for 2022/23 Programme.	Strategic Director (PB)	Floodlighting installations commissioned. Fire on Water event took place in Oct/Nov 2021. Christmas in the Parks event delivered in Dec. 21. Lit place name signage installed along with Hemsby selfie sign. Projection and walking trails agreed.	
		Rollout of E-Scooters as part of 12-month controlled trial in partnership with the Department for Transport, Great Yarmouth Police, Norfolk County Council and Town Centre Partnership (TOWN DEAL)	Major Projects and Development Director	Trial extended to November 2022	

An Efficient and Effective Council					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
31	Create a positive skilled workforce proud to work for GYBC. We will be a council with a strong reputation to attract and retain good quality staff, acting as a centre of excellence for staff development	Roll-out Apprenticeship scheme across the council incorporating Graduate Apprenticeships and Kickstart Programmes.	Head of Organisational Development	Kickstart placements successfully started in December and January. Work continues with apprentices, 3 new starts in Q3 with 1 planned in Q4 so far. Working with colleagues across Norfolk to look at local government apprenticeship offering.	
		Conduct benchmarking exercise as part of the Investors in People (IIP) framework and undertake IIP assessment.	Head of Organisational Development	Preparatory work undertaken to support assessment criteria in readiness for benchmarking exercise	
32	A constitutional system and processes which support sound governance which are widely understood and support transparency and accountability.	Conduct a review of the partnership register and review CMIS and public accessibility to Council and Democracy information	Head of Legal & Governance	The review of the partnership register and partnership governance framework has been put on hold, as a review of Outside Bodies required completion first in order for it to feed into this review. The review is now scheduled to be completed during 2022/23.	
		Provide constitutional training for Managers and Councillors	Head of Legal & Governance	This has been delayed due to COVID, however sessions have now been booked and will be held during June 2022.	

An Efficient and Effective Council					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
		Refresh the Council's Procurement Strategy in line with contract standing orders	Head of Legal & Governance	Initial draft of revised Procurement Strategy created, this will be further refined and submitted for approved during 2022/23.	
33	Continue to develop a robust approach to business planning and project management which underpins good decision-making.	Once the outcome of the Fair Funding review & Business Rates review are known these will be used to inform to update to the medium-term financial strategy	Finance Director	The outcomes of the review and timeline for the introduction have not yet been confirmed, as announcements are made the MTFS will be updated accordingly.	
34	To strengthen our portfolio of assets which maximise income and/or support service delivery, with a proactive approach to the acquisition of assets to generate income.	Identify and procure new and innovative visitor attraction opportunities for the Borough	Head of Property and Asset Management	Planning applications submitted for consideration of additional concession sites based at both Great Yarmouth and Gorleston. Expressions of interest for new opportunities in Great Yarmouth tendered	
		Construction, build, market & launch Tea Room/function facility at Gorleston Crematorium	Head of Customer Services	Considerations of most effective operating model in progress in readiness for completion of fit out and launch.	
35	To have a digital strategy in place which is customer-focused and moving us towards being a digitally- enabled council with cost effective and responsive customer services.	Planned 'pro-active customer support' across council services to ensure web content is relevant, up to date and complete helping to increase self-serve and electronic or virtual contact.	Head of Customer Services	Customer Service Team are actively engaging with other council services to update webpages where missing or incorrect information is identified.	
		Initiate the procurement of the new IT system and roll-out for environmental, licensing and planning services.	Finance Director	There has been some initial delays, however a project update is due to be taken to the IT Investment Group with commencement in 2022/23.	
		Implement agile working across the Council without compromising customer service	Head of Organisational Development & Head of Customer Services	Agile working implemented with regular reviews in place to ensure it works well as new way of working.	
36	A strong financially aware organisation with a financial strategy which supports good decision-making and capitalises on opportunities, giving confidence to external funding partners.	To ensure strong financial awareness and governance across the organisation and to deliver an internal finance training programme.	Finance Director	A programme of training has been scheduled for the Extended Managers group in 2022/23.	

An Efficient and Effective Council					
	Corporate Plan	Action 21-22	Lead Officer(s)	End of year update	Key
37	Meet our equalities responsibilities by ensuring that equality sits at the heart of our decision-making.	Equality, Diversity and Inclusion Strategy and Action plan to be reviewed and agreed.	Strategic Director (PB)	Strategy and Action Plan approved for consultation at P&R Committee Nov. 21. Year 1 of the Action Plan underway. Reporting taking place.	
		Continue to collect & publish equality monitoring data and use intelligently to shape and develop services, removing any barriers to engagement.	Head of Organisational Development	Work integrated into ED&I Strategy & Action plan. Annual reporting in place. Gender pay gap reporting published in line with annual requirement.	

URN: 22-106

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

Report to: Policy and Resources Committee – 12th July 2022

Report by: Sam Hubbard, Strategic Planning Manager

SUBJECT MATTER

Heritage Action Zone – Adoption of the Great Yarmouth Shopfront Design Guide Supplementary Planning Document.

RECOMMENDATION

That Policy and Resources Committee adopts the attached Shopfront Design Guide Supplementary Planning Document.

1. Introduction

- 1.1. In January 2020 it was announced that GYBC was one of 68 high streets which had made a successful bid for a Heritage Action Zone. Under the scheme, lead partners and Great Yarmouth Preservation Trust (GYPT) will work with Historic England (HE) to develop and deliver schemes that will transform and restore disused and dilapidated buildings into new homes, shops, workplaces and community spaces, restoring local historic character and improving public realm. The Great Yarmouth Heritage Action Zone (HAZ) target area includes Market Place, King St and Market Row
- 1.2. The scheme comprises a series of projects and workstreams which collectively tackle problems of empty, redundant and neglected buildings through repair and re-use, transforming dilapidated properties into new homes, shops and community spaces. The project includes a number of physical improvements to the historic environment, a mapping project, community engagement and the preparation of design guides.
- 1.3. The design guides will cover shopfronts, extensions, repairs and public realm.
- 1.4. The first design guide to be prepared is the Shopfront Design Guide. The guide will help support the grant system for shopfront repairs and renovations but will also be a planning policy document to help determine applications involving shopfronts. Therefore, it is proposed that that the document is adopted as a Supplementary Planning Document (SPD).
- 1.5. SPDs build upon and provide more detailed advice or guidance on policies in an adopted local plan. They do not form part of the 'development plan' but are a material consideration in the

determination of planning applications. The SPD provides broad design principles for shopfronts as well as a detailed analysis of the separate design elements which make up a shopfront. This includes advice and guidance on signage, illumination, colour, materials, pilaster, console brackets, stall riser windows etc.

- 1.6. The Town and Country Planning (Local Planning) Regulations 2012 require two stages of consultation during the preparation of a SPD. Firstly, consultation is required during the initial preparation of the document to inform a draft SPD and secondly on a final draft SPD.
- 1.7. The Policy and Resources Committee approved a first draft of the SPD on 27th July 2021 which formed the first stage of consultation. Consultation then took place between 9th August 2021 and 20th September 2021. Consultation on a Final Draft of the SPD took place between 14 February 2022 and 13 March 2022.
- 1.8. A Consultation Statement has been prepared and is appended to this report as Appendix 1 which includes the responses received at both stages of consultation and how they have been addressed in the final version of the Supplementary Planning Document.

2. Final SPD for Adoption

- 2.1. A final version of the Shopfront Design Guide SPD is appended to this report in Appendix 2. The final version of the SPD takes into account the comments received during the consultations. In summary the main changes from the final draft which was consulted on in February and March are amendments to improve the clarity of the guidance with respect to materials and fascia and reference to Norfolk County Council's Safe, Sustainable Development document with regard to awning heights.

3. Financial Implications

- 3.1. No implications. The preparation of the SPD has been funded from the Heritage Action Zone budget

4. Risk and Legal Implications

- 4.1. The risks in adopting the SPD are limited. The powers to prepare an SPD are outlined within the Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Planning) Regulations 2012 and the process of preparing the SPD has been in line with these regulations.

5. Conclusion

- 5.1. The Shopfront Design Guide forms part of the Heritage Action Zone programme of work. It will help support the shopfront grant system and will be a material consideration in planning applications involving shopfronts upon adoption.
- 5.2. It is recommended that Policy and Resources Committee adopt the Shopfront Design Guide Supplementary Planning Document included in Appendix 2.

6. Appendices

Appendix 1 – Consultation Statement

Appendix 2 – Final Shopfront Design Guide Supplementary Planning Document

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

Area for consideration	Comment
Monitoring Officer Consultation:	n/a
Section 151 Officer Consultation:	n/a
Existing Council Policies:	Local Plan Part 1: Core Strategy, Local Plan Part 2.
Financial Implications (including VAT and tax):	n/a – covered by usual staff operating costs.
Legal Implications (including human rights):	n/a
Risk Implications:	n/a
Equality Issues/EQIA assessment:	n/a
Crime & Disorder:	n/a
Every Child Matters:	n/a

Great Yarmouth Shopfront Design Guide

Supplementary Planning Document

Consultation Statement

July 2022



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Introduction

This document provides a summary of the consultation undertaken on the Great Yarmouth Shopfront Design Guide (SPD). It summarises the consultation undertaken at the initial stages of preparation and the representations made on the final draft of the SPD under regulation 13.

Summary of Consultation during the preparation of the SPD

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

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

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

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

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

A press release for the consultation was issued on the 19th August 2021.

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

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

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

Summary of main issues raised and how they have been addressed

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

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

Summary of Main Issues Raised

The British Sign and Graphics Association raised the following issues:

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

How issues have been addressed

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

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

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

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

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

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

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

Respondent: Great Yarmouth Civic Society

Summary of Main Issues Raised

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

How issues have been addressed

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

Respondent: Great Yarmouth Local History and Archaeological Society

Summary of Main Issues Raised

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

How issues have been addressed

Support for the SPD noted.

Respondent: Historic England

Summary of Main Issues Raised

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

More specifically Historic England raised the following issues:

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

How issues have been addressed

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

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

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

Reference has been made to the NPPF in Appendix C.

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

Respondent: Marine Management Organisation

Summary of Main Issues Raised

No specific issues raised, only standard holding response provided.

How issues have been addressed

No issues to address

Respondent: Natural England

Summary of Main Issues Raised

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

How issues have been addressed

Comment and conclusions noted.

Respondent: Miss K Newnham (Member of public)

Summary of Main Issues Raised

Miss Newnham supported the publication of the SPD.

How issues have been addressed

Support noted.

Respondent: Norfolk County Council

Summary of Main Issues Raised

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

How issues have been addressed

Support for document noted.

Summary of consultation on Final Draft SPD

This section provides a summary of the consultation undertaken on the Great Yarmouth Shopfront Design Guide (SPD) under Regulation 13 of the Town and County Planning (Local Planning) Regulations 2012 (as amended). The section sets out:

- Which bodies and persons the local planning authority invited to make representations under regulation 13,
- How those bodies and persons were invited to make representations under regulation 13,
- A summary of the main issues raised by the representations made pursuant to regulation 13,
- How these representations have been taken into account in the production of the Final SPD

The consultation took place between 14 February 2022 and 13 March 2022.

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

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

The draft SPD was available online and hard copies were available for inspection at the Town Hall, Hall Plain, Great Yarmouth, NR30 2QF

Comments to the consultation were accepted via post to Great Yarmouth Town Hall or email to localplan@great-yarmouth.gov.uk.

The consultation attracted responses from 4 organisations. These responses are reproduced in Appendix 2. The main issues raised in the response together with how they have been addressed in the production of the Final SPD is set out below.

Summary of main issues raised and how they have been addressed

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

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

Summary of Main Issues Raised

The British Sign and Graphics Association raised the following issues:

- Requested that the name of the document should be changed to make clear it applies to historic buildings and areas.
- Raised concern that the guidance includes elements which go beyond what is permitted in law.
- Objected to the guidance on the use of plastic and laminates as a material in shopfronts
- Questioned why traditional materials should be used in contemporary designs.
- Raised concern with the interpretation and meaning of the advice on fascia.
- Objected to the guidance which advises against boxed fascia signs.
- Objected to the strictness of the advice about corporate signage.
- Raised concern that the guidance on colour was onerous and in some cases unenforceable.
- Raised concern that the guidance on signage was onerous and unachievable.
- Objected to the guidance on hanging signs stating the advice was impractical given the need for headroom.
- Questioned why gloss paint should be avoided.
- Objected to the guidance which states internally illuminated signs and lettering should be avoided.
- Raised concern that the case-studies emphasise misplaced preconceptions elsewhere in the document.
- Raised concern that the bibliography does not contain a study on modern retail trends.

How issues have been addressed

It is considered that the introductory paragraphs make clear that the document applies to historic buildings and areas. Therefore, this does not need to be repeated in the title of the document.

The introductory section of the document makes clear that some interventions covered by the guidance may not require planning consent. However, the guidance is still considered helpful and the Council still encourages shop owners and developers to have regard to the guidance in this SPD in order to help improve the character of the area.

The SPD does not require contemporary shopfronts to use traditional materials. Changes to the text have been made to make this clearer.

The use of plastics as a material is not considered appropriate to the character of the conservation area. With regard to laminates the text has been amended to make clear it is only plastic laminates which should be avoided.

The section on fascia has been revised to improve the clarity. Box fascia signs and internally illuminated fascias are not considered appropriate in the conservation areas and therefore this guidance has been retained in the document. The wording on corporate signage has been amended to address concerns.

The guidance on colour is considered necessary to help improve the overall appearance and integrity of the conservation areas. As stated above, it is acknowledged in the document that some elements of the guidance apply to alterations which do not require consent.

The guidance on fascia signage is considered appropriate for the conservation area which has numerous examples of lettering painted onto the fascia. Furthermore, it is consistent with many other shopfront design guides for historic areas produced by other local authorities. With regard to hanging signage, reference to the height has been removed. The reference to gloss paint complements the wider guidance on avoiding shiny, reflective finishes.

The case studies are considered helpful and support the guidance found elsewhere in the document. The SPD is concerned with the design of shopfronts in historic areas rather than wider retail planning policy. Therefore, it is not considered necessary to reference studies on modern retail trends.

Respondent: Marine Management Organisation

Summary of Main Issues Raised

No specific issues raised, only standard holding response provided.

How issues have been addressed

No issues to address

Respondent: Norfolk County Council – Lead Local Flood Authority

Summary of Main Issues Raised

Stated that for properties located in areas at risk of flooding from any source it is recommended that flood resilient design solutions are incorporated into the proposals. The Lead Local Flood Authority also made reference to their guidance.

How issues have been addressed

Flood resilience is considered outside the scope of this design guide which focuses on the design of shopfronts in historic areas rather than more extensive renovations and alterations where flood resilience may be necessary.

Respondent: Norfolk County Council

Summary of Main Issues Raised

Norfolk County Council supported the design guide. They suggested referring to the County Council's Safe, Sustainable Development document with regard to shopfront heights and lighting.

How issues have been addressed

Minimum awning heights have been amended to reflect the Safe, Sustainable Development document. The Safe, Sustainable Development has been referenced in the bibliography.

Appendix 1 – Full Text Comments from Initial Consultation

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

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

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

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

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

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

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

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

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

In chapter 8, “Window Displays”, page 30, (and in “Design Principles”, page 27), there is an emphasis on “transparency” between street and the building interior as if this is automatically desirable. This is an incorrect presumption. There are many good reasons why a particular business may require part or all of its windows to be obscured (eg to conceal tills or counters near windows; or for privacy; or simply because that’s what the owner wants). Indeed, some establishments have traditionally had

their windows totally obscured (eg betting shops, pawn shops). The Advertisements Regulations permit with deemed consent (or with total exception) all advertisements within buildings; and this, of course, includes any advertisements applied to the inside face of the glazing. The content of shop windows is a matter for the owner/occupier and not one for the local authority. All the SPD advice is based on the misconception that the authority knows best – it doesn't. This is a commercial consideration which is not the local authority's business.

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

life and their minimal heat generation allows modern "box" signs to be much slimmer and more versatile than their "neon" tube illuminated predecessors. These older signs needed thickness in the depth of the box to allow for the bulkier tubes and their fittings, as well as to allow heat to dissipate. Moreover, the SPD fails to recognise that internal illumination allows light to be very carefully directed (eg through letters/logo only), whereas external illumination necessarily casts light not only onto the sign but also its surrounds. It also often produces an uneven light spread which is itself unsatisfactory both for the retailer and the street scene (see picture below). We suggest that the advice be revised to:

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

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

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

Acceptable fascia signage can be in a very wide range of forms and designs. Individual letters can be fitted even when there is an existing fascia board. Signs can be in a variety of materials to suit the style of the shopfront and/or building. A "traditional hand-painted" fascia board would look wholly

out of place above a modern metal or plastic-framed shopfront with large plate-glass windows.
Modern, slim, internally

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

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

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

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

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

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

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

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



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

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

Respondent: Great Yarmouth Civic Society

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

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

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

Respondent: Great Yarmouth Local History and Archaeological Society

A very good and comprehensive guide.

Respondent: Historic England

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

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

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

A general point we would make is that all such guidance should be written in plain English to ensure that it is as accessible as possible to all relevant users, without of course eliminating the correct technical terminology where possible. We would therefore suggest that headings, subheadings and prose is reviewed to ensure its readability is pitched at a level appropriate for a planning document, rather than a special interest publication. At times, the SPD gives the impression of being directed towards the more specialist or knowledgeable reader, whereas this SPD should also be usable by a non-specialist building owner. A specific example we would suggest modifying is the heading for Section 3 – “A Existing Documents in Resume”. This should simply be ‘Existing Information and Guidance’, or similar.

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

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

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

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

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

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

Respondent: Marine Management Organisation

Consultation response - PLEASE READ

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

Kind regards,

The Marine Management Organisation

Marine Management Organisation Functions

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

Marine Planning and Local Plan development

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

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

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

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

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

Marine Licensing and consultation requests below MHWS

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

Consultation requests for development above MHWS

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

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

Minerals and Waste Local Plans and Local Aggregate Assessments

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

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

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

Respondent: Natural England

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

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

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

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

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

Respondent: Miss K Newnham (Member of public)

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

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

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

Respondent: Norfolk County Council

Thank you for your consultation on the Shopfront Design Guide SPD, the County Council supports the design guide proposals, which improve the vitality of the town centre and supports economic development of the area. At this stage it is not considered that the Shopfront Design Guide SPD raises any strategic cross-boundary issues with Norfolk County Council. I assume, under your

statutory duty to co-operate (Localism Act 2011), that if you feel there are any strategic cross boundary issues arising or likely to arise that you would seek further discussion with Norfolk County Council i.e. through myself as the first point of contact.

Appendix 2 – Full Text Comments from Consultation on the Final Draft SPD

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

1. These representations are submitted on behalf of the British Sign and Graphics Association (BSGA) in response to the above second draft SPD. We commented on the first draft of this SPD in August 2021 and we have examined your responses in the Consultation Statement.

2. We remain concerned that the this SPD continues to apply far more onerous considerations on advertisements than already apply within the NPPF, Planning Practice Guidance (PPG) and the Town and Country Planning (Control of Advertisements)(England) Regulations 2007 (as amended). Our comments relate to the parts of the SPD which concern “advertisements” in the statutory definition.

3. The Introduction to this draft SPD explains that its additional guidance on the design of shopfronts and advertisements is relevant to designated conservation areas and for proposals relating to listed buildings and other designated national and local heritage assets. We do not consider that it is properly titled. People do not always read introductions; they are often hubristic trash. The title should make crystal clear what the document is, ie “Shopfront Design Guide for Historic Buildings and Areas”. The Introduction should make very clear that the guidance is not intended for borough-wide application. Why can you not include paragraph numbers? Is no-one at your Council able to count?

4. You have made only minor changes as a result of our earlier comments. As a result, some of the proposed guidance in this draft SPD continues to exceed what is permitted in law; is impractical and unrealistic; and it totally fails to take account of the actuality of Great Yarmouth’s shopping environment. Much of the advice remains unduly onerous and excessive.

5. In chapter 7 “Design Principles”, page 28, the use of high quality materials is encouraged. But the paragraph then continues to denigrate uPVC, acrylics, plastics and “laminates” as if they are not high-quality materials (why you have removed “Perspex” is not clear – perhaps Perspex is now wholly acceptable – or are you afraid of lawyers?). The paragraph says that they are “unsympathetic”, but fails to explain how. Plastic materials used in the sign industry today are high quality, recyclable and can be produced in a variety of finishes. They can be wholly sympathetic to modern shopfronts which may also have uPVC window and door framing and other modern design elements. Some of the signs most commonly seen in historic areas are also necessarily at least part plastic or acrylic. They are suitable materials for the faces of letters and graphics illuminated from within. Your “automatic” rejection of modern materials is typical of the whole backward-looking SPD. This comment also applies to the advice on “Materials” on page 40.

6. Do you know what “laminates” are? They can be any two surfaces bonded together, usually where one protects another. Their use can be wholly appropriate depending on the materials. Remove the objection to laminates.

7. Page 28, fourth paragraph: “contemporary” and “distinct to its time” is a tautology. Delete one or other. Why should you use “traditional” materials in a contemporary design? This also partially contradicts the advice on page 47.

8. Pages 31 and 35. The Council appear to have an obsession with what is inside shop windows. The UK (including Great Yarmouth) is not (yet) a nanny state. What is inside a shop window is absolutely at the discretion of the shop owner. If he wants to put shoes inside the window of a flower shop or dustbins in a lingerie emporium, that is his business and no concern of the Council. This applies also to any posters/stickers applied to the inside of windows. It is the shopkeeper’s choice. Please tell us when it became the responsibility of the local planning authority to advise people not to do what they may perfectly lawfully do. We have explained before that the local planning authority has absolutely no authority to control what someone might put inside their windows (be it shop, house, factory, office or anything which is within the statutory definition of “building”). And the Council cannot get away with saying it is “best practice”. It is not – it is a small group of people within a local authority who think they know better than the people who actually do the business. You can’t control it – get over it and remove all this ridiculous “advice” about how professionals should go about their day-to-day business. Read again our original response regarding this tiresome obsession. The law is against you. To say something is “general guidance”, without qualification, borders on the illegal. “General guidance” could easily be replaced with “planner prejudice”; and would be more true.

9. In Chapter 8, “Fascia”, page 39, do you really think that the advice:

“The fascia should not be confused with the architrave divided in fascias.”

would be understood by anyone (the more so, since architrave is not defined elsewhere in the document)? It is in fact gibberish, clearly written by someone who understands neither classical architecture nor the English language. The following sentence confirms that the whole document is nonsense. It states that the shopfront is a separate element within a building – much of the other advice suggests that the shopfront should be considered as part of the overall building and designed accordingly!

10. The remaining advice on fascias and fascia signs (page 43) is equally poor. “Traditionally”, the fascia often equates to the frieze and is a horizontal band which sits atop the architrave and below the cornice and pediment. It was either plain or decorated, depending upon the overall design. It may have been used for advertising or not. This is the danger of the word “traditionally”. The Parthenon frieze has bas-relief sculptures between metopes. The Pantheon frieze advertises the fact that the building was built by M(arcus) Agrippa. So “traditionally”, the fascia is not used to display “the name of the shop”. We suggest you simply delete all this pseudo-architectural rambling.

11. You have not substantially altered your advice on modern box fascia signs. They are just as much a “fascia” as your example of a tilted board. Tilted boards are now so rare because they are dinosaurs (could not survive a changed environment). Your advice should be up-to-date and relevant. The reality is that internal illumination is the most common form of fascia sign within the town centre (including its conservation areas), particularly on properties with contemporary shopfronts. The SPD continues to fail to take account of innovation in sign design. In particular, there is no mention whatsoever of LED illumination. The smaller size of the luminaries, their long life and their minimal heat generation allows modern “box” signs to be much slimmer and more versatile than their “neon” tube illuminated predecessors. These older signs needed thickness in the depth of the box to allow for the bulkier tubes and their fittings, as well as to allow heat to dissipate.

Moreover, the SPD fails to recognise that internal illumination allows light to be very carefully directed (eg through letters/logo only), whereas external illumination necessarily casts light not only onto the sign but also its surrounds. It also often produces an uneven light spread which is itself unsatisfactory both for the retailer and the street scene. We note that you continue to produce the picture for “short blue” as a good example, without any reference to the dreadful impact of the external illumination which we previously provided. Our picture demonstrated the limitations of “hand-painted” lettering and poor quality external illumination. This is a typical example of where the SPD lacks balance throughout.

12. The advice on “corporate” signage (pages 39 and 40) is far too dogmatic. “Corporate” signs are provided for a reason. People can quickly identify the premises they seek; this is comforting and reassuring. It is only planners who have an issue with this. “Corporate” signs are not “often inappropriate”. They are “often” appropriate. “Are often” should be replaced with “may occasionally”.

13. In Chapter 8 “Colour”, page 37, we accept that some historic shopfronts may need to be coloured sensitively. However, the advice (although we recognize that it has been slightly altered) remains unduly onerous. Yet again, what is “excessive contrast”? Red and yellow? Red and white? Red and blue? Green and yellow? (think McDonald’s, Burger King, Tesco, Morrisons). Again, colour is a commercial consideration. Local authorities should only concern themselves when the colour is so obtrusive that it affects visual amenity (as required by the Regulations). Otherwise, this is again a matter for personal choice, as indeed it should be. And how will a local authority enforce this? Any deemed consent or excepted advertisement may be displayed regardless of its colour. This would include the vast majority of non-illuminated fascia, hanging and window signs, including those in conservation areas. So the “advice” cannot be enforced. We therefore suggest again that the “general” advice on colour be entirely deleted. We give a further example – what colour would most people associate with the Parthenon? White marble? Yet, when completed, its decoration was brightly painted in many colours with gold and silver fillets – see the main façade to Athens University in Panepistimiou (Eleutherios Venizelos) which attempts to give an idea (albeit toned-down for modern tastes – early peoples liked bright colours; and so do modern shoppers – genes don’t change quickly).

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

15. Acceptable fascia signage can be in a very wide range of forms and designs. Individual letters can be fitted even when there is an existing fascia board. Signs can be in a variety of materials to suit the style of the shopfront and/or building. A “traditional hand-painted” fascia board would look wholly out of place above a modern metal or plastic-framed shopfront with large plate-glass windows. Modern, slim, internally illuminated fascias can be wholly acceptable (see above). The advice is pointless and unrealistic. It should either be expanded widely or, probably best, replaced simply with:

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

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

17. The advice that hanging signs should be at, or below, fascia level has been retained. This remains impractical. Such signs must leave adequate headroom for public safety - a hanging sign below fascia level would often not permit this. And a hanging sign fixed to a fascia can spoil the fascia. It is for this reason that many hanging signs are displayed from brackets set above the fascia. The board may then be seen safely and clearly either at the same height as the fascia or wholly above (as often in the case of public houses).

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

19. We suggest again that the whole "Signage" section should either be deleted or re-written entirely – it remains wholly risible.

20. Chapter 8 "Illumination", page 43, starts badly and continues in the same vein. "Traditionally", illumination inside buildings was from candles or dips (much later, town gas) and was extinguished when not needed (for economy and danger of fire). Shopfronts were dark at night. It was only with the comparatively recent advent of the electric light bulb that shop windows were able to be lit safely throughout the night if so desired. The suggestion that internally or halo illuminated signs "should be avoided" or "is out of place" puts the Council in with the dinosaurs. Such signs are commonplace, including within commercial conservation areas. As above, modern internally illuminated fascia and projecting signs are often wholly acceptable; these also avoid the need for external fittings (such as spotlights or troughs) and associated wiring/switch boxes etc). There is no reason to advise against the use of such common commercial shopfront advertising. And perhaps the Council could explain what "subtle, high-quality" lighting is and where it might be installed. Surely illumination through letters only, or "halo" illumination is "subtle and high-quality".

21. Your "case studies" are only designed to emphasise all the misplaced preconceptions in the rest of the SPD. They are pointless. The bibliography fails to include a single study on modern retail trends or the demise of the "traditional" town centre. The SPD only fulfils its role in aiding and abetting the collapse of town centre retail through excessive interference from people who have never been commercially active in the private sector.

22. One final suggestion for the benefit of Great Yarmouth as a whole. We suggest you scrap the whole document; conduct a consultation on what town centre retailers really want from the Council; and provide that.

Respondent: Marine Management Organisation

Please be aware that any works within the Marine area require a licence from the Marine Management Organisation. It is down to the applicant themselves to take the necessary steps to ascertain whether their works will fall below the Mean High Water Springs mark.

Response to your consultation

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

Marine Licensing

Works activities taking place below the mean high water mark may require a marine licence in accordance with the Marine and Coastal Access Act (MCAA) 2009.

Such activities include the construction, alteration or improvement of any works, dredging, or a deposit or removal of a substance or object below the mean high water springs mark or in any tidal river to the extent of the tidal influence.

Applicants should be directed to the MMO's online portal to register for an application for marine licence

<https://www.gov.uk/guidance/make-a-marine-licence-application>

You can also apply to the MMO for consent under the Electricity Act 1989 (as amended) for offshore generating stations between 1 and 100 megawatts in English waters.

The MMO is also the authority responsible for processing and determining Harbour Orders in England, together with granting consent under various local Acts and orders regarding harbours.

A wildlife licence is also required for activities that that would affect a UK or European protected marine species.

The MMO is a signatory to the [coastal concordat](#) and operates in accordance with its principles. Should the activities subject to planning permission meet the above criteria then the applicant should be directed to the follow pages: [check if you need a marine licence](#) and asked to quote the following information on any resultant marine licence application:

- local planning authority name,
- planning officer name and contact details,
- planning application reference.

Following submission of a marine licence application a case team will be in touch with the relevant planning officer to discuss next steps.

Environmental Impact Assessment

With respect to projects that require a marine licence the [EIA Directive \(codified in Directive 2011/92/EU\)](#) is transposed into UK law by [the Marine Works \(Environmental Impact Assessment\) Regulations 2007 \(the MWR\), as amended](#). Before a marine licence can be granted for projects that require EIA, MMO must ensure that applications for a marine licence are compliant with the MWR.

In cases where a project requires both a marine licence and terrestrial planning permission, both the MWR and The Town and Country Planning (Environmental Impact Assessment) Regulations <http://www.legislation.gov.uk/ukxi/2017/571/contents/made> may be applicable.

If this consultation request relates to a project capable of falling within either set of EIA regulations, then it is advised that the applicant submit a request directly to the MMO to ensure any requirements under the MWR are considered adequately at the following link

<https://www.gov.uk/guidance/make-a-marine-licence-application>

Marine Planning

Under the Marine and Coastal Access Act 2009 ch.4, 58, public authorities must make decisions in accordance with marine policy documents and if it takes a decision that is against these policies it must state its reasons. MMO as such are responsible for implementing the relevant Marine Plans for their area, through existing regulatory and decision-making processes.

Marine plans will inform and guide decision makers on development in marine and coastal areas. Proposals should conform with all relevant policies, taking account of economic, environmental and social considerations. Marine plans are a statutory consideration for public authorities with decision making functions.

At its landward extent, a marine plan will apply up to the mean high water springs mark, which includes the tidal extent of any rivers. As marine plan boundaries extend up to the level of the mean high water spring tides mark, there will be an overlap with terrestrial plans which generally extend to the mean low water springs mark.

A [map](#) showing how England's waters have been split into 6 marine plan areas is available on our website. For further information on how to apply the marine plans please visit our [Explore Marine Plans](#) service.

Planning documents for areas with a coastal influence may wish to make reference to the MMO's licensing requirements and any relevant marine plans to ensure that necessary regulations are adhered to. All public authorities taking authorisation or enforcement decisions that affect or might affect the UK marine area must do so in accordance with the [Marine and Coastal Access Act](#) and the [UK Marine Policy Statement](#) unless relevant considerations indicate otherwise. Local authorities may also wish to refer to our [online guidance](#) and the [Planning Advisory Service soundness self-assessment checklist](#). If you wish to contact your local marine planning officer you can find their details on our [gov.uk page](#).

Minerals and waste plans and local aggregate assessments

If you are consulting on a mineral/waste plan or local aggregate assessment, the MMO recommend reference to marine aggregates is included and reference to be made to the documents below;

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

- The Managed Aggregate Supply System (MASS) which includes specific references to the role of marine aggregates in the wider portfolio of supply.
- The National and regional guidelines for aggregates provision in England 2005-2020 predict likely aggregate demand over this period including marine supply.

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

If you require further guidance on the Marine Licencing process, please follow the link

<https://www.gov.uk/topic/planning-development/marine-licences>

Respondent: Norfolk County Council – Lead Local Flood Authority

Thank you for your consultation on the above, received on 14 February 2022. We have reviewed the consultation and wish to make the following comments.

For properties and premises located in areas at risk of flooding from any source, the LLFA would recommend that flood resilient design solutions are incorporated into the proposals. We recognise that property and premises level flood resilience solutions will be need to be bespoke to individual premises, with consideration being focused on identifying the types of measures that are most appropriate for the given premises and the nature of the flood risk faced in that location.

Flood resilience can further be increased by paying due regard to the property or premises threshold type and level.

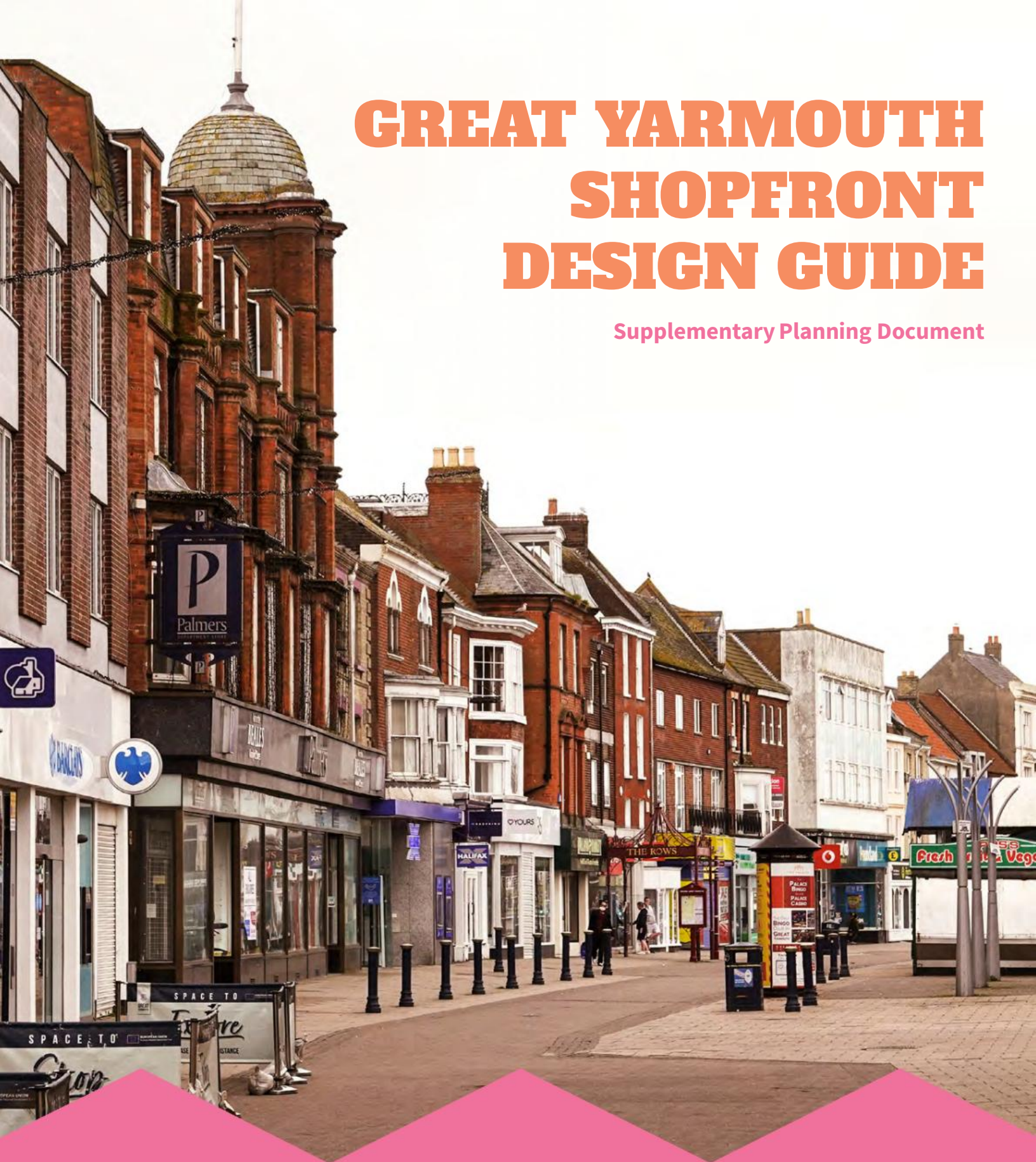
Further guidance on the information required by the LLFA from applicants can be found at <https://www.norfolk.gov.uk/rubbish-recycling-and-planning/flood-and-water-management/information-for-developers>

Respondent: Norfolk County Council

Thank you for your consultation on the Shopfront Design Guide SPD, the County Council supports the design guide proposals, which improve the vitality of the town centre and supports economic development of the area. We also suggest referring to the County Councils Safe, Sustainable Development document found [here](#) Note 3 Design of Developments has information on lights and shop front heights. At this stage it is not considered that the Shopfront Design Guide SPD raises any strategic cross-boundary issues with Norfolk County Council. I assume, under your statutory duty to co-operate (Localism Act 2011), that if you feel there are any strategic cross boundary issues arising or likely to arise that you would seek further discussion with Norfolk County Council i.e. through myself as the first point of contact.

GREAT YARMOUTH SHOPFRONT DESIGN GUIDE

Supplementary Planning Document



GREAT YARMOUTH
HIGH STREET ACTION ZONE

SHOPFRONT DESIGN GUIDE

Great Yarmouth

SUPPLEMENTARY PLANNING DOCUMENT

July 2022



Page 58 of 247



Historic England



GH
10 Regent St.

B

CELESTINE

Exquisite Art
by
Judy Miller
in London
with a view
of the
city

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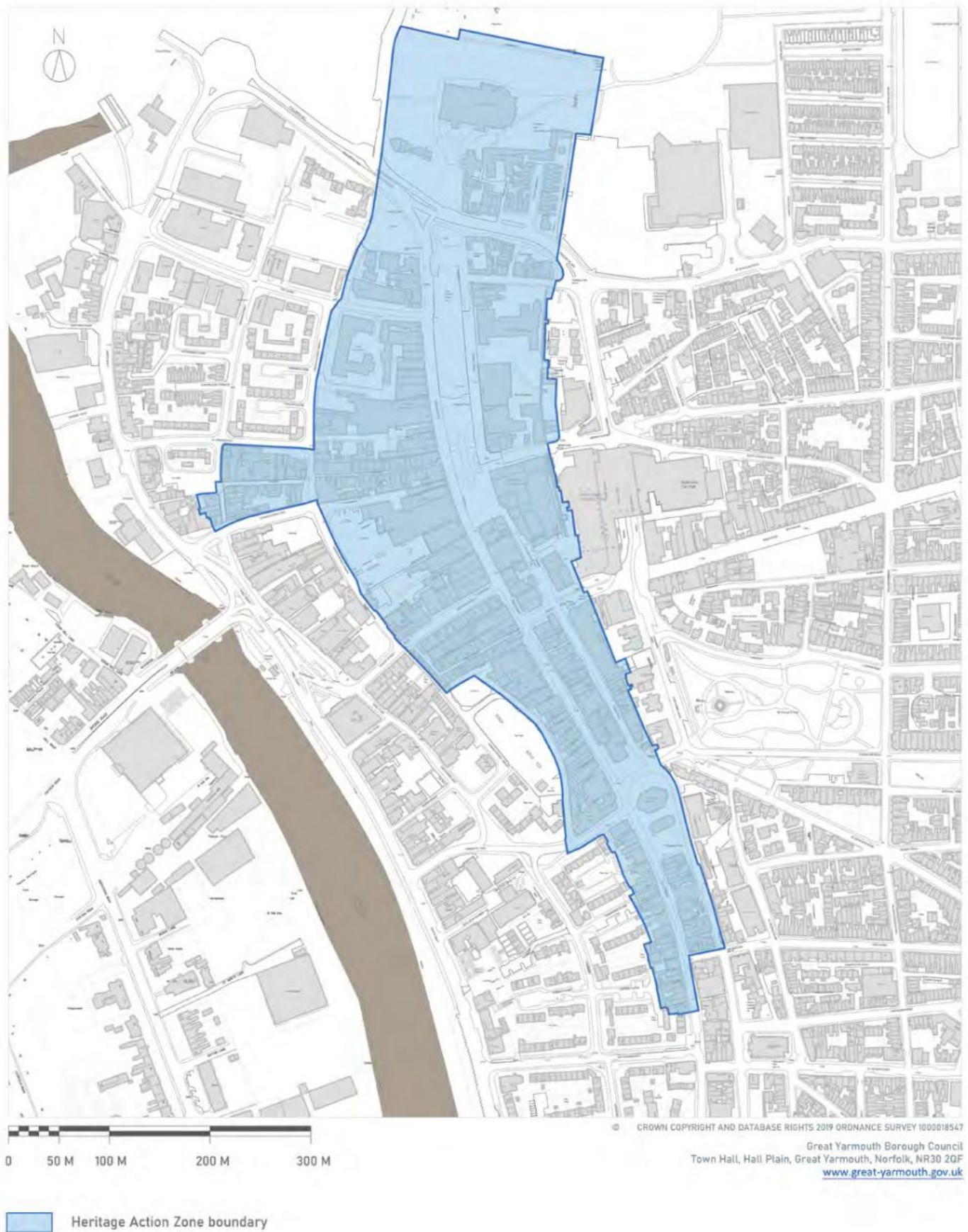


Fig. 002 Heritage Action Zone.

INTRODUCTION

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

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

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

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

- www.great-yarmouth.gov.uk/gyhaz
- www.historicengland.org.uk/services-skills/heritage-action-zones/great-yarmouth/
- www.great-yarmouth.gov.uk/article/6147/Great-Yarmouth-to-benefit-from-share-of-95m-heritageboost-for-high-streets



SUPPLEMENTARY PLANNING DOCUMENT

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

It is acknowledged that some interventions and changes to the appearance of shopfronts may not require planning permission as they either do not constitute development, are permitted development under the Town and Country Planning (General Permitted Development) Order 2015 or have deemed consent under the Town and Country Planning (Control of Advertisements) Regulations 2007. In these cases, the Council still encourages shop owners and developers to have regard to the guidance in this SPD in order to help improve the [Page 64 of 247](#) character of the area.

1. HISTORIC GREAT YARMOUTH AND SHOPPING



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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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



2. CULTURAL SIGNIFICANCE OF SHOPFRONTS

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

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

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

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



3. EXISTING INFORMATION AND GUIDANCE

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

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

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

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

- a. Stratton, Winchester by Powell Design Partnership.
- b. 34 the Bull Ring, Ludlow by Boots Retail Construction and Engineering.
- c. Cannon Street, Dover by Dover District Council Architects Department.
- d. The Children's Bookshop, Oxford by The Oxford Architects Partnership. Corpus Christi, Cheltenham by Bayleys.

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

Existing Information and Guidance

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

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

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

www.historicengland.org.uk/images-books/publications/traditional-windows-care-repair-upgrading/

4. SHORT HISTORY OF SHOPFRONT DESIGN

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

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

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

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

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



Fig. 008 Shop on Butcher Row, Shrewsbury.

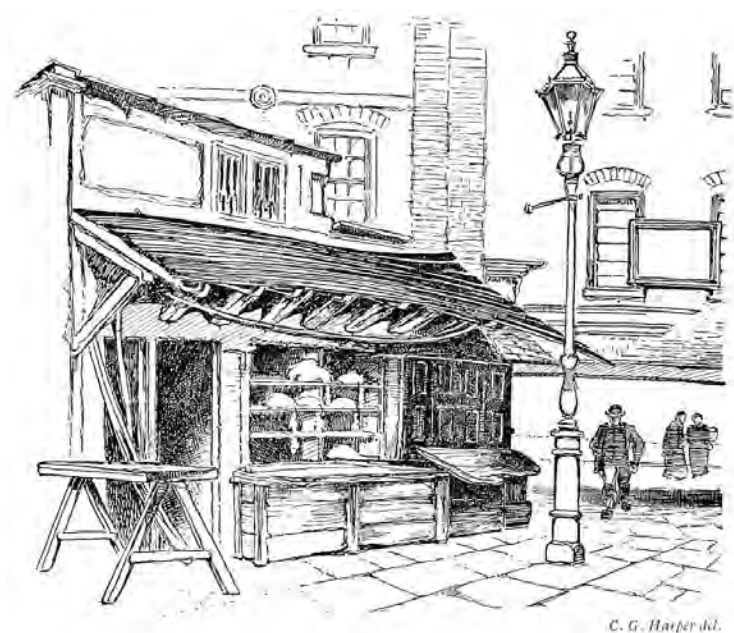


Fig. 009 Old Bulk Shop, Clare Market, London.

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

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

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

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

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

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



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



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



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

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

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



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



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

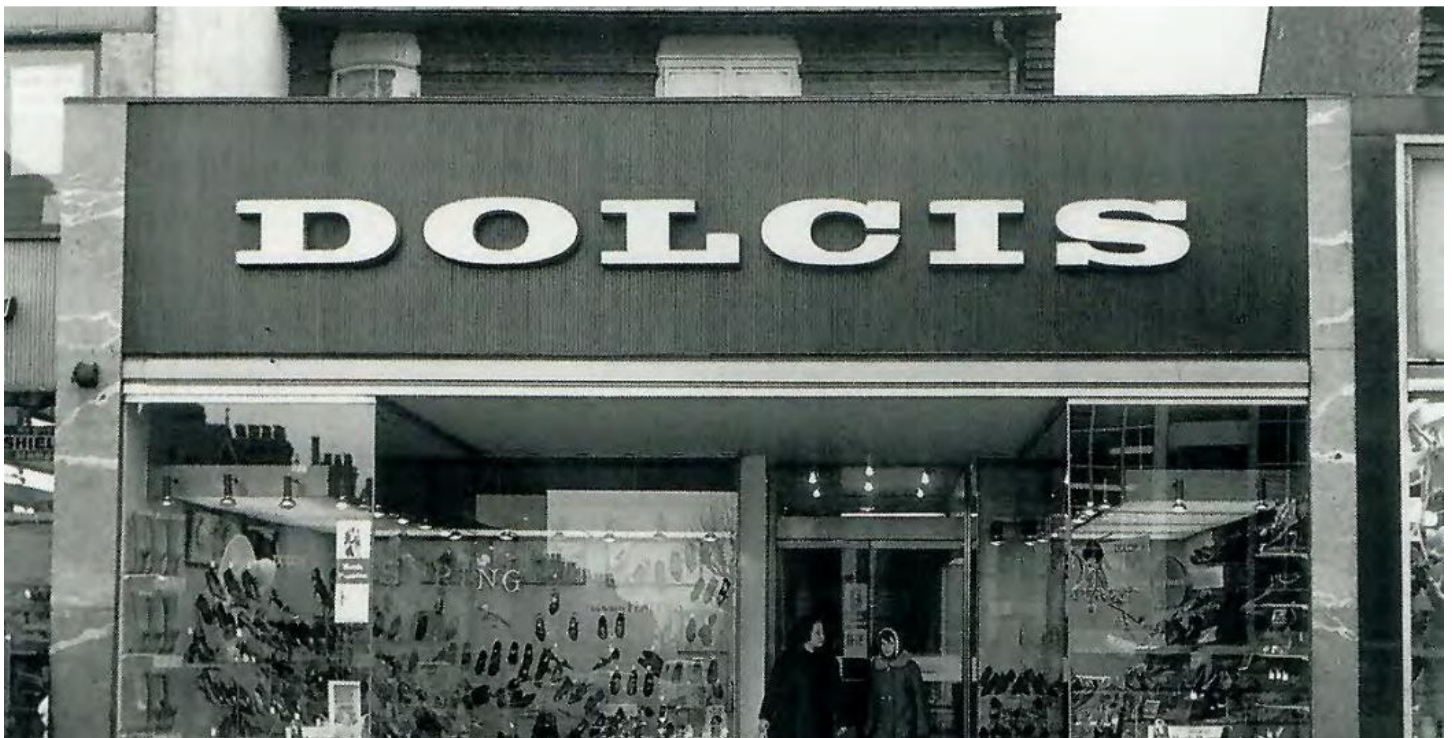


Fig. 015 Dolcis on East Ham High Street, London (1960s)

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

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

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

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

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

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

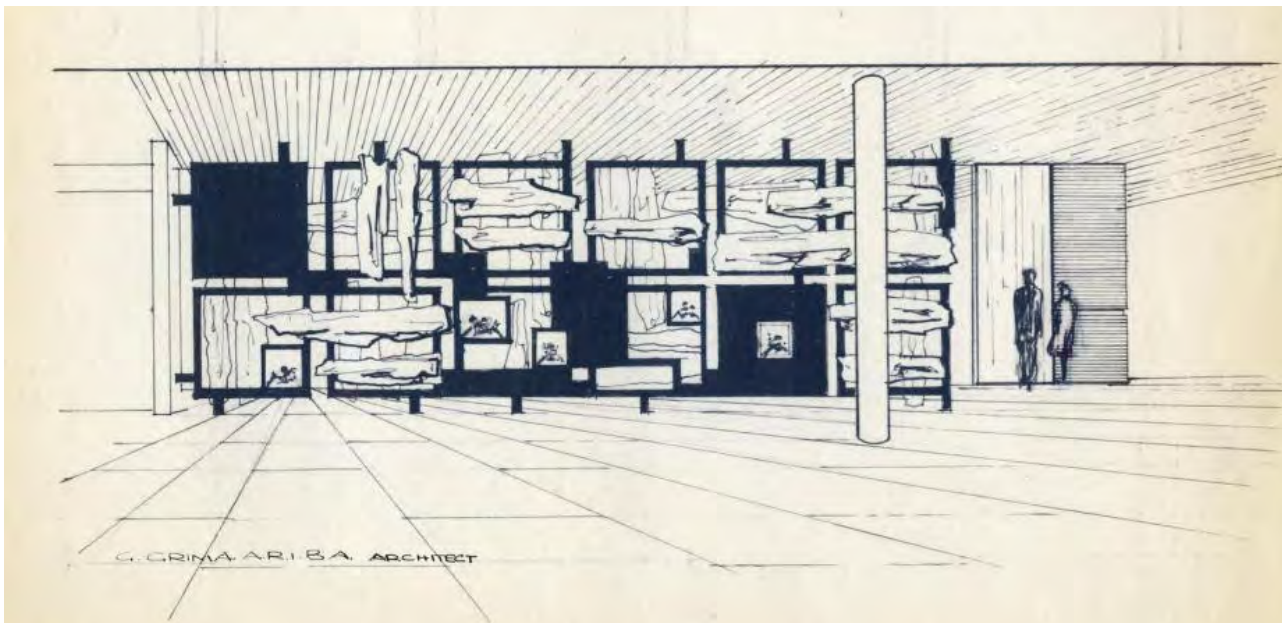


Fig. 016 Grima Jewellers, Jermyn Street, London (A. Grima, 1962)

5. CLASSICAL ARCHITECTURE

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

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

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

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

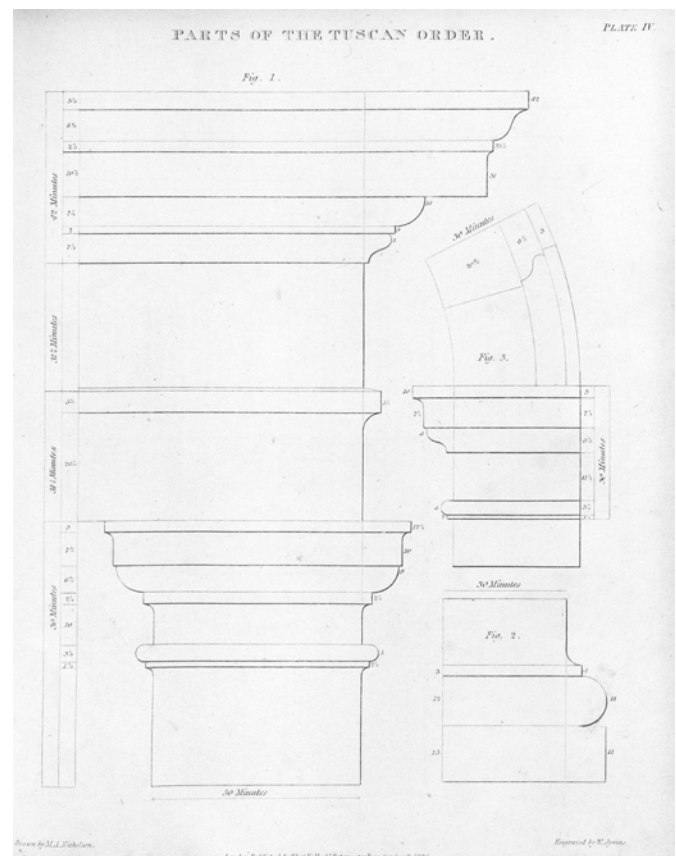


Fig. 017 Parts of the Tuscan Order.



Fig. 018 Architectural Orders of Ancient Greece.



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

6. CLASSICAL TRADITION, SHOPFRONT DESIGN AND ELEMENTS

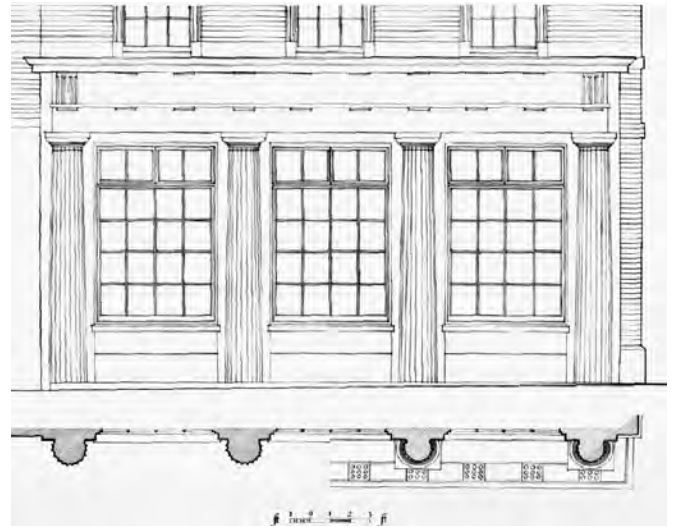


Fig. 020 37 Soho Square, London.

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

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

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

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



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

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

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

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

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

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





Fig. 023 7 Church Plain, Great Yarmouth.

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

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

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

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

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



7. DESIGN PRINCIPLES AND GOOD PRACTICE

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

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

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

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

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

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

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

Fig. 025 4 Greyfriars Way, Great Yarmouth.





Fig. 026 155-156 High Street, Gorleston.

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

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

Where a traditional shopfront has

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

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

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

All elements are relevant to each other. A



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

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



Fig. 028 170 High Street, Gorleston.

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

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

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

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

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

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

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

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

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

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

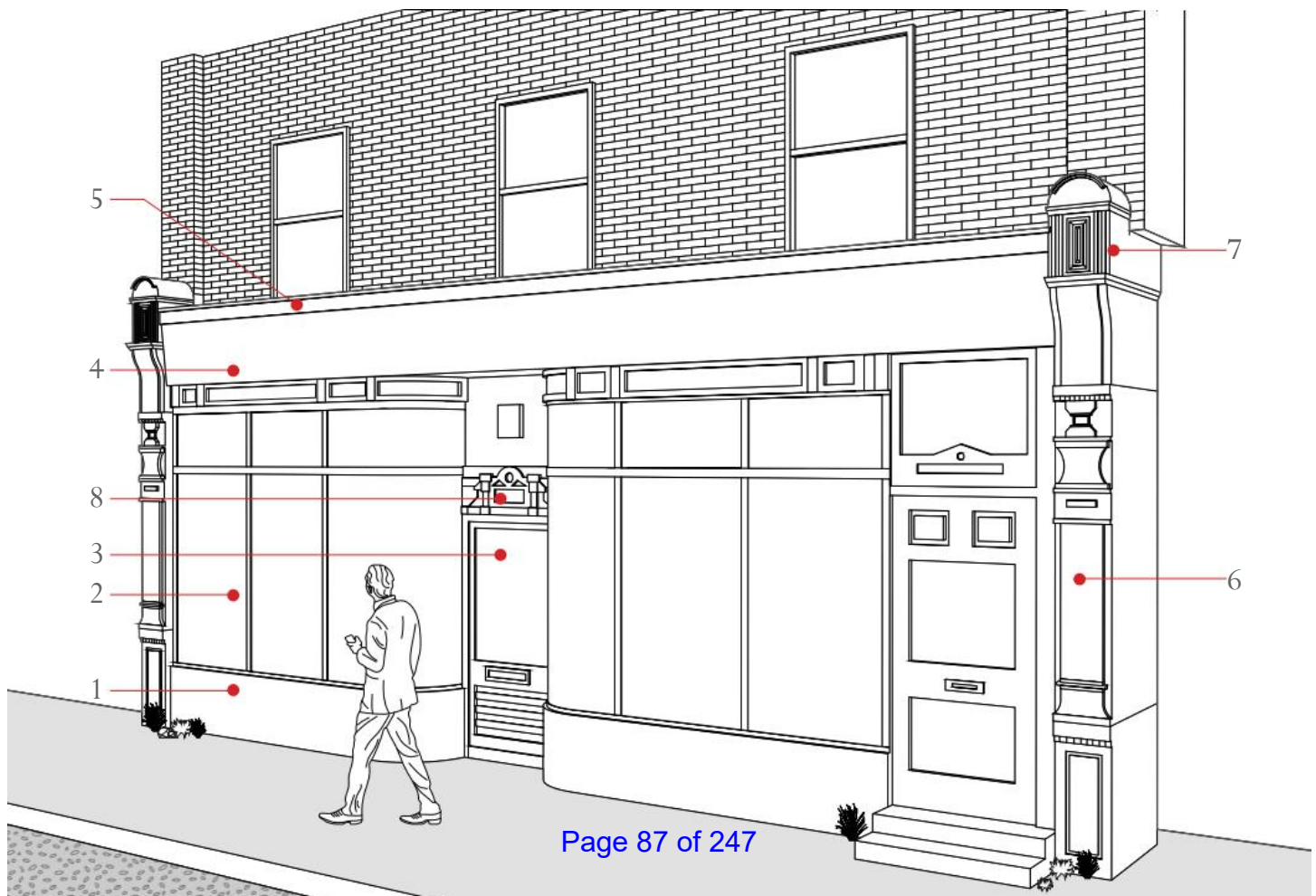


8. ELEMENTS AND CHARACTER

KEY:

- | | |
|-------------------------------|---------------------|
| 1. Stallriser | 5. Cornice |
| 2. Windows And Window Display | 6. Pilasters |
| 3. Doors And Access | 7. Console Brackets |
| 4. Fascia | 8. Fanlight |

Fig. 031 Shopfront elements visual glossary.



STALLRISER

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

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

Fig. 032 Timber panelled stallriser.



Fig. 034 Ornamented stallriser, Broad Row.



Fig. 033 Timber panelled stallriser.



WINDOWS AND WINDOW DISPLAY

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

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

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

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

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

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



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

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



Fig. 036 Colonnnette mullions with spandrels. Gorleston.

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



ACCESS, DOORS, TRANSOMS AND FANLIGHTS

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

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



Fig. 039 Entrance lobby mosaic.



Fig. 040 Tiled entrance lobby.

Fig. 038 Entrance lobby tiled in chequerboard pattern.



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

METALWORK

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

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



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





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

FASCIA

The purpose of the traditional English shopfront's fascia is to display the name of the shop. The fascia is a separate element, as is the overall shopfront within the building façade. The design should provide enough space between the elements of the elevation. For example, between fascia and first-floor sills.

Traditionally the fascia is not too large, well balanced and proportional to all other elements. It is an element of the overall shopfront and usually should not exceed 400mm, but this figure may vary on a case-by-case basis. Sometimes, when a modern fascia is extra-large it conceals a false ceiling. This should be avoided. The design proposal should explore transom lights in such a case.

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

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

CORNICE

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

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



Fig. 045 Cornice.



Fig. 046 Fascia angled towards the street - a traditional approach.





Fig. 047 Edwardian pilaster.



Fig. 048 Victorian console brackets.

PILASTERS

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

CONSOLE BRACKETS

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

MATERIALS

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

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

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

COLOUR

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

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

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

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

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





Fig. 050 Hanging sign.

SIGNAGE

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

Fig. 052 Hand-painted lettering.



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

ILLUMINATION

Traditionally, lighting is contained within the shop windows.

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





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

SECURITY AND SHUTTERS

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

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

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

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

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

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

Fig. 054 Internal open lattice grilles.



BLINDS AND CANOPIES

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

The bottom of new awnings projecting over the pavement should be at least 1.98m above pavement level.

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



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

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

Fig. 056 Traditional awning.



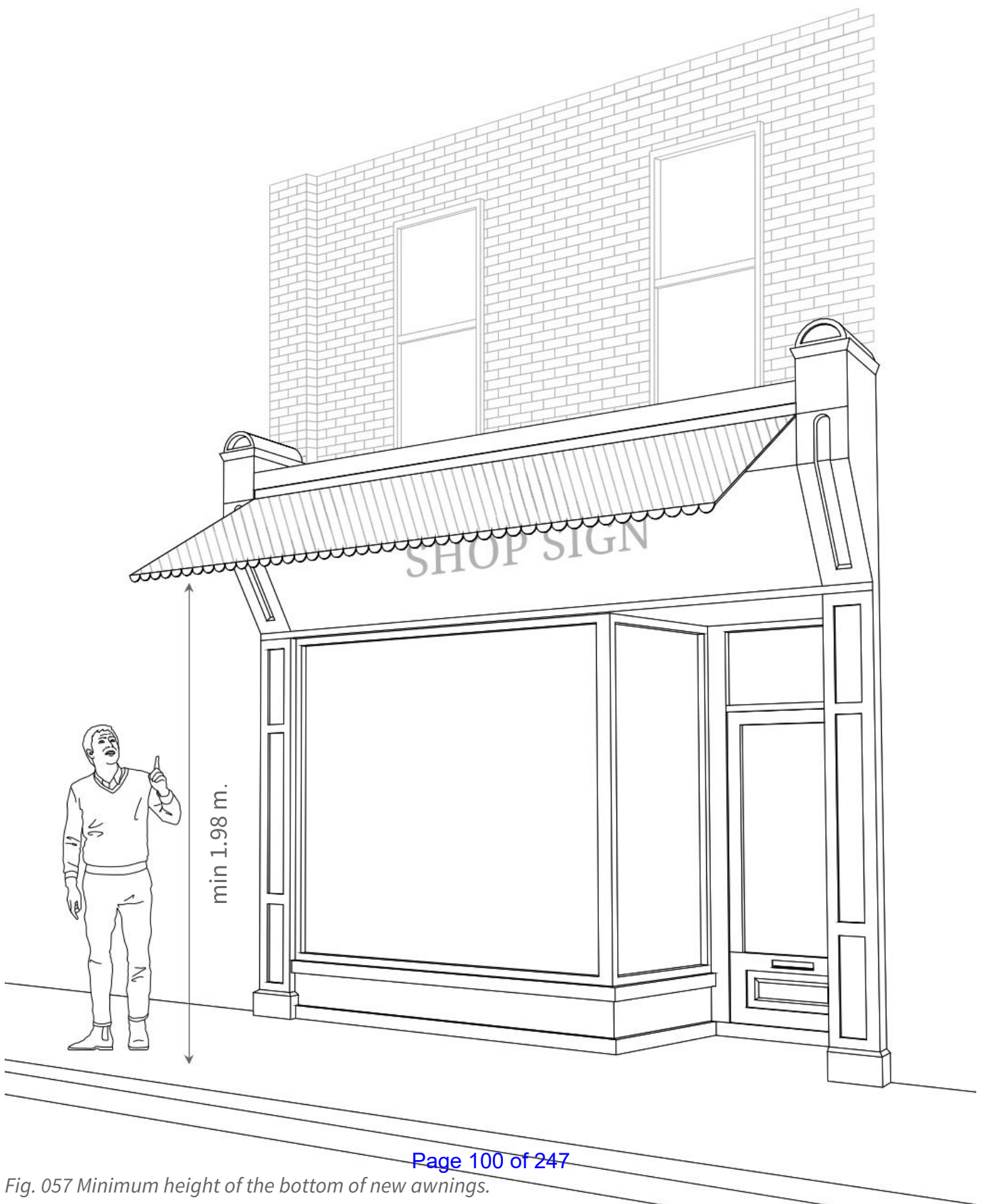


Fig. 057 Minimum height of the bottom of new awnings.

CASH MACHINES/ AUTOMATED TELLER MACHINES (ATMS)

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

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

ATMs could be installed in an internal lobby.

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

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





CONTEMPORARY DESIGNS

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

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

Fig. 059 12 Hall Quay, Great Yarmouth.



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

9. CASE STUDIES

CASE STUDY 1 SIGNAGE AND ADVERTISEMENTS

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

Harmful interventions include:

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

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

Fig. 061 Unsympathetic alterations to a historic building.



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

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

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

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

Fig. 062 Proposed improvements.





Fig. 063 Poor shopfront alterations.

CASE STUDY 2 STREET SCENE

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

The image above displays a street scene with:

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



Fig. 064 Proposed improvements.

Some of these issues are resolved in the above image.

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



Fig. 065 Poor shopfront design.

CASE STUDY 3

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

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



Fig. 066 Proposed improvements.

To improve the street scene:

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

10.

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Figure 43 [GYPT archive, photograph by Pete Huggins]

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

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

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

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

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Figure 020 [british-history.ac.uk]

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

APPENDIX A

LEGISLATIVE

REQUIREMENTS

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

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

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

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

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

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

www.great-yarmouth.gov.uk/article/2439/Planning-forms

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

www.great-yarmouth.gov.uk/guide-to-advertising-boards-and-highway-displays

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

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

www.gov.uk/guidance/advertisements#requirements-for-consent

To check if your building is Listed, you

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

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

A link to the GYBC conservation areas webpage:

www.great-yarmouth.gov.uk/conservation-areas

A link to the GYBC conservation areas interactive map:

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

APPENDIX B

USEFUL

CONTACTS

Development Management – Planning Applications Team

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

plan@great-yarmouth.gov.uk

Phone: 01493 846242

Conservation Team

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

conservation@great-yarmouth.gov.uk

Phone: 01493 846761

Heritage Action Zone Project Manager

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

Lou Robson

lou.robson@great-yarmouth.gov.uk

Phone: 07425621842

Building Control Team

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

buildingcontrol@great-yarmouth.gov.uk

Phone: 01493 846396

APPENDIX C

POLICY

FRAMEWORK

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

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

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

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

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

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

government guidance on design, taking into account any local design guidance and supplementary planning documents such as design guides and codes.’

The NPPF sets out in paragraph 136 that ‘The quality and character of places can suffer when advertisements are poorly sited and designed.’ The advertisements are operated by a separate consent process within the planning system and advice on design of advertisements and procedures are explained in the Shopfront Design Guide.

The Local Policy Framework further highlights the importance of high-quality design which would preserve heritage assets and contribute to local character and distinctiveness. Policy CS1 – Focusing on a sustainable future, sets out the aspiration to look favourably towards new development and investment that successfully contributes towards the delivery of “Distinctive places that embrace innovative, high quality urban design that reflects positive local characteristics and protects the borough’s biodiversity, unique landscapes, built character and historic environment”.

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

economy, strengthen local centres as well as promote tourism, leisure and culture.

References:

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Subject: Town Deal Intervention 2 - Strategic Regeneration of North Quay in Great Yarmouth

Report to: Policy and Resources Committee 12th July 2022

Report by: David Glason, Director of Planning & Growth
Tracey Read, Project Manager

SUBJECT MATTER

This report updates Members of progress in achieving the strategic development of North Quay in Great Yarmouth, including next steps for land acquisition and the potential development of the site.

RECOMMENDATION

That Policy and Resources Committee:

1. Note the latest position in project development, including: a Levelling Up Fund bid submission; Town Deal funding success; completion of Soft Market Testing; adoption of a North Quay Supplementary Planning Document; completion of a suite of supporting technical studies; and the latest position on land acquisition.
2. Approve in principle the use of compulsory purchase powers for the acquisition of land and rights required for the re-development of the land on the North Quay site identified in appendix 1 ("the Order Land") and to note that the making of any Compulsory Purchase Order ("CPO") will be subject to the Council being satisfied in all respects that the criteria set out in paragraph 9.10 have been met. Such a CPO may take place as a whole or in phases.

1. INTRODUCTION

- 1.1. As reported to Members in July 2018 and November 2019, the adopted Great Yarmouth Local Plan 'Core Strategy' establishes the spatial vision and objectives for the future development of the borough from 2013 to 2030. It also sets out a series of strategic policies and site allocations or 'key sites' that aim to deliver significant regeneration and growth.
- 1.2. Key site allocation policy CS17: The regeneration of Great Yarmouth's central riverside areas in the heart of the town remains a key ambition of the Council, especially North Quay, which complements the Great Yarmouth Town Centre Masterplan, adopted in June 2017.

- 1.3. The comprehensive redevelopment of North Quay would transform this key riverside and gateway site to Great Yarmouth and maximise the potential by creating a vibrant, high quality, new mixed use waterfront quarter, accessible by the public adjacent to the town centre.
- 1.4. The regeneration project will bring forward key infrastructure and land assembly to unlock and de-risk private sector-led investment to maximise the opportunity presented by this waterfront location. This development will also improve a key commuter/visitor point of arrival, enhance walking and cycling connectivity between Great Yarmouth rail station and the town centre
- 1.5. To strengthen this vision, a North Quay Supplementary Planning Document (SPD) was developed and adopted by P&R Committee in May 2020 which now forms a part of the statutory Local Plan and sets out the vision, objectives and planning considerations for the future development of the North Quay area of Great Yarmouth.
- 1.6. In July 2018 Policy and Resources Committee received and endorsed a report setting out the principle of land assembly of the North Quay area to facilitate redevelopment, as set out in the North Quay property acquisition strategy.
- 1.7. In November 2019 Policy and Resources Committee received and endorsed a report to commence land assembly and redevelopment of North Quay in Great Yarmouth. This report updates Members on progress to date with a recommendation to approve the next stages in the project.
- 1.8. North Quay was also included within the Town Investment Plan, approved by the Town Deal Board in December 2020, which formed the basis of a successful Towns Fund bid.
- 1.9. The project now has an overall budget allocation of £5,448,750 for land assembly. This is made up of £2.6m from the Town Deal, £2.5m from Great Yarmouth Borough Council's capital programme, £250,000 from the Invest to Save reserve and £98,750 from the Norfolk Business Rate Pool.

2. BACKGROUND

- 2.1. The North Quay site comprises 4.07 hectares of potentially very attractive but underutilised land west of North Quay, east of the River Yare and south of the River Bure. Fullers Hill roundabout is at the northern limit, with the site extending southwards to include 67 North Quay (see plan at appendix 1).
- 2.2. It comprises a mixture of light industrial and commercial buildings, yards and car parks, two areas of open or cleared land and a row of houses at 73-82 North Quay.
- 2.3. As set out in the Great Yarmouth Local Plan Core Strategy, the North Quay site is a fairly typical (in national terms) edge of town centre location in need of regeneration. It is traffic-dominated, turns its back on the rivers Bure and Yare (with attractive longer views towards Breydon Water and the Broads), does not make the most of its proximity to the railway station, or indeed connect particularly well to the town centre. There is a mix of residential, commercial and industrial uses, with numerous underutilised tracks of land.

- 2.4. In order to comprehensively redevelop the site approximately 72 land interests, held by approximately 62 different owners need to be assembled. This is extremely unlikely to be deliverable through a private sector initiative alone, and so the Council (either alone or working with a private sector development partner), using its powers of compulsory purchase where necessary, will need to assemble the land. In July 2018, Policy and Resources Committee received and endorsed the land acquisition strategy for the site.
- 2.5. The North Quay area forms a key gateway to the town as it is approached by multiple modes of transport and has previously benefitted from significant public realm improvements identified through the Town Centre Initiative, supported by the Local Growth Fund (New Anglia Local Enterprise Partnership). This included: The Conge, North Quay, right turn out of the rail station on to Acle New Road, and the rail station forecourt improvements.

3. LEVELLING UP FUND OPPORTUNITY

- 3.1 The competitive, capital-only Levelling Up Fund (LUF) was announced at the 2020 Spending Review, with an initial £4 billion committed for England up to 2024-25. A March 2021 prospectus set out the approach for the first round of the Fund, for single bids and package bids (of up to 3 complementary projects representing a coherent set of interventions) for 'shovel-ready' capital projects with at least some LUF expenditure in 2021-22 and completing by the end of March 2024.
- 3.2 LUF Round 2 was announced in the Spring 2022 with a hard deadline date of 6th July for bid submissions (now extended by 2 weeks).
- 3.3 Unlike the Future High Streets Fund (FHSF) and Town Deal, LUF is a single-stage application process. Although, similar to the two previous funding streams, LUF bids must apply Treasury Green Book methodologies on the presentation and appraisal of policies, programmes and projects and use of monitoring and evaluation before, during and after implementation.
- 3.4 Local authorities can apply for up to £20m funding to support a single or package bid (as set out in item 3.1). A package bid will be submitted which comprises the North Quay and inter-related rail station site with the North Quay funding earmarked for: site preparation, remediation, key infrastructure and public realm works. The sites have a direct inter-relationship with the wider Waterfront Regeneration Area and form a key gateway into the town, the area provides a significant opportunity to deliver high-quality waterfront development and better connections in order to complement the wider town centre offer.

4 PROJECT PROGRESS TO DATE

LAND ACQUISITION, SOFT MARKET TESTING AND COMPULSORY PURCHASE ORDER (CPO)

- 4.1 Consultation and direct engagement with property owners has taken place since July 2019 and continues to take place via appointed consultant Harvey & Co, in partnership with the Council's Property & Assets Department.

- 4.2 Negotiation with landowners has been increasingly difficult with landowners' expectations of value far exceeding the current land values. As a result, the number of sites assembled for the purposes of onward development has been limited. There is no certainty that the remaining legal interests required for the re-development of the Order Land can be acquired by private treaty. Current Government guidance set out in "Guidance on Compulsory Purchase Process and the Crichel Down Rules" dated July 2019 ("the CPO Guidance") expects the acquiring authority to have taken reasonable steps to acquire all the land and rights needs for the Order Land by agreement. It is however recognised in the CPO Guidance that good practice in schemes involving the acquisition of a number of interests, is to continue to run negotiations in parallel with the CPO procedures.
- 4.3 The North Quay Officer Working Group agreed for a best and final formal offer to be sent to all property owners in November 2021.
- 4.4 Consultants Montagu Evans were appointed in December 2021 to undertake soft market testing for the North Quay development opportunity.
- 4.5 The soft market testing contract is split into three stages:
- Stage 1: Masterplan for the site and viability testing
 - Stage 2: Soft Market Testing – engagement with potential developers, evaluation report and recommendations
 - Stage 3: Procurement of developer partner
- 4.6 The Stage 1 report including a masterplan and viability were received in February 2022 and presented to the Officer Working Group. The report included key considerations, constraints and development opportunities for a mixed use regeneration scheme that could work for the North Quay site. A full suite of technical studies commissioned to better understand: ground conditions; flood risk, highway and air quality matters have also been commissioned, completed and factored into this appraisal.
- 4.7 The Stage 1 report also included recommendations for soft market testing including a list of target developers based on the masterplan and viability.
- 4.8 Stage 2: Soft market testing commenced in April 2022. Montagu Evans provided each targeted developer with an information pack which outlined the opportunity at North Quay, asking the developer several key questions and requesting feedback on the proposed masterplan scheme. Responses were received from 17 developers ranging from commercial and residential developers, retirement/care homes and hotels.
- 4.9 The stage one masterplan and outcomes of the soft market testing are being used as the basis for the Levelling Up Fund (LUF) bid. Montagu Evans are working very closely with appointed LUF consultants, AMION, to provide all required information to inform the bid, which reflects some of the viability challenges and market reaction from the soft market testing that is influencing the need for more financial support to bring a scheme forward.
- 4.10 The LUF funding will be used for site preparation, remediation and essential infrastructure and site assembly as well as facilitating the public realm works to enable a regeneration scheme.

- 4.11 The next steps following the soft market testing will be to have follow up meetings with selected interested parties.
- 4.12 A further detailed report and the proposed Statement of Reasons would come forward to Members in due course setting out the justification for the making of the CPO if it proves necessary to make the CPO.
- 4.13 The main benefit of the use of compulsory purchase is the certainty of being able to obtain vacant possession to enable the Council to deliver the scheme in accordance with the planned programme.
- 4.14 The Project Team will prepare all the required CPO documentation to seek a second resolution to formally make the CPO, subject to a successful Levelling Up Fund bid. The CPO documentation will be prepared over the coming months with a view to seeking Committee approval in October 2022.

5 FINANCIAL IMPLICATIONS

- 5.1 Policy and Resources Committee approved a budget of £2.5m in July 2019 to be funded within the capital programme to be financed from borrowing to begin the process of proactive acquisition of the properties. £250,000 revenue was also identified from the invest to Save reserve. A successful bid for £98,750 was also made to the Norfolk Business Rate Pool for the project.
- 5.2 At the Town Deal Board meeting held on 17 May 2021, it was agreed that the Town Deal allocation to this project would be £2.6m, bringing the total land assembly budget to £5,448,750.
- 5.3 The total Levelling Up Fund bid for both the Rail Station and North Quay will be for £20m which, if successful, will strengthen the position in relation to project delivery. The total budget will be used for land acquisition, site preparation, key infrastructure and public realm works.
- 5.4 NP Law has also been commissioned by the Council to prepare a subsidy control document for the project for inclusion in the LUF bid.
- 5.5 At this stage the Council is being asked to agree to make an “in principle” commitment to use compulsory purchase powers. A full and more detailed assessment of the financial aspects and costs of making the and exercising the CPO will be prepared and presented to the Committee in a further report should it prove necessary to make the CPO.

6 LEGAL IMPLICATIONS

- 6.1 Work continues with nplaw to ensure the compliance of the soft market testing of the proposed development opportunity. It is essential that all developers have the same opportunity to view information and documentation as part of the process.
- 6.2 The use of compulsory purchase powers requires a compelling case in the public interest to be made. Therefore, this report explains the context and justification for recommending that the Committee agrees an ‘In Principle’ recommendation to use such powers in this case.

- 6.3 In order to compulsorily acquire land, the Council must have a relevant statutory power that authorises such acquisition. In addition, the Council must use the most specific and appropriate power available to it. In the case of a CPO in connection with the regeneration of the Order Land it has been decided that the Council's planning powers under section 226(1)(a) of the Town and Country Planning Act 1990 (TCPA) are the most appropriate, as the proposals would facilitate development and make a major positive contribution to the economic, social and environmental well-being of the area. At the time of making the CPO it would need to be ensured that the proposal meets with the requirements of this statutory power.
- 6.4 The Council is empowered under section 226(1)(a) of the Town and Country Planning Act 1990 as amended, to acquire any land in its area if it is satisfied that the proposed acquisition will facilitate the carrying out of development, redevelopment or improvement on or in relation to the land. The Council may utilise its compulsory purchase powers under section 226 of the TCPA:
- a) if it thinks the acquisition will facilitate the carrying out of development, or redevelopment or improvement on, or in relation to the land or
 - b) which is required for a purpose which is necessary to achieve in the interests of the proper planning of an area in which the land is situated
- 6.5 In order to make an acquisition under section 226 (1)(a) of the TCPA, the Council must also consider that the development, redevelopment or improvement will contribute to the promotion or improvement of the economic social or environmental well-being of its area.
- 6.6 In this case the proposal is to seek in-principal approval to make a CPO for the purpose of facilitating the comprehensive redevelopment of the Order Land to enable the delivery of the redevelopment. The redevelopment is overall considered to make a major positive contribution to the economic, social and environmental well-being of the area.
- 6.7 The Acquisition of Land Act 1981 governs the procedures which apply to compulsory acquisition. The Compulsory Purchase Act 1965 governs post-confirmation procedures and the Land Compensation Act 1961 governs the amount and assessment of compensation. The Local Government (Miscellaneous Provisions) Act 1976 governs the granting of new rights. Further implications relating to requirements of the CPO Guidance are as set out above and would need to be considered by Members in detail at the time of making a CPO.
- 6.8 The CPO Guidance provides helpful information on the matters which the Secretary of State will take into account when considering whether or not to confirm a CPO, so should be fully considered by Members now in relation to the 'in principle' use of its compulsory purchase powers and later with reference to the making and implementing of the CPO that may be considered in future.
- 6.9 The CPO Guidance states that in considering whether or not to confirm a CPO, the Secretary of State will have regard to the extent to which the purpose for which the land is being acquired fits with the adopted Local Plan for the area or, where no such up to date Local Plan exists, with the draft Local Plan and National Planning Policy Framework (NPPF).

- 6.10 The CPO Guidance states that the Council must demonstrate a 'compelling case in the public interest', and that the public benefits that will arise from the purpose for which the land is to be acquired (i.e. the scheme) outweigh the impact on those affected. The Council must demonstrate both the need for the scheme in principle and in general and the need to acquire each and every parcel of land included in the CPO. Based on the Guidance the officers are of the view that the regeneration of the Order Land would facilitate development and make a major positive contribution to the economic, social and environmental well-being of the area.
- 6.11 Part of the justification for obtaining confirmation of a CPO would involve demonstrating that compulsory acquisition powers are necessary because the land required cannot be acquired by agreement. Compulsory purchase is seen as a last resort (although the Guidance acknowledges it can be progressed in parallel with negotiation) and the acquiring authority must be able to show that it has made genuine attempts to acquire the land by negotiation. The Council has made significant efforts to acquire all interests by voluntary agreement. These efforts will continue and further details on land acquisition will be reported to the Committee at the time of seeking authority to make a CPO.
- 6.12 The CPO will include all occupiers and all interests that are included within the Order Land as well as those that have any interest over that land including adjoining owners. All owners and occupiers will be written to as part of the land referencing process that precedes the making of the CPO, and all relevant names and addresses will be included in the final CPO. It is possible the extent of the Order Land may change to include additional areas as a result of further investigations into the proposed construction during the planning process and the land referencing exercise. Detailed information on funding will be provided to the Members in a further report at the time of seeking authority to make a CPO.
- 6.13 The Council may dispose of the land under section 233 of the TCPA for the purpose of bringing it forward for development or otherwise facilitating development. Any such disposal must be for the best consideration that can reasonably be obtained, unless the Secretary of State's consent is obtained. By a combination of sections 226 and 233 of the TCPA, it is open to the Council to compulsorily acquire land for planning purposes and then transfer it to a developer or Registered Provider partner.
- 6.14 Public Procurement Policy will be abided by when procuring a master developer partner for the site.
- 6.15 In addition to CPO powers the Council may need to exercise Section 203 Housing and Planning Act 2016 which provides for planning permissions on land acquired or appropriated to planning purposes to be implemented notwithstanding covenants or easements there may be in that land and converts such rights to compensation.

7 HUMAN RIGHTS AND THE CASE FOR COMPULSORY ACQUISITION

- 7.1 The Human Rights Act 1998 (HRA 1998) places direct obligations on public bodies such as the Council to demonstrate that the use of compulsory purchase powers is in the public interest and that the use of such powers is proportionate to the ends being pursued. The HRA 1998 incorporates the Convention Rights (European Convention on Human Rights). The Council is obliged to act in a way which is compatible with the European Convention on Human Rights. The Convention Rights relevant to compulsory acquisition are as follows:

Article 8 (of the Convention)

This protects private and family life, home and correspondence. No public authority can interfere with these interests except if it is in accordance with the law and is necessary in the interests of national security, public safety or the economic well being of the country.

Article 14 (of the Convention)

This protects the right to enjoy rights and freedoms in the Convention free from discrimination on any ground such as sex, race, colour, language, religion, political or other opinion, or national or social origin.

Article 1 (of the First Protocol)

This protects the right of everyone to the peaceful enjoyment of possessions. No one can be deprived of possessions except in the public interest and subject to the relevant national and international laws.

- 7.2 The above rights are qualified rights and may be interfered with provided such interference is prescribed by law, pursuant to a legitimate aim, necessary in a democratic society and proportionate. Compulsory purchase of land is permitted under the Town and County Planning Act 1990 and the Acquisition of Land Act 1981 and is subject to a statutory consultation and appeal procedure. In addition, compensation is payable, making the action fair and proportionate. When the Council decides to make a CPO, the Council will need to be sure that the purpose for which the land is required sufficiently justifies (or can be sufficiently justified in due course) interfering with the human rights of those with an interest in the land affected. It is acknowledged that the compulsory acquisition of the Order Land may amount to an interference with the human rights of those with an interest in the land.
- 7.3 When preparing the case for making a CPO, officers will keep in mind and in due course advise Members about the need to balance the public interest and the individual's rights and that any interference with these rights will be necessary and proportionate.
- 7.4 "Proportionate" in this context means that the interference must be no more than is necessary to achieve the identified legitimate aim. As part of the investigations that will be undertaken ahead of making any CPO, there will be an investigation into the effect on owners and occupiers to be included in the CPO, and this will be fully taken into account before a final decision is made as to whether or not to put forward a resolution for the making of a CPO.

8 EQUALITY IMPLICATIONS

- 8.1 The Council must have due regard to its Equalities Duties as specified under section 149 of the Equality Act 2010. In taking the decision to make the Order, the Council will need to be satisfied that the proposal is fully compliant with the Equality Act and compatible with the Public Sector Equality Duty
- 8.2 To ensure that the Council is acting in accordance with its Equalities Duties an Equalities Impact Assessment will be carried out prior to the making of the CPO. This will enable the Council to determine if the CPO will be compatible with the Public Sector Equality Duty and if it will have a significant negative impact upon protected groups. The assessment will consider whether any group would be disproportionately disadvantaged by the CPO or the development of North Quay and whether the site is currently used disproportionately by any group with protected characteristics. The Council will also consider whether any landowners or other interested parties for the purpose of the CPO have protected characteristics that need to be considered.
- 8.3 If any groups or individuals are identified with protected characteristics it will be considered what steps or action might be required to mitigate any inequality caused by the CPO or the development of North Quay.
- 8.4 It is recognised that The Public Sector Equality Duty is an ongoing duty and must be considered throughout the compulsory purchase process.

9 RISK IMPLICATIONS

- 9.1 Taking into account the multiple land ownership constraint to delivery, the following issues should also be recognised: low land values, flood risk, financial viability, potential contamination, poor ground conditions, archaeological heritage, and future property/land market downturns. It's been proven through soft market testing that there is limited appetite from regeneration developers unless risk is addressed through public sector assistance to address the viability gap
- 9.2 Land Values: Protecting against inflated values is covered in the Property Acquisition Strategy. Land valuation advice continues to be sought to ascertain the current market value of the whole site.
- 9.3 Flood risk: North Quay is in an area of flood risk, the Project Team are working closely with the Environment Agency to identify funded programmes of work for the site. Flood risks have been identified within the masterplan, viability and soft market testing.
- 9.4 If the LUF bid is unsuccessful the project funding gap will be too significant to secure a development partner to take the regeneration further in the short term. There is the risk that the site continues to be named as a key site allocation in the Local Plan Core Strategy with no proactive intervention or available opportunities being progressed to facilitate the development of the site.

- 9.5 Any project adjustment may affect the scale/costs/scope and, therefore, impact of individual interventions and the overall Town Deal programme or require alternative funding to be identified and secured. Not adhering to the Town Deal Heads of Terms and reporting schedule could be reputationally damaging to GYBC and put at risk of the funding being withdrawn.
- 9.6 A comprehensive 'live' project Risk Register, which identifies specific project risks and the approach that will be used to mitigate each, is being maintained by the project team and will be reviewed monthly by the Delivery Team and updated with input from the Project Board when necessary.
- 9.7 A clear communications plan will need to be developed and implemented.
- 9.8 Failure to put a CPO in place could substantially damage the progress of the re-development, consequently allowing individuals to block the development, which would prevent the completion of the much needed regeneration. The required assurances that the council's development partner requires in order to proceed with the re-development scheme would not be in place so the schemes could not proceed.
- 9.9 The Project Team have approached negotiations with landowners, in the last three years, in line with the Council approved Acquisition Strategy and have been unsuccessful in acquiring enough land for the wider regeneration of the site. This report therefore seeks Members support for a resolution in principle for the use of CPO powers to assemble the land and rights to deliver the transformative regeneration of this gateway site should all reasonable attempts to acquire the land and rights by private negotiation fail.
- 9.10 It is acknowledged that before making any CPO the Council would require further justification that:
- that there was a compelling case in the public interest;
 - that there were no planning, funding or other legal impediments to the Order Land being delivered or where such impediments exists there are reasonable prospects for overcoming those within a reasonable timescale;
 - that all reasonable attempts to acquire all interests by agreement have not been successful;
 - interference with the human rights of those with an interest in the Order Land is necessary in the public interest and proportionate;
 - that any assessment of the impacts on landowners, residents, visitors and employees be measured and evaluated, with special focus on the likely effect of the proposals on those sharing protected characteristic (race, pregnancy, age, disability, gender reassignment, marriage/civil partnerships, religion/belief, sex, sexual orientation (as defined by the Equality Act 2010)) be made, in order for the Council to fully understand those impacts, and to consider measures to mitigate impact, make reasonable adjustment, and foster good relations between those sharing protected characteristics, and those who do not.

10 CONCLUSION

- 10.1 This report updates Members on the suite of activities that have been undertaken to progress the regeneration of North Quay, including: a Levelling Up Fund bid submission; Town Deal funding success; completion of Soft Market Testing; adoption of a North Quay Supplementary Planning Document; completion of a suite of supporting technical studies; and the latest position on land acquisition.
- 10.2 NP Law have been engaged and advice received in relation to the Compulsory Purchase Order Strategy. There is a requirement for Members to approve 'in principle' the use of CPO powers for the acquisition of land and rights required for the re-development of the land on the North Quay site identified in appendix 1.
- 10.3 Following the soft market testing evaluation and recommendations, a clear scheme for the site will need to be established and developer partner procured.
- 10.4 A Levelling Up Fund bid for the Rail Station and North Quay for £20m will be submitted to DLUHC by 6th July 2022 (a 2 week extension has now been confirmed). This will complement the successful Town Deal bid for £2.6m and the financial package as set out in this report.

Area for consideration	Comment
Monitoring Officer Consultation:	As part of the ELT process
Section 151 Officer Consultation:	As part of the ELT process
Existing Council Policies:	Great Yarmouth Local Plan Core Strategy (2015) North Quay Supplementary Planning Document (2020) Great Yarmouth BC Corporate Plan Great Yarmouth's Economic Growth Strategy (2020)
Financial Implications (including VAT and tax):	As outlined in the report
Legal Implications (including human rights):	As outlined in the report
Risk Implications:	As outlined in report
Equality Issues/EQIA assessment:	None – will be produced as part of the LUF submission.
Crime & Disorder:	None
Every Child Matters:	None

Appendix 1 North Quay site location



URN: 22-029

Subject: Annual Debt Recovery Report 2021/22

Report to: Executive Leadership Team – 22 June 2022

Policy and Resources Committee – 12 July 2022

Report by: Stuart Brabben, Revenue & Benefits Service Manager

SUBJECT MATTER

This is an annual report detailing the council's collection performance and debt management arrangements for 2021/22. The report includes a:

- Summary of debts written off in each debt area showing the reasons for write-off and values
- Collection performance for Council Tax and Non- Domestic Rates.
- Level of arrears outstanding
- Level of provision for bad and doubtful debts

RECOMMENDATIONS

That Committee :

(1) note and approve the annual report giving details of the Council's write-offs in accordance with the Council's Recovery Guidelines and performance in relation to revenues collection

1. INTRODUCTION

1.1 The Annual Debt Recovery Report is one of the performance management measures to provide members with outturn figures for 2021/22 for the following:

- A summary of debts written off in each debt area showing the reasons for write off and values
- Collection performance for Council Tax and Non - Domestic Rates (NNDR)
- Level of arrears outstanding
- Level of provision for bad and doubtful debts

1.2 Writing off bad debts is a necessary function of any organisation collecting money. The Council is committed to ensuring that debt write offs are kept to a minimum by taking all reasonable steps to collect monies due. There will be situations where the debt

recovery process fails to recover some or, all the debt and will need to be considered for write off. The Council views such cases very much as exceptions and this report identifies those debts.

2. PERFORMANCE

Summary of collection rates and reductions in arrears

2.1 Business Rates

2.1.1 This year has seen a significant improvement in the in-year collection rates and a reduction in overall arrears. This follows the previous year's decision to limit recovery action due to the impact of the COVID 19 pandemic, which in turn limited in year collection and increased arrears.

2.1.2 Whilst normal recovery action was carried out during 2021/22 the following was also put in place to continue to help businesses as they recover from the last two years of the pandemic;

- Working with businesses to be able to offer very flexible payment arrangements. This will continue in 2022/23 in order to help them get back up to date and reduce arrears
- Business Rates payers with businesses in the Retail, Hospitality and Leisure sectors were awarded a 100% Business Rates Discount to 30 June 2021 via funding from central government. From 1 July the discount changed to a 66% discount. For 2022/23 this is a 50% discount for the whole year
- During 2021/22, using funding from central government, a COVID Additional Relief (CARF) scheme was implemented under business rates discretionary rate relief regulations. This relief scheme has awarded £1.6m of relief to other business sectors outside the Retail Hospitality and Leisure sector
- Through our website pages and communications businesses were also signposted to other help available to them, such as the business grants
- Also, during 2021/22 a significant resource of the Business Rates Team was used for the administration of the various governments COVID Business Grants that were available during the year

2.2 Sundry Debts

2.2.1 The overall arrears for Housing Benefit Overpayments continue to reduce and £110,610 more was collected than raised in 2021/22. The overall debt for Sundry Debt has decreased by £667,459 compared to last year. Of the total arrears £662,396 was only raised in February and March.

2.3 Council Tax

2.3.1 This year has seen a significant improvement in the in-year collection rates. There has only been a small increase in overall arrears, following the previous year's decision to

limit recovery action due to the COVID 19 pandemic, which limited in year collection and increased overall arrears. The stabilisation of the overall arrears total is an important position and in future years we should now see it begin to reduce. However, it is important to note that due to the scale of the arrears that were accrued during the limited recovery action of 2020/21, it is estimated that it will take 2-3 years before they get back to pre-pandemic levels, as we try to balance achievable payment arrangements, whilst ensuring that the current year is paid in full.

2.3.2 Whilst normal recovery action was carried out during 2021/22 the following was also put in place to continue to help people as they recover from the last two years of the pandemic:

- The balance of the Council Tax Hardship Scheme funding from central government that was introduced to help people in the first year of the COVID Pandemic was carried forward into 2021/22 . This was used to support and help Council Tax payers with payment arrangements where they had arrears and also to help with 2021/22 bills
- Promotion of other benefits (such as Universal Credit) that people might be entitled to, was communicated to those who received recovery notices, amended bills and benefit notifications
- We offered very flexible payment arrangements and will continue to do so in 2022/23 in order to help people get back up to date
- We worked closely with debt agencies such as DIAL and CA, as well as our Community Hub Team to holistically look at peoples debt position and to engage with hard to reach customers who are finding it difficult to pay
- We made changes to the Council Tax Support Scheme for 2021/22 which made claiming for Council Tax Support easier for Universal Credit claimants to do. When a customer makes a claim for universal credit they are asked if they also want to claim Council Tax Support. If the customer answers yes, we receive an electronic copy of their Universal Credit details. We then assessed their claim for Council Tax Support based on this information without the requirement for a separate application

2.4 Future Plans and initiatives

In year collection rates and reduction in arrears should continue to improve in 2022/23, however, this is dependent on the state of the economy and how much the current 'cost of living' situation affects people's ability to pay. However, we will continue to balance achievable payment arrangements whilst ensuring that the current year is paid in full and therefore to prevent overall arrears rising.

The main initiatives and improvements to be undertaken to maximise in year collection rates and reduce arrears in 2022/23 are as follows:

- Continue to develop the good work being carried out in working more closely with debt agencies such as DIAL and CA to engage with hard to reach customers who are finding it difficult to pay

- Utilise and maximise any government funding to help payers meet their obligations (including payment of the Council Tax Energy Rebate)
- To continue to use high level debt enforcement activity where appropriate
- To continue to promote Council Tax Support take up
- To continue to promote take up of other benefits (such as Universal Credit) that people might be entitled to
- To continue to offer very flexible payment arrangements in order to help people be able to meet their 2022/23 obligations and bring arrears back up to date where applicable
- Carry out a targeted Direct Debit Campaign in 2022/23

2.5 Appendix 1 shows a summary of the Council's three main income streams and the level of debt associated with each and write offs, for the last three financial years.

3 RECOMMENDATIONS

The Committee is asked to note and approve:

- (I) The annual debt report giving details of the Council's write-offs in accordance with the Council's Debt Write-Off Policy and performance in relation to revenues collection.

Area for consideration	Comment
Monitoring Officer Consultation:	No
Section 151 Officer Consultation:	Performance, financial collection and write off of debt
Existing Council Policies:	Debt Recovery Guidelines
Financial Implications:	As outlined in the report and Bad Debt Provisions
Legal Implications (including human rights):	Local Government Finance Act 1992
Risk Implications:	No
Equality Issues/EQIA assessment:	No
Crime & Disorder:	No
Every Child Matters:	No

Appendix 1

1. Collection Rates and Arrears Position

Table 1 shows the level of Council Tax and Business Rates outstanding at the year end

Table 1

Income Area	Year/Date	Total Arrears at 31 st March All Years (after write offs)* (£)	Current Years Arrears (after write-offs) ** (£)	% of Current Arrears v Net Debit	Provision for Bad/Doubtful Debt for all years (£)
Council Tax	2019/20	5,397,019	2,352,338	4.5%	2,508,519
	2020/21	7, 113,464	2,864,585	5.3%	2,685,182
	2021/22	7,197,621	2,251,369	3.9%	3,316,850

Income Area	Year/Date	Total Arrears at 31 st March All Years (after write offs)* (£)	Current Years Arrears (after write –offs) ** (£)	% of Current Arrears v Net Debit	Provision for Bad/Doubtful Debt for all years (£)
Business Rates	2019/20	2,173,555	1,111,556	3.5%	630,556
	2020/21	2,799,910	1,418,567	9.6 %	659,594
	2021/22	1,875,095	447,307	2%	649,327

*This is the cumulative arrears (excludes court costs) for all years including 2021/22.

** This is the arrears figure for 2021/22 as at 31/3/2022.

Collection of the all arrears is ongoing and for 2021/22 a further £547,200 Council Tax has been collected between April and May against previous year's arrears giving a collection rate of 96.8%.

Collection of the all arrears is ongoing and for 2021/22 a further £51,000 Business Rates has been collected between April and May against previous year's arrears giving a collection rate of 98.2%.

Table 2 shows the level of sundry debt outstanding at the year end and the element of that debt which is attributable to Housing Benefit Overpayments being collected by invoicing customers.

Table 2

Income Area	Year	Total Arrears at 31st March All Years (after write offs) (£)	Net Debit Raised End of Year (£)	% of outstanding arrears against debit at year end (£)	Provision for Bad/Debt for all years (£)
Sundry Income	2019/20	* 3,071,503	9,735,031	31%	557,811
(includes HB Overpayments)	2020/21	** 5,065,327	13,707,742	37%	505,760
	2021/22	*** 4,397,868	14,199,389	31%	£418,399

* 2019/20 – Housing Benefit Overpayments value = £1,709,163

** 2020/21 – Housing Benefit Overpayments value = £1,600,928

*** 2021/22 – Housing Benefit Overpayments value = £1,513,279

The overall arrears for Housing Benefit Overpayments continue to reduce and £110,610 more was collected than raised in 2021/22.

The overall debt for Sundry Debt has decreased by £667,459. Of the total arrears £662,396 was only raised in February and March.

Table 3 shows the Aged Debt Analysis for Sundry Debt (Not including Housing Benefit Overpayments)

Table 3

Age of Debt	Amount £
0 to 90 days old	742,682
90 to 180 days old	699,480
181 to 365 days old	320,966
Over 1 year old	2,634,740

Table 4 shows the Aged Debt Analysis for Housing Benefit Overpayments

Table 4

Age of Debt	Amount £
0 to 90 days old	32,768
90 to 180 days old	18,075
181 to 365 days old	19,443
Over 1 year old	1,442,993

Table 5 shows the total value raised for each revenue area and the total value of arrears as at the end of each of the last three financial years

Table 5

Income Area	Year/Date	Net Collectable Debit (£)	Number of Accounts	Average Amount per Account (after adjustments) (£)	Total of all Years Arrears (£)
Council Tax	2019/20	52,044,945	48,203	1,079	5,397,019
	2020/21	53,449,782	48,631	1,099	7,113,464
	2021/22	57,137,362	48,959	1,167	7,197,621
Business Rates	2019/20	31,638,496	5,253	6,022	2,173,555
	2020/21	* 14,641,927	5,327	2,748	2,799,910
	2021/22	*22,650,454	5,315	4,261	1,875,095
* The net collectible debit was reduced during 2020/21 and 2021/22 by the reliefs the government put in place to help businesses affected by lockdown. Local authorities were fully compensated for these reliefs by central government					
Sundry Income	2019/20	9,735,031	8,719	1,116	3,071,503
	2020/21	13,707,343	6,285	2,180	5,065,325
	2021/22	14,199,389	4,092	3,470	4,397,868

Table 6 shows the in-year collection rates for Council Tax and Business Rates over the last three financial years

Table 6

Income Area	2019/20	2020/21	2021/22	Target 2022/23
Council Tax	95.5%	94.6%	96%	96%
Business Rates	96.5%	90.3%	98%	97.5%

Table 7 shows the current overall collection rates for Council Tax and Business Rates since 2014, which shows that collection rates are actively being collected and recovery of debt is ongoing.

Whilst it is recognised that there is need to speed up the cash flow of these eventual collection rates to reduce the overall arrears, this demonstrates the ongoing collection and reduction of debt within the respective billing year.

Table 7

Year	Council Tax % (at 31 March 2022)	£ of debt outstanding	Business Rates % (at 31 March 2022)	£ of debt outstanding
2014/15	99%	118,545	99.3%	40,161
2015/16	98.9%	190,483	98.9%	46,808
2016/17	98.7%	283,633	98.8%	62,336
2017/18	98.4%	552,920	98.7%	144,238
2018/19	98.1%	859,562	98.7%	247,807
2019/20	97.6%	1,154,873	98.5%	421,478
2020/21	97%	1,617,839	97.4%	378,970

2. Write-Offs

Table 8 shows in summary the amounts of debts that have been written off over the last three years.

Table 8

Income Area	2019/20 (£)	2020/21 (£)	2021/22 (£)
Council Tax	454,339	81,218	284,816
Business Rates	2,229	246,837	86,288
Sundry Income (includes Housing Benefit write-offs)	89,825	6,623	153,414
Housing Benefit element of Sundry Income Write Offs shown above	73,171	1,425	62,566

Table 9 details the category of debts that have been written off over the year 2020/21 for all years.

Table 9

Category	Council Tax (£)	Business Rates (£)	Sundry Income (£)
Unable to collect Uneconomic/ bailiff unable to collect	123,902	4,504	54,158
Debtor deceased	25,199		28,633
Debtor absconded	15,797	18,841	6,023
Debtor in bankruptcy or liquidation or other Insolvency proceedings	124,512	63,014	73,177
Undue hardship	388		335
Write off write back	-4,982	-71	-8,912
Totals	284,816	86,288	153,414

Table 10 shows the breakdown of Sundry Debt written off (Excluding Housing Benefit Overpayments) into types of invoice.

Table 10

Debt type	£ as at 31st March 2022
General/Misc	18,250
Property	35,826
HRA	5,020
Yare Care	2,931
Housing & Neighbourhoods (Homeless)	15,927
Environment	12,163
Tourism	731

Table 11 details the amounts above that have been written off for Council Tax and Business Rates over the respective financial years during 2020/21.

Table 11

Year	Council Tax (£)	Business Rates (£)
Pre 2010	4,604	0
2010	2,610	0
2011	7,241	845
2012	10,437	0
2013	14,442	9,717
2014	9,985	7,262
2015	13,094	913
2016	25,035	9,899
2017	51,642	9,606
2018	23,758	15,841
2019	64,013	28,240
2020	36,423	2,430
2021	21,532	1,535
Total	284,816	86,288

The level of write offs has increased in value from last year in Council Tax and Sundry Debts. The main reason for this is due to the extra work within the Revenues Team during 2020/21 write offs were not a priority area of work and therefore were lower than normal.

URN: 22-030

Subject: Local Council Tax Support – Permission to Consult on 2023 Scheme

Report to: Executive Leadership Team 22nd June 2022
Policy & Resources Committee 12th July 2022

Report by: Miranda Lee, Head of Customer Services

SUBJECT MATTER

To seek permission to consult on Great Yarmouth Borough Council's Local Council Tax Support Scheme for 2023.

RECOMMENDATION

That Policy & Resources Committee:

- 1) Grant permission to consult on retaining the current scheme for 2023 as set out in section 4.1 of the report

1. INTRODUCTION/BACKGROUND

- 1.1 On the 1st April 2013 the Council introduced a new Local Council Tax Support Scheme which replaced Council Tax Benefit following the Government announcement in the Spending Review 2010 that financial support for council tax would now be localised.
- 1.2 In designing a local scheme the council had to consider:
 - The amount of funding provided to local authorities to run a localised scheme would be approximately 10% less than was spent on the previous Council Tax Benefit scheme.
 - Support for pensioners must be protected and would not be affected by the local scheme meaning that the rules around a localised scheme would only apply to those customers of working age.
- 1.3 The Great Yarmouth Borough Council Scheme for 2021 was introduced following a consultation with the public. The scheme was decided by Council on the 9th December 2021.

2. CURRENT SCHEME

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

3. REQUIRMENTS FOR FURTHER CONSULTATION

- 3.1 There is a legal requirement to conduct a further consultation where the Council is considering changing the Council Tax Support Scheme for future years. Even where only minor changes or no changes are made, it is considered best practice to consult each year.

4. OPTIONS TO CONSIDER FOR CONSULTATION

Recommended Option

- 4.1 This proposal is to continue with the existing overall scheme subject to including any relevant minor adjustments to the scheme in order to keep the scheme up to date and aligned to other welfare benefits/financial assistance should changes in legislation come into force.

5. FINANCIAL IMPLICATIONS

- 5.1 The cost of the Local Council Tax Support Scheme is split amongst the Norfolk precepting authorities and takes the form of a local discount in the local authority's tax base.

The overall cost of the 2021 scheme is currently forecasted as: £10,113,300

The cost to Great Yarmouth Borough Council is forecasted as: £910,197

6. Recommendations

- 6.1. The Committee is asked to grant permission to consult on retaining the existing scheme for 2023 as set out in section 4.1 of the report.

Area for consideration	Comment
Monitoring Officer Consultation:	Yes, consultation of the scheme, legality and regulation
Section 151 Officer Consultation:	Yes, financial cost of scheme
Existing Council Policies:	
Financial Implications (including VAT and tax):	Yes, as outlined in the report
Legal Implications (including human rights):	S13A and Schedule 1a of the Local Government Finance Act 1992
Risk Implications:	No
Equality Issues/EQIA assessment:	Yes
Crime & Disorder:	
Every Child Matters:	

URN: 22-031

Subject: War Pensions Income Discretionary Disregard

Report to: Executive Leadership Team – 22nd June 2022

Policy and Resources Committee – 12th July 2022

Council – 21st July 2022

Report by: Miranda Lee, Head of Customer Services

SUBJECT MATTER

This report seeks Council's approval to continue to award 25% discretionary income disregard in respect of persons in receipt of a War Pension or War Widow(er) Pension in the administration and calculation of entitlement to Housing Benefit & Council Tax Support.

RECOMMENDATIONS

That Committee

(1) endorse the recommendation to continue to apply a 25% income disregard in relation to War Pensions and War Widow(er) Pensions income in the administration and calculation of entitlement to Housing Benefit & Council Tax Support.

1. BACKGROUND

- 1.1 Before the introduction of the Social Security Administration Act 1992, there was a statutory £10.00 per week disregard on War Disability and War Widow(er) pensions in means tested social security benefits including Housing and Council Tax benefit. Above the £10.00 per week disregard, the pensions were counted as income, reducing the amount of benefit received.

2. CURRENT SCHEME

- 2.1 Section 134(8) of the Social Security Administration Act 1992 allowed councils to disregard up to 100% of war pensions above the £10.00 per week disregard laid down in the regulations.
- 2.2 For the calculation of Housing Benefit the £10.00 disregard is applied and the remaining income of war pension and War Widow(er) pension is then fully disregarded. This is known as Local Scheme.

2.3 From April 2004, the Government agreed to subsidise 75% of the discretionary disregard councils made if the amount did not exceed 0.2% of the total Housing Benefit subsidy received. This means that the councils now only pay for 25% of the discretionary disregard.

2.3 The £10.00 disregard also applied to Council Tax Benefit. Council Tax Benefit was abolished in 2013, replaced by local Council Tax Reduction schemes. Since the start of the Council's scheme, War Pensions and War Widow(er) Pensions have been fully disregarded for the calculation of Council Tax Support.

3. REQUIREMENTS

3.1 Last year, several councils were asked to provide evidence that they had passed up to date resolutions disregarding War Pensions and War Widow(er) Pensions by external auditors.

3.2 The discretionary disregard has been in place historically with most of the Local Authorities with responsibility of administering Housing Benefit & Council Tax Support continuing to award.

3.3 Subject to approval Members may wish to update the Armed Forces Covenant to reflect this continued support for recipients of War Pensions.

4. FINANCIAL IMPLICATIONS

4.1 The total gross Housing Benefit subsidy claimed for war pensioners for 2021/22 (subject to the audit of the final subsidy claim) is £17,440. There were 9 claims which we received £13,080 in subsidy (75%) from Department for Works and Pensions and £4,360 (25%) from the council's contribution.

5. RECOMMENDATIONS

5.1 Members of the committee are asked to endorse the recommendation to continue to apply a 25% income disregard in relation to War Pensions & War Widow(er) Pensions income in the administration and calculation of entitlement to Housing Benefit & Council Tax Support.

Area for consideration	Comment
Monitoring Officer Consultation:	
Section 151 Officer Consultation:	Yes
Existing Council Policies:	Yes, Council Tax Support Scheme
Financial Implications:	Yes as outlined
Legal Implications (including human rights):	Yes, Council Tax Support Scheme/Prescribed Requirements, Housing Benefit Regulations
Risk Implications:	Financial - marginal
Equality Issues/EQIA assessment:	

Crime & Disorder:	
Every Child Matters:	

URN: 22-131

Subject: Updated Business Rates Discretionary Relief Guidelines

Report to: Executive Leadership Team – 22 June 2022

Policy and Resources Committee – 12 July 2022

Report by: Stuart Brabben, Revenue & Benefits Service Manager

SUBJECT MATTER

Update to Discretionary Business Rates Relief Guidelines

RECOMMENDATIONS

That Committee :

(1) approve the updated guidelines for granting Discretionary Rate Relief

1. INTRODUCTION

- 1.1 The Council last reviewed its guidelines on this matter in 2017 and agreed the guidelines for awarding Discretionary Rate Relief to various charity and voluntary organisations. These guidelines are normally reviewed on a five yearly basis and as a period of five years.
- 1.2 The guidance has now been reviewed and updated in consultation with the Director of Finance. It is suggested that the guidance is subject to a further review in two years.
- 1.3 The guidelines are broadly the same as the last review and have been updated to take account of any legislation changes.

2. PROVISIONS

- 2.1 Under the business rates regulations mandatory rate relief for charities is 80%.
- 2.2 Under the same regulations the Council retains the power to grant relief in addition to the mandatory relief to cover all or part of the remaining 20% of the rates payable. Under the current rate retention scheme the cost is split between the government (50%), Great Yarmouth Borough Council (40%) and Norfolk County Council (10%).
- 2.3 In addition there remains the discretion to award up to 100% rate relief to non-profit making organisations in respect of property used for charitable, philanthropic,

educational, religious or recreational purposes. In such cases the cost is the same as in 2.2 above.

- 2.4 Relief may be granted for a specified or unspecified period of years. Where the relief is unspecified, at least one years notice of any change must be given to the ratepayer concerned.

3 **DISCRETIONARY RATE RELIEF GUIDELINES**

- 3.1 The government guidelines suggest certain criteria which should be taken into account when applications for discretionary rate relief are considered. The guidelines are not intended as a rigid set of rules, as it is for the Council to judge how far they are appropriate in individual cases.

- 3.2 The suggested government criteria is as follows:

3.2.1 **Access**

- a) Is membership of the organisation open to all sections of the community?
- b) Does the organisation actively encourage membership from particular groups in the community e.g. young people, older age groups, persons with disability or ethnic minorities?
- c) Are the facilities made available to people other than memberse.g. schools, casual public sessions?

3.2.2 **Provision of Facilities**

- a) Does the organisation provide training or education for its members?
- b) Have the facilities available been provided by self-helpor grant aid?
- c) Does the organisation run a bar (the mere existence of a bar, however, should not in itself be a reason for not granting relief)?
- d) Does the organisation provide facilities which indirectly relieve the Council of the need to do so, or enhance and supplement thise which it does provide?

3.2.3 **Other Considerations**

- a) Is the organisation affiliated to local or national organisations e.g local sports or arts councils?
- b) Is membership drawn from people mainly resident in the Council's area?

4 **FINANCIAL IMPLICATIONS**

- 4.1 The current rate relief being awarded for 2022/23 is as follows:

	Value of Relief £
207 cases qualifying for 80% Mandatory Relief	2,304,355

101 of the above cases received 20% Discretionary Relief top up	79,005
1 of the above cases received 15% Discretionary Relief	2,438
6 cases received 100% Discretionary Rate Relief	33,525
2 cases received 50% Rural Discretionary Rate Relief	698

5 Recommendation

- 5.1 To adopt the guidelines set out in Appendix A for deciding on whether to grant Discretionary Rate Relief.

Area for consideration	Comment
Monitoring Officer Consultation:	No
Section 151 Officer Consultation:	Section 151 Officer was consulted on the guidelines in Appendix A
Existing Council Policies:	
Financial Implications:	The Council is already required under regulations to consider applications for discretionary rate relief. The review of the guidelines and the awards of current ratepayers will ensure that relief is awarded to all organisations that meet the aims and strategies of the Council
Legal Implications (including human rights):	No
Risk Implications:	No
Equality Issues/EQIA assessment:	All applications will be dealt with in the same fair and consistent way in line with equality and diversity matters
Crime & Disorder:	No
Every Child Matters:	No

Great Yarmouth Borough Council Rate Relief Guidelines

1. Discretionary Rate Relief – Charities and Kindred Organisations

Introduction

Section 47 of the Local Government Finance Act 1988 permits councils to grant discretionary rate relief to charities and other organisations of prescribed types. Within the regulations, councils are free to develop their own local guidelines to allow relief to organisations established for purposes that the authority wishes to support.

Businesses which are entitled to Small Business Rate Relief must have pursued that avenue of assistance before applying for Discretionary Rate Relief.

The cost to the council is 40% of the amount of discretionary rate relief awarded. It is therefore important that applications for relief are considered carefully as ultimately part of the cost falls on council tax payers in Great Yarmouth. Applications must be made annually for this relief.

The regulations allow authorities to consider applications for discretionary rate relief from the following:

- i. Charities or trustees for a charity (these ratepayers will usually already receive 80% mandatory charitable relief; or
- ii. Organisations which are not established or conducted for profit that occupy a property (*which is not an excepted property) and whose main objects are charitable, philanthropic, or religious or concerned with education, social welfare, science, literature, or the fine arts; or
- iii. A ratepayer who occupies a property (*which is not an excepted property) wholly or mainly for the purposes of recreation, and all or part of it is occupied for the purpose of a club, society or other organisation not established or conducted for profit.

***Note**

An excepted property in respect of which relief cannot be allowed is one which is occupied by a billing authority (Great Yarmouth Borough Council) or a precepting authority (County Council or Parish Council).

Great Yarmouth's Guidelines

The council's guidelines for supporting relevant organisations through discretionary rate relief are as follows:

Any specific organisations/groups for decision;

- (i) **Youth organisations** (scouting groups, girl guides and other organisations such as youth activity centres) will be considered for the additional **20% top up**.
- (ii) **Charity shops will not qualify for the 20% top up** unless used to meet an identified need within the borough. These will not include national organisations.
- (iii) **Charity - Village and Community Halls without bar facilities** may qualify for the additional **20% top up**.

- (iv) **Other registered Charities** – In some circumstances we may consider individual cases for a **top up of up to 20%.**

Not for profit clubs, societies, and other organisations

In most circumstances a Discretionary rate relief of up to 50% may be granted on occupied properties to organisations which are not registered charities, which are not established or conducted for profit and whose main objects are:

- *Charitable*
- *Philanthropic or religious*
- *Concerned with education or social welfare*
- *Concerned with science, literature or the fine arts*
- *Not for profit clubs or societies established wholly or mainly for recreation*

Ratepayers who will normally benefit from such relief include:

- *Village halls run for the benefit of the community*
- *Church halls operated for the benefit of the community*
- *Social clubs in communities operated for the benefit of locals*
- *Museums*
- *Premises occupied by Norfolk based wildlife groups*
- *Premises occupied for preservation projects*

Charitable Relief Top Ups, Non-profit making sporting clubs and related organisations

Discretionary rate relief will be allowed on occupied properties for organisations not established or conducted for profit which are mainly used for the purposes of sport where they are unable to qualify as charitable Community Amateur Sports Clubs. A points-based system will operate as shown in Annex A in order to determine the level of relief as follows:

<i>Less than 12 points</i>	<i>-</i>	<i>no relief</i>
<i>12 – 14 points</i>	<i>-</i>	<i>25% relief</i>
<i>Over 14 points</i>	<i>-</i>	<i>50% relief</i>

Sporting clubs should, apply for registration as Community Amateur Sports Clubs (CASC's) which may enable them to claim Mandatory Charitable relief on the basis that they are charitable organisations. However, some non-profit making clubs are unable to qualify for charitable status but nonetheless contribute to the local community and may therefore wish to claim discretionary rate relief.

In addition to the above criteria relief will also be allowed to organisations which administer and promote sport within the community on a not for profit basis but are not sports clubs. Such organisations need to demonstrate that they adhere to the principles of open access, provide training and education through their work and are non-profit making. The facilities promoted by the organisation should operate within the Great Yarmouth area and the organisation should not run a bar. This type of organisation will be point scored.

Criteria	Explanation	Points analysis
Access	Membership should be open to all sections of the community without discrimination. However, there may be reasonable restrictions placed on membership which relate, for example, to ability in sport or to the achievement in the field covered by the organisation or where the capacity of the facility is limited but in general membership should not be exclusive or restrictive.	<p>Is membership open to the whole community?</p> <p>Yes 2 points</p> <p>No 0 points</p> <p>Is it necessary for a new member to be proposed by an existing member?</p> <p>Yes 0 points</p> <p>No 1 point</p>
Membership rates	Membership rates must not be set at such a level as to exclude the general community and should therefore ideally be within our guidelines. However, membership may be payable at different rates to distinguish the different classes of members such as juniors, adults, students, pensioners, players, non-players etc. Membership should however be consistent with the principles of open access.	<p>Annual membership rate for an adult?</p> <p>£150 or less 2 points</p> <p>Over £150 0 points</p> <p>Annual membership rate for under 18's?</p> <p>£75 or less 2 points</p> <p>Over £75 0 points</p> <p>Note:</p> <p>Where there is combined membership for children and adults points may be awarded on a pro rata basis.</p>
Match and playing fees	An organisation which restricts match and playing fees to a modest level will be considered more favourably than those where fees are set at a high level.	<p>Are match fees less than £10.00 for an adult?</p> <p>Yes 1 point</p> <p>No 0 points</p> <p>Are match fees less than £5.00 for under 18's?</p> <p>Yes 1 point</p> <p>No 0 points</p>

Disadvantaged and under-represented groups	An organisation which actively encourages membership from particular disadvantaged or under-represented groups such as young people, older age groups and people with disabilities will be considered more favourably.	<p>Are the facilities aimed at a particular group as detailed in the explanation column?</p> <p>Yes 2 points No 0 points</p>
Wider access	Wider use of facilities is encouraged by the council. Therefore, clubs that make their facilities available to non-members e.g. schools and casual public sessions will be considered more favourably than those that do not.	<p>Are the facilities made available to schools and/or public sessions?</p> <p>Yes 3 points No 0 points</p>
Provision of training or education	Clubs that provide training or education for members will be considered more favourably than those that do not. This will be enhanced if such support is provided to underrepresented groups such as young people, the disabled or retired people.	<p>Does the club provide training or education for members? (should be covered by existing membership or subscription fees).</p> <p>Yes 3 points No 0 points</p> <p>Is such training provided for underrepresented groups such as children, pensioners, or people with disabilities? (should be covered by existing membership or subscription fees).</p> <p>Yes 2 points No 0 points</p>
Active promotion of sport	A club which actively promotes sport within the community by provision of free introductory training will be considered more favourably	<p>Does the club provide free taster sessions to promote its sport which are open to all?</p> <p>Yes 2 points No 0 points</p>

Provision of a licensed bar	The existence of a licensed bar will not disqualify a club from eligibility for relief. However, the council considers that the main purpose of the organisation should be the provision of sport.	<p>Does the club run a licensed bar?</p> <p>No - 3 points</p> <p>Yes - if bar takings are less than 20% of total income and less than £20,000 – 2 points</p> <p>Yes - if bar takings are greater than 20% of total income or greater than £20,000 whichever is the higher – 0 points</p>
Proportion of playing and non-playing members	Clubs that have a greater proportion of playing members compared to non-playing members may be considered more favourably.	<p>Is the proportion of playing members 60% or more?</p> <p>Yes - 2 Points</p> <p>No - 0 points</p>
Is the club affiliated to a local or national organisation?	Examples could be local sports councils, county or national representative bodies, clubmark accreditation etc.	<p>Affiliation</p> <p>Yes - 1 point</p> <p>No - 0 points</p>
Is membership drawn mainly from residents in the council's area?	The council considers that ideally membership should be drawn mainly from residents who live in the district as 25% of the cost of relief is borne by Great Yarmouth council taxpayers.	<p>Do 75% or more of members live in the Borough council area?</p> <p>Yes - 3 points</p> <p>No - 0 points</p>
External funding	Organisations which provide a valuable service, and which do not receive support from elsewhere may be considered more favourably.	<p>Do you receive any financial support or funding from any other organisation or body?</p> <p>No - 2 points</p> <p>Yes - 0 points</p>

In considering applications for relief the following criteria will be taken into account and a point's based system will operate in order to determine the level of entitlement to relief:

2. Discretionary Rate Relief - Rural Settlements

Introduction

The Local Government Finance Act 1997 introduced a scheme of mandatory and discretionary rate relief for certain types of properties situated in 'rural settlements' contained within a billing authority's 'rural settlement list'. Billing authorities are required to compile and maintain a 'Rural Settlement List' for settlements that fall wholly or partly in Great Yarmouth area where it appears that the population is less

than 3,000. The parishes in Great Yarmouth that are designated as rural settlements are:

Burgh Castle, Filby, Fleggburgh, Fritton and St Olaves, Mautby, Ormesby St Michael, Repps with Bastwick, Rollesby, Somerton, Stokesby, Thurne, West Caister and Winterton on Sea

Businesses which are entitled to Small Business Rate Relief must have pursued that avenue of assistance before applying for Discretionary Rate Relief.

The scheme

Mandatory Rural Rate Relief for village post offices, general stores, specialist food shops, public houses and petrol filling stations.

The rural business must be in a rural settlement area (detailed in a settlement list) that has a population of 3,000 or less.

- a) Sole post offices and general stores with a rateable value of £8,500 or less are entitled to 50% relief.
- b) Any village shop that wholly or mainly sells food for human consumption but excludes restaurants, tearooms, fast or hot food shops and confectionary shops with a rateable value of £8,500 or less are entitled to 50% relief.
- c) Where there is only one public house in a rural settlement, which has a rateable value not exceeding £12,500, there is an entitlement to 50% relief.
- d) Sole petrol filling stations with a rateable value of £12,500 or less are entitled to 50% relief

Discretionary Rural Rate Relief for village post offices, general stores, qualifying food shops, public houses and petrol filling stations.

The 2016 Autumn Statement confirmed the doubling of rural rate relief from 50% to 100% from 1st April 2017. The Government set out their intention to amend the relevant primary legislation to require local authorities to grant 100% mandatory rural rate relief. Local authorities were expected to use their discretionary rate relief powers to grant 100% rural rate relief to eligible ratepayers from 1st April 2017. However, following the decision not to reintroduce the Local Government Finance Bill, for 2018/19 the Government announced it expects local authorities to continue to use their powers to grant 100% rural rate relief to eligible ratepayers, as they have done so since 2017/18. The 50% top up discretionary rate relief will be fully funded by government through a Section 31 Grant.

Therefore, 50% relief will be applied to the businesses which meet the mandatory criteria

Uprating

Following revaluations it is common practice for the Rateable Values applied to mandatory and charitable reliefs under S47 to be uprated. The policy will therefore be updated accordingly following any uprating which takes place on revaluation.

Delegation to award relief and make minor alterations to the guidelines

To delegate the Revenues and Benefits Service Manager to award under the new criteria and subsequent applications in accordance with the guidelines, except for any relief awarded above £15,000, where it will be considered by the Section 151 Officer and Head of Customer Services or Revenues and Benefits Service Manager. The right of appeal against any determination will be reconsidered by the Section 151 Officer or, Elected Members if the Section 151 Officer has determined the award of the relief. In this case it is

recommended to have a politically balanced sub-committee consisting of 3 members of the Policy and Resources Committee.

Delegated powers are given to the S151 Officer and the Head of Customer Services to make changes to these guidelines to reflect any changes with regard to Local Government Finance or Business Rates Reform.

Non-Domestic Rates Discount

The Localism Act 2011 (Clause 69) introduced a general power for local authorities to reduce the business rates of any local ratepayer (not just those who could previously be granted discretionary relief). This is a wide power under which each case will need to be treated on its own merits.

Any application under this power must be made by the applicant in writing and will be by the Section 151 Officer, Head of Customer Services and the Revenues and Benefits Service Manager.

State Aid

European Union competition rules generally prohibit Government subsidies to businesses. Relief from taxes, including non-domestic rates, can constitute state aid. Empty property relief is regarded as part the determination of liability, applied equally to all rate payers and so is not considered state aid.

Rate relief for charities and non-profit making bodies is not normally considered to be state aid, because the recipients are usually not in market competition with other businesses. However, if the charities or other non-profit making bodies are engaged in commercial activities or if they are displacing an economic operator or if they have a commercial partner, rate relief could constitute state aid and the rules set out below may apply.

Hardship relief can also constitute state aid, as can village shop relief. In practice, however, aid to village shops, most local 'commercial' charities and other small-scale, local service organisations (B&B's, small retailers, childcare facilities etc) will not be caught by the state aid rules, as long as they are independent, family-owned businesses because they are deemed incapable of affecting intra-community trade.

State Aid law is the means by which the European Union regulates state funded support to businesses. Providing discretionary relief to ratepayers is likely to amount to State Aid. However, Relief will be State Aid compliant where it is provided in accordance with the De Minimis Regulations (1407/2013)¹.

The De Minimis Regulations allow an undertaking to receive up to €200,000 of De Minimis aid in a three year period (consisting of the current financial year and the two previous financial years). Local authorities should familiarise themselves with the terms of this State Aid exemption, in particular the types of undertaking that are excluded from receiving De Minimis aid (Article 1), the relevant definition of undertaking (Article 2(2)2) and the requirement to convert the aid into Euros³.

To administer De Minimis it is necessary for the local authority to establish that the award of aid will not result in the undertaking having received more than €200,000 of De Minimis aid. Note that the threshold only relates to aid provided under the De Minimis Regulations (aid under other exemptions or outside the scope of State Aid is not relevant to the De Minimis calculation).

Backdating provisions

A decision with respect to discretionary relief will be invalid if it is made more than 6 months after the end of the financial year to which it relates.

Signed:

Date:

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Miranda Lee – Head of Customer Services

Subject GENERAL FUND OUTTURN 2021/22

Report to Policy and Resources Committee – 13 July 2022

Report by: Finance Director



SUBJECT MATTER

This report presents for the general fund, the revenue and capital outturn position for the financial year 2021/22. The position as presented will be used for the production of the draft statutory accounts for the same financial period ahead of the audit. The report also takes the opportunity to update the capital programme and presents a revised reserves statement.

The outturn position shows an underspend variance on the general fund net cost of services of £705,950 (net of recharges) although this is before the transfers to earmarked reserves for requested roll forwards of grants received in 2021/22 which have not yet been spent but have been committed along with service underspends for ongoing commitments in 2022/23. After allowing for these movements there is a requirement to use £184,850 of the general reserve in the year compared to the original budget of £111,077 a variance of £73,773.

RECOMMENDATIONS: 19721

In relation to the general fund outturn position, to agree and recommend to Council:

- 1) The outturn position for the general fund for 2021/22 as included in the report and appendices;
- 2) The transfers to and from reserves as detailed within the report and Appendix A along with an updated reserves statement (Appendix D);
- 3) The financing of the 2021/22 capital programme as detailed within the report and appendices;
- 4) The updated capital programme for 2022/23 as included in the report (section 4) and Appendix E2.

1. Introduction and Background

- 1.1. This report presents the outturn position for the general fund revenue account and capital programme for the 2021/22 financial year. The outturn position on the Housing Revenue Account will be reported to the Housing and Neighbourhoods Committee.
- 1.2. The reporting of the outturn position compared to the budget precedes the production of the draft statutory statement of accounts which are then subject to external audit review. The deadline for the publication of the draft (unaudited) accounts is 31 July 2022.
- 1.3. The budget for 2021/22 was set by Council in February 2021 and at the time assumed a total transfer from general reserves of £326k. During the year the budget has been updated to reflect in year budget virements and the budget monitoring reports have been presented to members. The last position (as at period 10) was reported to Policy and Resources Committee in March 2022 at which time presented a forecast outturn position of a £249k surplus,

although was before allowance was made of the roll forward of unspent budgets at the end of the year.

- 1.4. The detail within the report and appendices provides commentary on the more significant variances.
- 1.5. The outturn position for the general fund after allowing for adjustments to and from reserves is a deficit of £184,850 compared to an anticipated deficit of £111,077 (a variance of £73,773).
- 1.6. The report also includes a forecast position statement for the level of reserves along with the outturn and financing position for the 2021/22 capital programme. The capital programme for the period 2022/23 to 2023/24 has been updated to reflect the outturn position and where capital schemes have slipped between financial years. More details on the capital programme are included at section 5.

2. GENERAL FUND POSITION

- 2.1. Further details on the general fund position are included in Appendices A and B. Unlike capital budgets unspent revenue budgets are not automatically carried forward at the year-end. There will be circumstances however where it is appropriate to carry forward a revenue budget for example where an underspend relates to a grant received which has not yet been fully utilised or where there has been a delay in the planned use, with the funds being rolled forward within an earmarked reserve to match spend in a future year. In addition, where a budget has been provided as a one-off in the year and remains unspent due to a change the delivery timescale.
- 2.2. The table below provides a summary of service and non-service variances, further detail on the variances is included in the following paragraphs and within Appendix B.

Summary Table	Current Budget £000	Outturn £000	Variance	Note
1) Net cost of service	13,643	12,719	(924)	2.3-2.4
2) Non-Service Expenditure /Income:				2.5
a) Recharges to the Housing Revenue Account	(2,088)	(1,870)	218	2.6
b) Treasury Management Activity	1,171	471	(700)	2.7
c) Accounting Adjustments	(1,616)	(1,602)	15	2.8
d) Pension and employee adjustments	2,175	2,178	3	2.9
e) Parish Precepts & Concurrent Grants	540	545	5	
f) Capital Financing from Revenue	1639	1652	12	2.10
g) Contributions to/(from) reserves	(2,463)	(4,638)	(2,175)	2.11
3) Funding	(12,888)	(9,269)	3,619	2.14
Net (Surplus)/Deficit	111	185	74	

- 2.3. **Net Cost of Service**— This represents the net service under and overspends including where grants have been received but not matched by spend but do remain fully committed albeit in the following year and therefore will be carried forward to 2022/23. The net cost of services also include entries in relation to the bad debt provision which is made annually as part of the

outturn position. The provision is informed by the age and size of the debts outstanding and comments within the Appendix B will flag where there are more significant provisions being made in the year. Across all services the total provision that has been made in the year totals £813k this is larger than previous years due to the level and size of outstanding debt. During the coming year a review will be carried out on the levels of debt and processes for the raising of invoices and debt recovery along with the level of the provision held. Any adjustments to this will be reflected in the 2022/23 financial year.

- 2.4. Commentary on the direct costs and income variances within the individual services is provided at Appendix B. Some of the service underspends have been carried forward to the 2022/23 financial year and have been offset by a transfer to reserves.
- 2.5. **Non-Service Expenditure and Income** – This includes a number of accounting adjustments and non-service headings for which the more significant variances are explained below.
- 2.6. **Recharges to the Housing Revenue Account** – The general fund accounts for a number of support service charges for example, HR, Finance, Legal, HR, the Executive team, Office accommodation which are then recharges in part to the HRA to reflect the use of these functions in the provision of the HRA. Where there are over and underspends in these costs in the year, this in turn will impact on the outturn recharges made. As there has been an underspend across a number of these services this has resulted in a lower charge being made to the HRA.
- 2.7. **Treasury Management Activity** – This includes the variances in relation to investment income and interest payable. The budget for 2021/22 anticipated loan interest payable totalling £1,229,995, the outturn position was £552,607 resulting in an underspend of £677,388 mainly due to external borrowing not being undertaken at the levels anticipated partly due to slippage in the capital programme and a higher cash balance maintained during the year due to the receipt of grant funds from the government ahead of these being paid. Interest receivable in the year has exceeded the budget by £22,732, overall resulting in a net favourable variance of £700,119 from treasury management activity.
- 2.8. **Accounting Adjustments** – This reflects the reversal of recharges for depreciation included in the net cost of services and is offset by a corresponding entry in the service line.
- 2.9. **Pension and Employee Adjustments** – This includes pension costs that are not allocated to the services and accounted for centrally.
- 2.10. **Capital Financing from Revenue** – This includes the Minimum Revenue Provision (MRP) which represents the cost to the revenue account of decisions made in respect of the financing of capital expenditure in the current and prior years along with revenue contributions to capital to finance capital spend in the year. The outturn position in respect of MRP shows an underspend of £95,330 mainly due to slippage in the capital programme.
- 2.11. **Contributions to and from reserves** – The total variance of £2.222million includes the adjustment required for the Business Rates Section 31 Grant of £4.385 million which was received in 2020/21 and allocated to earmarked reserves to be used in 2021/22. This has been used to mitigate the shortfall on the funding line from business rates income. Other variances on the use of reserves in the year include a delay to the use of the asset management reserve to mitigate the impact of the borrowing costs of the constriction of the new marina facility pending its opening.
- 2.12. Grants that have been received in the financial year which are still to be matched by spend have been carried forward in earmarked reserves at 31 March 2022. This includes allocations of the Contain Outbreak Management Fund and New Burdens funding. Other non-service grants for example future high street and other project funding will have been carried forward where they remain unspent.

- 2.13. There have been a number of carry forward requests of revenue budgets for example where there are no ongoing budgets in 2022/23, or there has been a delay in the utilisation of some of the prior year carry forward requests and therefore these have remained in reserves as opposed to be utilised in the year. Overall this has resulted in a net transfer from reserves of £25,923 (excluding the business rates adjustment for the collection fund).
- 2.14. **Non-Service Funding** - This variance relates to the impact of the collection fund accounting for business rates and the treatment of Section 31 grants received for the business rate reliefs for covid which were received in the 2021/22 financial year to be used to mitigate the impact in subsequent years. This has been mitigated by an allocation from the earmarked reserve established in 2021/22.

3. RESERVES

- 3.1. Appendix C provides the detail of the General Fund reserves including proposed movements allowing for the requested carry forwards. The Council holds a general reserve for which the recommended balance is currently £3.5 million. The purpose of holding a general reserve is to provide a working balance to help cushion the impact of uneven cash flows to avoid temporary borrowing and to provide a contingency to help cushion the impact of unexpected events or emergencies. In addition to the general reserve the Council holds a number of earmarked reserves to meet known or predicted liabilities and funds that are carried forward to the new financial year to fund ongoing commitments and known liabilities for which no separate revenue budget exists. There are a number of earmarked reserves that have balances, where the timing of the use of the reserve is yet to be agreed and/or where contributions from the reserves will be made during 2022/23 for spending commitments.
- 3.2. The transfers to and from reserves (general and earmarked) are included within the reserves statement as detailed at Appendix C. The appendix shows the planned use of reserves over the medium term to take account of where funding has been rolled forward from 2021/22 for use future years. All reserves will be reviewed as part of the upcoming work on the Medium-Term Financial Strategy which will be presented to Members later in the year.
- 3.3. In summary, after allowing for the outturn position of a £184,850 overspend the balance on the general reserve at 31 March 2022 will be £3,793,562. This is after allowing for planned movements to and from reserves as detailed in the report and the earmarking of funds for ongoing commitments.

4. GENERAL FUND CAPITAL PROGRAMME

- 4.1. This section of the report along with Appendix E presents the outturn and financing of the 2021/22 capital programme, along with an updated programme for 2022/23. The updated programme (Appendix E2) allows for slippage of capital schemes between financial years. The reasons for slippage include where schemes have not progressed as originally planned and the funding will be carried forward to the new financial year.
- 4.2. Total Capital expenditure of £25.499m was incurred during 2021/22, which was slightly higher than the forecast of £24.895m reported at period 10. The notable changes to the programme since the period 10 report are as follows:
- The budget for the Crematorium Tearooms was increased by £27k to cover professional fees, using a revenue contribution from underspends in the Customer Services area.
 - The budget was increased by £28k to include the Refurbishment of the Wellesley Recreation Ground Ticket Office. This cost had originally been accounted for as revenue expenditure,

- but needed to be capitalised due to the nature of the works. Funding for these works was being held in an earmarked reserve and this was utilised as planned.
- Expenditure of £267k appears in the programme for the Phoenix Pool Gym Equipment. Please note this is a lease rather than actual purchase, but must be treated as capital expenditure in line with accounting guidance.
 - A total of £49k was spent on improvements to Gapton Hall Travellers Site (CCTV and Portacabin). Whilst not originally budgeted for, this was wholly funded by Community Champions funding.
- 4.3. During the year, the Council utilised £34k of Town Deal funding and £3.364m of Future High Streets funding on capital projects. These projects are ongoing and all remaining budgets have been rolled forward into 2022/23.
- 4.4. The budget for Investment to deliver the ICT Strategy was forecasted to be financed from borrowing, however, in order to finance the capital programme in the most financially efficient way and due to the shorter life of the assets purchased, spend of £461k has been funded from capital receipts in the year.
- 4.5. **Revised Capital Programme 2022/23** - A Capital Programme totalling £52.468m was approved by Council in February 2022. This programme included an estimate of £17.87m for unspent budgets that would require rolling over from 2021/22 into 2022/23. Following the 2021/22 outturn position, a further £5.193m was rolled forward. In addition to this, the following amendments have been made to the 2022/23 capital programme:
- The Budget for the purchase of shares in Equinox Property Holdings (EPH) has been increased by £500k to a total of £1m and a budget of £3m has been included for a loan facility to EPH (subject to draw down). These additions are to be financed by Capital receipts and borrowing respectively and were approved by Council on 23rd June 2022.
 - A contingency of £2.5m has been added into the programme, financed by capital receipts, as reported to Policy & Resources Committee on 24 May 2022. This was established to ensure the continued delivery of the capital programme and mitigate against continued inflationary pressures.
 - The budget for Disabled Facilities Grants (DFGs) has been adjusted by £47k to align it to funding remaining from 2021/22 and new funding received in 2022/23.
 - A budget of £2.577m has been included, financed wholly by funding received from the Department for Business, Energy and Industrial Strategy, to deliver works to improve the energy efficiency of the least efficient homes which are off the gas grid occupied by low-income households.
- 4.6. **Levelling Up Fund** – There is a separate report on the agenda outlining the current position in relation to the emerging Levelling Up Fund bid. As part of that report members are being asked to support the recommendation of approval of a funding match of £2.2million for a local contribution to the overall project. It is expected that the match would be funded by borrowing with the revenue costs of the borrowing being mitigated by improved revenue income for example from business rates and council tax. As the project progresses and once confirmation of the funding is confirmed, the detailed business case will be progressed.

5. FINANCIAL IMPLICATIONS

- 5.1. The financial implications are contained within the detail of the report and accompanying appendices.

6. RISKS

- 6.1. There are a number of risks that continue to face Local Government in terms of funding for the provision of local services in the short to medium term, including the future of business rates retention and fair funding review for which further announcements are still to be made. These will be considered in full as part of the medium term financial strategy and the financial planning process for 2022/23 onwards. Whilst there have been announcements of two year funding settlements next year, the detail of what this means for spending plans is not yet known. As announcements are made the detail of the financial projections for future financial years will need to be updated.
- 6.2. The revenue and capital budgets are facing increasing pressures of inflationary costs for example utility and contract costs, in addition to the pay claims for 2022/23 which are still to be finalised and interest rate rises. The 2022/23 annual budget for utility costs across the general fund and housing revenue account total £535,656, the outturn position for 2021/22 was £637,733, an additional £102,077. This is only one area where there is an increased budgetary pressure and therefore early work on the review of the 2022/23 budget will be carried out to update the financial forecasts.
- 6.3. In terms of the risks for the outturn report, the statutory accounts will be subject to external audit review and there is always a risk of adjustments to the accounts that are flagged as part of the audit work.

7. BACKGROUND PAPERS

- 7.1. Budget monitoring reports made during the year.

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

Appendix A - General Fund Summary out turn 2021/2022

	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £	Comments
Net Cost of Services					
Executive	4,108,536	5,017,678	4,549,391	(468,287)	See Appendix B for details of significant variances.
Housing	1,158,059	1,122,592	819,052	(303,540)	
Inward Investment	1,205,607	1,472,310	1,019,872	(452,438)	
Planning and Growth	427,075	468,238	561,809	93,571	
Customer Services	(545,453)	(651,079)	(463,266)	187,813	
Property and Asset Management	167,560	347,493	640,069	292,576	
Communications, Marketing and Events	777,164	764,835	722,260	(42,575)	
Environmental Services	5,063,126	5,100,809	4,869,675	(231,134)	
	12,361,674	13,642,876	12,718,862	(924,014)	
Non Service Expenditure/Income					
Recharge to HRA	(1,923,233)	(2,088,433)	(1,870,369)	218,064	Recharges to the HRA budget reflect the actuals in the year which were underspent.
Loan Interest Payable	1,229,995	1,229,995	552,607	(677,388)	Interest payable is lower than anticipated due to capital programme slippage on projects funded by borrowing. Also advanced funding from business rate section 31 grants received in year has meant that borrowing to cover cashflow has not been required at the same levels as budget for.
Interest Receivable	(58,967)	(58,967)	(81,699)	(22,732)	Interest received greater than budgeted due to a higher level of cash balances for investment.
Capital Charges Reversal	(1,616,310)	(1,616,310)	(1,675,450)	(59,140)	This is offset by capital charges accounted for within the net cost of services. £60k relates to increased depreciation charges that are offset here.
Revenue Contribution to Capital	0	81,318	189,018	107,700	Additional has been funded from earmarked reserve transfers
Transfers to/(from) Earmarked Reserves	(946,958)	(2,248,250)	(25,923)	2,222,327	The year end outturn reflects the net impact of year end carry forwards from 2020/21 and 2021/22 which would not have been anticipated when the budget for 2021/22 was set.
Transfers to /(from) Collection fund compensation reserve (for impact between years)	0	0	(4,385,304)	(4,385,304)	This mitigates the shortfall in the business rates income and reflects a transfer from the collection fund compensation earmarked reserve established in 2020/21.
Transfers to/(from) General Reserve	0	(215,000)	(226,849)	(11,849)	
Pension Back Funding	2,126,769	2,126,769	2,133,157	6,388	
Contingency	0	0	0	0	
Parish Precepts & Concurrent Grants	539,586	539,586	544,510	4,924	
Provision for Loan Repayment (MRP)	1,558,000	1,558,000	1,462,670	(95,330)	MRP lower than anticipated due to prior year capital programme slippage.
Collection Fund Adjustments	0	0	0	0	
Accounting Adjustments - soft loans, acc absences	0	0	73,803	73,803	This is offset by a reduction in the provision required to fund employee leave and flex balances that are held at the yearend which has been recognised within the net costs of services. This balance offsets this as this provision is an accounting adjustment that should not impact on the General Fund position.
Vacancy Management & Apprenticeship Levy	(279,222)	47,751	44,847	(2,904)	
	629,660	(643,541)	(3,264,981)	(2,621,440)	
Income					
Council Tax - Parishes	(519,506)	(519,506)	(519,506)	0	
Council tax - Borough	(4,865,925)	(4,865,925)	(4,892,861)	(26,936)	£27k reflects the impact of the Collection Fund surplus released in 21/22 to the Council.
Business Rates	(4,507,153)	(4,507,153)	(1,121,849)	3,385,304	This is mitigated by a transfer from the collection fund compensation earmarked reserve established in 2020/21.
Revenue Support Grant	(2,073,588)	(2,073,588)	(2,073,588)	0	
New Homes Bonus	(38,766)	(38,766)	(38,766)	0	
Other Grants and contributions	(883,320)	(883,320)	(622,461)	260,859	The dividend due from Equinox Enterprises in 21/22 was based on anticipated sales in 2021. As sales in 2021 were lower than anticipated the dividend paid over was £206k lower than budget. Whilst all properties have now been sold the funds from these sales have been used by the company to fund ongoing costs rather than requesting further funding from the Council.
	(12,888,258)	(12,888,258)	(9,269,031)	3,619,227	
(Surplus)/Deficit	103,076	111,077	184,850	73,773	

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22**Note 1 Significant variances requiring commentary:**

Significant variances of +/- £20,000 full year variances require commentary. This is based on the total variance for the service line level for the services as Heads of Service are able to vire budgets within their areas as required.

Note 2 Support Services Recharges:

Support Services Recharge variances are driven by the variances in direct costs and income identified under those services recharged across the Council at year end and therefore there will be variances reported during the year.

Executive

Executive Team	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	669,143	661,124	693,462	32,338
Non-pay	19,298	17,998	14,124	(3,874)
Gross Direct Income	0	0	(22,149)	(22,149)
Net Direct Expenditure/(Income) Total:	688,441	679,122	685,438	6,316
Support Services Recharges	(688,420)	(688,420)	(685,400)	3,020
Capital Charges	0	0	0	0
Total:	21	(9,298)	38	9,336

£10k of the overspend is being met from reserves as a one-off adjustment, the variance includes a one-off recruitment fee for the appointment of the Major Projects Director paid to agency.

Additional funding following Redmond Review for increased audit costs.

Legal	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	470,805	470,805	767,255	296,450
Gross Direct Income	(35,000)	(35,000)	(127,529)	(92,529)
Net Direct Expenditure/(Income) Total:	435,805	435,805	639,726	203,921
Support Services Recharges	(435,810)	(435,810)	(639,720)	(203,910)
Capital Charges	0	0	0	0
Total:	(5)	(5)	6	11

Additional legal charges from NP Law above contract value for works undertaken in year. This is partially offset by the profit share as seen below and also an element recharged to the HRA. £113k profit share from NP Law not anticipated in the budget due to uncertainty over the amount to be received year-on-year.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Town Centre Initiative	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	0	0	10	10
Net Direct Expenditure/(Income) Total:	0	0	10	10
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	0	10	10

No significant variances.

Equinox	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	38,000	38,289	289
Non-pay	92,620	54,620	49,921	(4,699)
Gross Direct Income	(92,620)	(92,620)	(132,415)	(39,795)
Net Direct Expenditure/(Income) Total:	0	0	(44,206)	(44,206)
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	0	(44,206)	(44,206)

Budgets forecast revised to reflect expenditure in year relating to the company.
Budget only income to cover the direct costs above and not recognise the management fee covering costs elsewhere in the General Fund (e.g. finance officer costs).

GYBS company	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	0	0	7,461	7,461
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	0	0	7,461	7,461
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	0	7,461	7,461

No significant variances.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Corporate Costs	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	181,801	190,371	196,907	6,536
Gross Direct Income	0	0	(4,820)	(4,820)
Net Direct Expenditure/(Income) Total:	181,801	190,371	192,087	1,716
Support Services Recharges	(181,810)	(181,810)	(192,100)	(10,290)
Capital Charges	0	0	0	0
Total:	(9)	8,561	(13)	(8,574)

No significant variances.

COVID-19 costs	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	764,953	780,930	15,977
Non-pay	50,000	230,047	3,208,103	2,978,056
Gross Direct Income	(745,722)	(745,722)	(4,127,040)	(3,381,318)
Net Direct Expenditure/(Income) Total:	(695,722)	249,278	(138,007)	(387,285)
Support Services Recharges	0	0	257,580	257,580
Capital Charges	0	0	0	0
Total:	(695,722)	249,278	119,573	(129,705)

£30k of staff cost were funded via wider business support funding from additional restriction grant (ARG) that were not budgeted for as the ARG was not planned to occur in 2122 when the budget was set. Overtime £20k over budget as the continuation of the pandemic into 2122 was unknown at budget setting. However, increased costs incurred were offset by increased funding that was provided recognising the ongoing demand.

Actuals in year includes £2m of ARG that wasn't budgeted for as the continuation of the scheme wasn't planned for when the budget was set. This is offset by funding for the ARG scheme below. Remaining £1m costs were due to ongoing COVID projects not anticipated in 2122 when the budget was set which were covered by additional funding as per below.

Actuals in year includes £2.03m of funding for ARG that wasn't budgeted for as the continuation of the scheme wasn't planned for when the budget was set. This is offset in full by the costs within non-pay noted above. Balance of funding is to cover costs not directly attributed to this cost centre, such as funding for sale, fees and charges losses.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Finance	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	652,895	631,700	602,189	(29,511)
Non-pay	370,816	370,816	247,150	(123,666)
Gross Direct Income	(5,000)	(5,000)	(15,260)	(10,260)
Net Direct Expenditure/(Income) Total:	1,018,711	997,516	834,079	(163,437)
Support Services Recharges	(1,018,710)	(1,018,710)	(834,080)	184,630
Capital Charges	0	0	0	0
Total:	1	(21,194)	(1)	21,193

Underspend due to vacancies within the department.

Underspend on Internal Audit costs partly due to re-profiling of audits and underspend on procurement costs. Some of this underspend will be carried forward within earmarked reserves to cover the re-profiling of Internal Audit work into the following financial year/s.

See note 2 at the top of this appendix which covers explanation for change in recharges.

North Quay/Conge Project	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	0	0	103,898	103,898
Gross Direct Income	0	0	(95,971)	(95,971)
Net Direct Expenditure/(Income) Total:	0	0	7,927	7,927
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	0	7,927	7,927

Expenditure incurred on the North Quay & Conge projects preliminary works ahead of the major capital projects being funded by the Town Deal funding.

Funding secured and received from the Business Rates Pool in year for the North Quay & Conge projects for preliminary works as per above.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

ICT	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	417,018	405,926	321,865	(84,061)
Non-pay	778,791	778,791	816,598	37,807
Gross Direct Income	0	0	(545)	(545)
Net Direct Expenditure/(Income) Total:	1,195,809	1,184,717	1,137,917	(46,800)
Support Services Recharges	(1,238,710)	(1,238,710)	(1,267,710)	(29,000)
Capital Charges	42,896	42,896	129,795	86,899
Total:	(5)	(11,097)	2	11,099

Variance reflects vacancies within the department.

Microsoft licenses have significantly increased in cost above the level budgeted for.

Member Services	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	185,480	180,803	173,030	(7,773)
Non-pay	329,397	342,397	322,354	(20,043)
Net Direct Expenditure/(Income) Total:	514,877	523,200	495,384	(27,816)
Support Services Recharges	(514,880)	(514,880)	(495,380)	19,500
Capital Charges	0	0	0	0
Total:	(3)	8,320	4	(8,316)

Underspends on members allowances and training in the year.

Corporate Strategy	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	89,656	87,003	46,768	(40,235)
Non-pay	4,420	4,420	4,189	(231)
Net Direct Expenditure/(Income) Total:	94,076	91,423	50,957	(40,466)
Support Services Recharges	(94,070)	(94,070)	(50,960)	43,110
Total:	6	(2,647)	(3)	2,644

A vacancy within the service throughout the year has resulted in the underspend.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Elections	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	163,467	160,139	163,516	3,377
Non-pay	122,653	122,653	152,226	29,573
Gross Direct Income	(114,700)	(114,700)	(171,351)	(56,651)
Net Direct Expenditure/(Income) Total:	171,420	168,092	144,392	(23,700)
Support Services Recharges	30,960	30,960	100,300	69,340
Capital Charges	0	0	0	0
Total:	202,380	199,052	244,692	45,640

Increased costs on elections which are recovered by an increase in Cabinet Office funding to cover these.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Human Resources	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	411,525	406,362	392,463	(13,899)
Non-pay	48,896	48,896	40,597	(8,299)
Gross Direct Income	0	0	(26,628)	(26,628)
Net Direct Expenditure/(Income) Total:	460,421	455,258	406,432	(48,826)
Support Services Recharges	(460,420)	(460,420)	(406,440)	53,980
Capital Charges	0	0	0	0
Total:	1	(5,162)	(8)	5,154

HR Manager vacancy for most of current year plus turnover in the team.

Increased Kickstart Scheme grant income which is offset by payroll costs. Funding not utilised in this financial year is being carried forward within earmarked reserves to cover costs in future years.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Total Executive:	(493,335)	415,808	335,481	(80,327)
Total Executive excluding capital charges and recharges:	4,065,639	4,974,782	4,419,596	(80,327)
Total Executive excluding recharges:	4,108,535	5,017,678	4,549,391	(80,327)

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Housing

Housing Needs	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	666,648	646,577	883,877	237,300
Non-pay	339,114	339,114	1,180,107	840,993
Gross Direct Income	(258,410)	(258,410)	(1,573,883)	(1,315,473)
Net Direct Expenditure/(Income) Total:	747,352	727,281	490,101	(237,180)
Support Services Recharges	321,700	321,700	312,670	(9,030)
Capital Charges	19,013	19,013	18,138	(875)
Total:	1,088,065	1,067,994	820,909	(247,085)

Increased temporary staffing levels to reach the current service demand. Pay increased costs are supported from Homelessness grant funding as reflected in the increased income below.

Both Bed & Breakfast and Temporary Accommodation expenditure exceeded the budget provision for 2021/22, by a combined total of £403k. This was mitigated by an increase of income of £403k including £218k being covered by homelessness grant funding, as reflected in the income below. These are demand led services, which received increased requests throughout the year and were also subject to increased summer accommodation price rises. The service also incurred further external staffing fee's totalling £71k, required to support the service demand, which again has been mitigated by income received to cover the increased costs. Due to increase in demand the bad debt has also increased, resulting in a rise in the required bad debt provision of £290k.

Increased income recovery from B&B and temporary accommodation of £490k in line with increased service demand as per above. Increased grant monies received of £826k to aid expenditure relating to homelessness and to support increased staffing levels as shown above within the cost increases.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Housing Strategy	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	176,136	171,699	133,992	(37,707)
Non-pay	43,545	43,545	185,846	142,301
Gross Direct Income	0	0	(126,013)	(126,013)
Net Direct Expenditure/(Income) Total:	219,681	215,244	193,825	(21,419)
Support Services Recharges	88,170	88,170	78,260	(9,910)
Capital Charges	22,603	22,603	23,858	1,255
Total:	330,454	326,017	295,943	(30,074)

Reduced staff pay costs due to staff vacancies in year.

There was an increased non-pay cost of £121k as a result of a housing capital scheme that was subsequently aborted. These costs are being supported by the homelessness grant funding as seen below. The abortive costs were as a result of a initial works undertaken on a project aiming to increase homelessness accommodation. However, these surveying works identified that the accommodation was not financially viable for further development. Costs from abortive capital projects need to be met from revenue so these costs had to be reflected within the General Fund service. Variance also includes an increase of £19k due of temporary agency staff being used to cover staff vacancies noted above.

Homelessness grant funding used to fund costs in the service.

Traveller's Site/Gapton Hall	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	58,435	58,435	61,665	3,230
Non-pay	55,000	55,000	157,968	102,968
Gross Direct Income	(67,231)	(67,231)	(142,511)	(75,280)
Net Direct Expenditure/(Income) Total:	46,204	46,204	77,123	30,919
Support Services Recharges	37,140	37,140	56,680	19,540
Capital Charges	0	0	0	0
Total:	83,344	83,344	133,803	50,459

The site is now managed by the GYBC. Costs have exceeded original budget allocation due to increased maintenance and utility costs.

Increased rental income collected of £25k. Communities Champions grant funding of £92k received to support the development of the site, including funding of site capital improvement works totalling £48k.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Better Care Fund (NEW)	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	101,077	97,869	91,131	(6,738)
Non-pay	26,235	26,235	3,034	(23,201)
Gross Direct Income	(145,216)	(145,216)	(150,214)	(4,998)
Net Direct Expenditure/(Income) Total:	(17,904)	(21,112)	(56,048)	(34,936)
Support Services Recharges	55,620	55,620	47,220	(8,400)
Capital Charges	0	0	0	0
Total:	37,716	34,508	(8,828)	(43,336)

Reduced costs due to fall in service demand as a result of COVID restrictions.

Safe at Home	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	279,548	271,798	227,740	(44,058)
Non-pay	67,638	67,638	38,410	(29,228)
Gross Direct Income	(226,077)	(226,077)	(194,095)	31,982
Net Direct Expenditure/(Income) Total:	121,109	113,359	72,055	(41,304)
Support Services Recharges	94,710	94,710	62,250	(32,460)
Capital Charges	0	0	0	0
Total:	215,819	208,069	134,305	(73,764)

Reduced staff pay cost due to staff vacancies in year.

Reduced costs as a result of reduced staffing levels and completed jobs as a result of COVID restrictions impacted on service demand. This is also reflected in reduced income received below.

Reduced income following COVID restrictions resulting in a fall in demand for services, contractor availability and delays in sourcing materials.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Total Housing:	1,755,398	1,719,932	1,376,132	(343,800)
Total Housing excluding capital charges and recharges:	1,116,442	1,080,976	777,056	(343,800)
Total Housing excluding recharges:	1,158,058	1,122,592	819,052	(343,800)

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22**Inward Investment**

Project Management Office	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	173,894	119,622	(54,272)
Non-pay	0	1,702	709	(993)
Gross Direct Income	0	0	(9,491)	(9,491)
Net Direct Expenditure/(Income) Total:	0	175,596	110,840	(64,756)
Support Services Recharges	0	89,551	60,630	(28,921)
Capital Charges	0	0	0	0
Total:	0	265,147	171,470	(93,677)

A base budget carried forward from 2020/21 was not fully utilised in 2021/22 as expected, as external project manager costs were expensed on individual capital projects.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Projects and Programmes	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	259,445	150,005	138,649	(11,356)
Non-pay	4,159	2,457	57,055	54,598
Gross Direct Income	0	0	(60,995)	(60,995)
Net Direct Expenditure/(Income) Total:	263,604	152,462	134,709	(17,753)
Support Services Recharges	218,850	129,299	272,370	143,071
Capital Charges	0	0	0	0
Total:	482,454	281,761	407,079	125,318

Reduced staff costs due to staff vacancies in the last quarter of the financial year.

Project expenditure for the Learning Hub, which was not within the original 2021/22 base budget, is fully recovered from grant funding as per below.

Project funding for the Learning Hub in 2122 was received which covers expenses noted above.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Future High Street Fund	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	0	6,699	53,249	46,550
Gross Direct Income	0	0	(46,550)	(46,550)
Net Direct Expenditure/(Income) Total:	0	6,699	6,699	(0)
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	6,699	6,699	(0)

Expenditure relating to feasibility works for Future High Street Fund projects, which is fully funded as noted below.

MHCLG feasibility grant funding for Future High Streets Fund project costs as per above.

Offshore Wind Project	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	50,069	50,069	49,803	(266)
Non-pay	0	0	97,733	97,733
Gross Direct Income	(50,069)	(50,069)	(120,775)	(70,706)
Net Direct Expenditure/(Income) Total:	0	0	26,760	26,760
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	0	26,760	26,760

Project marketing expenditure in year. All costs fully recovered as noted below and grant funding carried forward from 2021.

£20k of funding has been released from earmarked reserves carried forward from 2020/21. Also received funding for the Innovation project and Enterprise Zone Pot B funding for EEEZ marketing covering the increased costs noted above.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Inclusion Project (ESF)	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	4,481	3,926	(558)	(4,484)
Non-pay	0	0	40	40
Gross Direct Income	0	0	3,040	3,040
Net Direct Expenditure/(Income) Total:	4,481	3,926	2,523	(1,403)
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	4,481	3,926	2,523	(1,403)

No significant variances.

Towns Fund	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	0	108,785	132,194	23,409
Gross Direct Income	0	0	(29,157)	(29,157)
Net Direct Expenditure/(Income) Total:	0	108,785	103,037	(5,748)
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	108,785	103,037	(5,748)

Cost incurred on Town Deal projects offset by income below.
£23k reimbursement of expenditure on Town Deal projects from Norfolk County Council. Remaining £6k to be carried forward within earmarked reserves to cover costs to be incurred for the committed Ambassador Programme.

Winter Programme - Different Light	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	0	196,068	189,906	(6,162)
Gross Direct Income	0	(196,068)	(192,902)	3,166
Net Direct Expenditure/(Income) Total:	0	0	(2,997)	(2,997)
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	0	(2,997)	(2,997)

No significant variances.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Levelling Up	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Gross Direct Income	0	0	(125,000)	(125,000)
Net Direct Expenditure/(Income) Total:	0	0	(125,000)	(125,000)
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	0	0	(125,000)	(125,000)

Grant income received in 2021/22 for capacity funding. This will be carried forward within earmarked reserves to be used in 2022/23.

CCTV	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	91,992	91,992	141,225	49,233
Gross Direct Income	(4,000)	(4,000)	(48,400)	(44,400)
Net Direct Expenditure/(Income) Total:	87,992	87,992	92,825	4,833
Support Services Recharges	20,030	20,030	18,170	(1,860)
Capital Charges	0	0	0	0
Total:	108,022	108,022	110,995	2,973

£44k of the variance is for cost incurred in relation to the Safer Streets 3 project. The project was developed in year so was not included in the budget for 2021/22. All expenditure is fully funded as per below.
£44k of Safer Streets 3 grant funding received in 2122.

Culture and Leisure	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	(450)	884	1,334
Non-pay	133,944	133,944	119,648	(14,296)
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	133,944	133,494	120,532	(12,962)
Support Services Recharges	38,390	38,390	42,470	4,080
Capital Charges	0	0	0	0
Total:	172,334	171,884	163,002	(8,882)

Underspend on budget for utility costs for St Georges Theatre, which have been identified as a budget saving in year.

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Voluntary Sector Grants	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	0	0	0	0
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	0	0	0	0
Support Services Recharges	7,700	7,700	0	(7,700)
Capital Charges	0	0	0	0
Total:	7,700	7,700	0	(7,700)

No significant variances.

Indoor Leisure - Phoenix Pool & Marina Centre	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	163,710	244,160	303,399	59,239
Gross Direct Income	0	0	(149,385)	(149,385)
Net Direct Expenditure/(Income) Total:	163,710	244,160	154,014	(90,146)
Support Services Recharges	76,890	76,890	87,920	11,030
Capital Charges	33,291	33,291	89,915	56,624
Total:	273,891	354,341	331,849	(22,492)

Within this non-pay budget line there has been additional expenditure in year, which related to COVID leisure grants, paid over in year to Great Yarmouth Borough Council's leisure provider. There is also an underspend in year on repairs and maintenance for the Phoenix Fitness leisure centre and works have not been completed at yet. This underspend is to be carried forward within earmarked reserves to complete the repairs in 2022/23 financial year.

COVID grant funding received in year and paid out in year with no impact to the Council.

Depreciation increased from budget in line with completed capital project spend in prior years.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Neighbourhood Management	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	262,853	256,198	220,452	(35,746)
Non-pay	206,848	206,848	476,427	269,579
Gross Direct Income	(113,000)	(113,000)	(512,972)	(399,972)
Net Direct Expenditure/(Income) Total:	356,701	350,046	183,907	(166,139)
Support Services Recharges	1,050	1,050	(18,430)	(19,480)
Capital Charges	0	0	0	0
Total:	357,751	351,096	165,477	(185,619)

Establishment underspend due to reduction in staff which is expected to remain whilst service delivery is under review.

Community Champions funding covers spending and as well as covering an element of the pay costs above. Some of this is to be carried forward within earmarked reserves to finance works in the following financial year/s.

Waterways	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	16,112	16,475	363
Non-pay	107,853	107,853	116,163	8,310
Gross Direct Income	(50,853)	(66,965)	(164,243)	(97,278)
Net Direct Expenditure/(Income) Total:	57,000	57,000	(31,605)	(88,605)
Support Services Recharges	12,870	12,870	16,970	4,100
Capital Charges	53,000	53,000	42,499	(10,501)
Total:	122,870	122,870	27,864	(95,006)

Full funding received from HLF for the Waterways project in line with funding agreement above claims made.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Conservation	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	151,017	147,210	139,928	(7,282)
Non-pay	95,054	115,054	231,196	116,142
Gross Direct Income	(66,667)	(66,667)	(200,727)	(134,060)
Net Direct Expenditure/(Income) Total:	179,404	195,597	170,397	(25,200)
Support Services Recharges	61,120	61,120	41,180	(19,940)
Capital Charges	25,408	25,408	25,408	0
Total:	265,932	282,125	236,985	(45,140)

£18k incurred for Wintergardens development stage works, £26k expenditure for Trees for Cities project, and £111k costs for the Heritage Action Zone (HAZ) projects which were not budgeted for but which are all fully funded as per below. (£40k) repairs and maintenance works were not undertaken in year but the works need to be completed so this is carried forward within earmarked reserves.

As above £18k Wintergardens development stage grant, £111k HAZ grant and £26k Trees for City grant funding has been received in year that was not budgeted for but fully offsets increased costs in year as noted above. A further £25k of HAZ funding was received in 2020/21 was utilised for cost in year that were originally going to be met from Councils budget. As the £25k funding is now not available to cover costs as anticipated in 2022/23 the £25k budget has been carried forward within earmarked reserves to cover this shortfall in 2022/23.

Economic Development	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	103,409	101,191	106,855	5,664
Non-pay	1,800	1,800	2,245	445
Gross Direct Income	(10,014)	(10,014)	(13,908)	(3,894)
Net Direct Expenditure/(Income) Total:	95,195	92,977	95,193	2,216
Support Services Recharges	154,410	154,410	127,480	(26,930)
Capital Charges	0	0	0	0
Total:	249,605	247,387	222,673	(24,714)

See note 2 at the top of this appendix which covers explanation for change in recharges.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Enterprise GY	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	1,877	1,877	593	(1,284)
Gross Direct Income	0	0	(375)	(375)
Net Direct Expenditure/(Income) Total:	1,877	1,877	218	(1,659)
Support Services Recharges	7,700	7,700	0	(7,700)
Capital Charges	0	0	0	0
Total:	9,577	9,577	218	(9,359)

No significant variances.

Enterprise Zone	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	1,350,000	1,350,000	791,172	(558,828)
Gross Direct Income	(1,600,000)	(1,600,000)	(971,176)	628,824
Net Direct Expenditure/(Income) Total:	(250,000)	(250,000)	(180,004)	69,996
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	(250,000)	(250,000)	(180,004)	69,996
Total Inward Investment:	1,804,617	2,071,320	1,668,632	(402,688)
Total Inward Investment excluding capital charges and recharges:	1,093,908	1,360,611	862,050	(402,688)
Total Inward Investment excluding recharges:	1,205,607	1,472,310	1,019,872	(402,688)

The costs incurred reflected costs incurred by the Council, Norfolk County Council & the Local Enterprise Partnership as part of the Enterprise Zone agreement. As noted below costs are restricted by the funds available for business rates received in year. As income was lower than anticipated so are the costs recognised.

This reflects business rates income from Enterprise Zones within the borough which are ringfenced. The income received is impact by fluctuations in the rateable values and reliefs granted to properties within the zones. The budget was set reflecting rates anticipated at the time of budget setting but these have not been achieved. Spend is restricted to the funds received therefore as noted above the costs incurred are also lower than budgeted for.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22**Planning and Growth**

Building Control	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	254,661	252,701	276,544	23,843
Non-pay	30,236	30,236	49,173	18,937
Gross Direct Income	(302,976)	(302,976)	(234,981)	67,995
Net Direct Expenditure/(Income) Total:	(18,079)	(20,039)	90,736	110,775
Support Services Recharges	181,080	181,080	96,700	(84,380)
Capital Charges	0	0	0	0
Total:	163,001	161,041	187,436	26,395

Additional costs of casual workers incurred due to staff sickness, maternity cover and business need throughout the year. These costs were funded from pay savings in other areas of the planning & growth service.

Increase in bad debt provision.
Under recovery of income is due to lower than budgeted fee income £53k and reduced income generated from work on behalf of other authorities £10k. Also a further £4k has not been generated as fire risk assessments are no longer undertaken by this department.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Development Control	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	654,693	648,363	595,082	(53,281)
Non-pay	34,201	34,201	44,448	10,247
Gross Direct Income	(565,292)	(565,292)	(471,585)	93,707
Net Direct Expenditure/(Income) Total:	123,602	117,272	167,944	50,672
Support Services Recharges	168,630	168,630	228,630	60,000
Capital Charges	0	0	0	0
Total:	292,232	285,902	396,574	110,672

Post savings achieved during the year were used to fund additional pay costs in this and other areas of the planning & growth service. Some of the underspend is carried forward within earmarked reserves to 2022-23 to fund continuing staff pressures in all Planning & Growth areas.

Under recovery of income due to lower than budgeted fee income including fall in pre-applications being received.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Land Charges	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	50,035	50,143	60,146	10,003
Non-pay	43,082	43,082	45,368	2,286
Gross Direct Income	(138,154)	(138,154)	(165,079)	(26,925)
Net Direct Expenditure/(Income) Total:	(45,037)	(44,929)	(59,565)	(14,636)
Support Services Recharges	47,760	47,760	56,730	8,970
Capital Charges	0	0	0	0
Total:	2,723	2,831	(2,835)	(5,666)

Land charge fee receipts are above budgeted levels which has been attributed to the increase demand before the end of stamp duty relief in early December.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Strategic Planning	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	283,962	277,307	262,879	(14,428)
Non-pay	104,356	160,356	159,130	(1,226)
Gross Direct Income	(21,729)	(21,729)	(60,897)	(39,168)
Net Direct Expenditure/(Income) Total:	366,589	415,934	361,112	(54,822)
Support Services Recharges	116,690	116,690	46,380	(70,310)
Capital Charges	0	0	1,582	1,582
Total:	483,279	532,624	409,074	(123,550)
Total Planning and Growth:	941,235	982,398	990,249	7,851
Total Planning and Growth excluding capital charges and recharges:	427,075	468,238	560,227	7,851
Total Planning and Growth excluding recharges:	427,075	468,238	561,809	7,851

One vacancy held in early part of year contributed to funding of additional pay costs in other areas of the planning & growth service. This underspend is principally due to unused base budget which relates to the two year Local Plan examination programme (£16k) which was delayed by the Planning Inspectorate and expenditure relating to the Neighbourhood Plan £25k. The £25k increase is offset by income received as per below. The £16k underspend is carried forward within the earmarked reserves to 22/23 to fund the continued costs of the statutory work programme.

This increased income position is due to a number of factors: (a) a contribution by an external organisation for the Local Housing Needs Assessment (£9k); (b) the recovery of Neighbourhood Plan costs (£25k) as noted above; and (c) the recovery of higher education fees from another local authority (£8.5k). The £8.5k has been carried forward within earmarked reserves for future training needs.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22**Customer Services**

Benefits	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	593,279	574,407	601,004	26,597
Non-pay	22,538,189	22,538,189	20,406,041	(2,132,148)
Gross Direct Income	(23,223,212)	(23,223,212)	(20,985,555)	2,237,657
Net Direct Expenditure/(Income) Total:	(91,744)	(110,616)	21,490	132,106
Support Services Recharges	186,517	186,517	151,701	(34,816)
Capital Charges	0	0	0	0
Total:	94,773	75,901	173,191	97,290

£10k of the overspend is covered by funding from Verify Earnings and Pensions fund, included in income below. Overspend on training of £7k due to changes in regulations and schemes in the year requiring staff training.

Payments out are driven by demand from housing benefits claims in year. Costs are largely covered by housing subsidy received, as reflected in the income variance below.

Increased housing benefit subsidy for increased housing benefit claim payments as per above. Also includes £140k funding for new subsidy allocation for increase in demand due to COVID.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Crematorium and Cemeteries	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	225,337	217,647	226,640	8,993
Non-pay	600,229	600,229	646,911	46,682
Gross Direct Income	(1,601,739)	(1,601,739)	(1,498,896)	102,843
Net Direct Expenditure/(Income) Total:	(776,173)	(783,863)	(625,345)	158,518
Support Services Recharges	185,040	185,040	160,220	(24,820)
Capital Charges	72,149	72,149	71,157	(992)
Total:	(518,984)	(526,674)	(393,968)	132,706

Funeral expense costs exceeded budget.

Demand led income was lower than anticipated when the budget was set.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Customer Services	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	652,021	629,597	603,249	(26,348)
Non-pay	12,683	12,683	10,288	(2,395)
Gross Direct Income	0	0	(4,427)	(4,427)
Net Direct Expenditure/(Income) Total:	664,704	642,280	609,111	(33,169)
Support Services Recharges	(664,700)	(664,700)	(609,110)	55,590
Capital Charges	0	0	0	0
Total:	4	(22,420)	1	22,421

Underspend due to vacancies in first quarter of the financial year which were subsequently filled.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Support Services	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	163,601	155,956	152,147	(3,809)
Non-pay	35,682	35,682	35,850	168
Gross Direct Income	0	0	(545)	(545)
Net Direct Expenditure/(Income) Total:	199,283	191,638	187,451	(4,187)
Support Services Recharges	(202,550)	(202,550)	(190,300)	12,250
Capital Charges	3,267	3,267	2,856	(411)
Total:	0	(7,645)	7	7,652

No significant variance.

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Car Parks	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	436,269	422,059	410,078	(11,981)
Non-pay	975,685	965,767	868,093	(97,674)
Gross Direct Income	(2,511,826)	(2,511,826)	(2,416,762)	95,064
Net Direct Expenditure/(Income) Total:	(1,099,872)	(1,124,000)	(1,138,590)	(14,590)
Support Services Recharges	404,590	404,590	262,150	(142,440)
Capital Charges	44,213	44,213	46,632	2,419
Total:	(651,069)	(675,197)	(829,808)	(154,611)

Reduced overtime costs following revised working schedules for permanent positions.

Reduced income in first quarter due to Covid-19 restrictions. Over the year gradual relaxing of the COVID restrictions resulted in levels in line with expectations by year end.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Revenues	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	730,541	705,674	729,267	23,593
Non-pay	310,104	310,104	250,415	(59,689)
Gross Direct Income	(601,925)	(601,925)	(617,709)	(15,784)
Net Direct Expenditure/(Income) Total:	438,720	413,853	361,973	(51,880)
Support Services Recharges	800,610	800,610	464,580	(336,030)
Capital Charges	0	0	0	0
Total:	1,239,330	1,214,463	826,553	(387,910)

Underspend on legal and recovery costs are due to an over accrual of costs for 2021 which were lower than anticipated.

Summons fees were lower than anticipated (£37k), due to reduction in costs incurred as reflected above. Also ad-hoc income included within the budget did not materialise (£22k).

See note 2 at the top of this appendix which covers explanation for change in recharges.

Total Customer Services:	164,054	58,428	(224,025)	(282,453)
Total Customer Services excluding capital charges and recharges:	(665,082)	(770,708)	(583,911)	(282,453)
Total Customer Services excluding recharges:	(545,453)	(651,079)	(463,266)	(282,453)

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22**Property and Asset Management**

Public Toilets	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	195,620	195,620	188,985	(6,635)
Gross Direct Income	(4,000)	(4,000)	(889)	3,111
Net Direct Expenditure/(Income) Total:	191,620	191,620	188,096	(3,524)
Support Services Recharges	42,980	42,980	43,640	660
Capital Charges	163,129	163,129	153,448	(9,681)
Total:	397,729	397,729	385,184	(12,545)

No significant variance.

Repairs and Maintenance	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	24,580	24,580	43,190	18,610
Gross Direct Income	(97,572)	(97,572)	(144,521)	(46,949)
Net Direct Expenditure/(Income) Total:	(72,992)	(72,992)	(101,331)	(28,339)
Support Services Recharges	52,180	52,180	61,170	8,990
Capital Charges	253,632	253,632	204,810	(48,822)
Total:	232,820	232,820	164,649	(68,171)

Increase in bad debt provision required.

Profit share income received for 20-21 was higher than year-end accrual which was based on the GYN financial estimates provided at for the 20-21 financial yearend.

Depreciation increased from budget in line with completed capital project spend in prior years.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Footway Lighting	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	193,273	193,273	168,028	(25,245)
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	193,273	193,273	168,028	(25,245)
Support Services Recharges	55,150	55,150	63,070	7,920
Capital Charges	74,179	74,179	69,976	(4,203)
Total:	322,602	322,602	301,074	(21,528)

Overspend of electricity costs £17k mitigated by an underspend for repairs and maintenance of (£41k).

Coastal Protection	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	56,620	55,511	38,972	(16,539)
Non-pay	101,445	101,445	106,030	4,585
Gross Direct Income	(550)	(550)	(32,818)	(32,268)
Net Direct Expenditure/(Income) Total:	157,515	156,406	112,184	(44,222)
Support Services Recharges	51,220	51,220	52,410	1,190
Capital Charges	362,692	362,692	362,692	0
Total:	571,427	570,318	527,286	(43,032)

This underspend is due to a vacancy during the year. This post has now been filled.

Grant income received in relation to costs incurred in prior years for which no accrual has been made. £30k of this income is carried forward within the coastal protection earmarked reserve.

Community Centres	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	10,799	9,960	13,713	3,753
Gross Direct Income	(8,274)	(8,274)	(10,075)	(1,801)
Net Direct Expenditure/(Income) Total:	2,525	1,686	3,638	1,952
Support Services Recharges	9,580	9,580	7,810	(1,770)
Capital Charges	27,142	27,142	11,989	(15,153)
Total:	39,247	38,408	23,437	(14,971)

No significant variances.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Council Offices - Town Hall	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	165,529	168,565	181,845	13,280
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	165,529	168,565	181,845	13,280
Support Services Recharges	(214,540)	(214,540)	(207,580)	6,960
Capital Charges	49,010	49,010	25,744	(23,266)
Total:	(1)	3,035	9	(3,026)

Costs for repairs and maintenance higher than budgeted.

Depreciation increased from budget in line with completed capital project spend in prior years.

Council Offices - Greyfriars	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	110,112	110,112	72,737	(37,375)
Net Direct Expenditure/(Income) Total:	110,112	110,112	72,737	(37,375)
Support Services Recharges	(117,820)	(117,820)	(80,450)	37,370
Capital Charges	7,710	7,710	7,710	0
Total:	2	2	(3)	(5)

A number of costs were lower than anticipated when the budget was set, namely electricity & gas costs by (£12k, repairs and maintenance by (£19k) and water & sewerage by (£8k), which have resulted in this underspend.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Council Offices - Maritime House	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	43,636	43,636	41,134	(2,502)
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	43,636	43,636	41,134	(2,502)
Support Services Recharges	(48,190)	(48,190)	11,080	59,270
Capital Charges	4,560	4,560	4,560	0
Total:	6	6	56,774	56,768

See note 2 at the top of this appendix which covers explanation for change in recharges.

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Council Offices - Catalyst Centre	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	48,443	48,443	51,011	2,568
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	48,443	48,443	51,011	2,568
Support Services Recharges	(52,400)	(52,400)	(54,810)	(2,410)
Capital Charges	3,958	3,958	3,797	(161)
Total:	1	1	(2)	(3)

No significant variances.

Beach Huts	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	474	474
Non-pay	45,919	45,919	17,595	(28,324)
Gross Direct Income	(61,940)	(61,940)	(156,041)	(94,101)
Net Direct Expenditure/(Income) Total:	(16,021)	(16,021)	(137,972)	(121,951)
Support Services Recharges	21,950	21,950	25,130	3,180
Capital Charges	0	0	0	0
Total:	5,929	5,929	(112,842)	(118,771)

Lower than expected costs for the Handyman has resulted in a budget saving for the year.

This over recovery of income is due to the proceeds from sales of beach huts (under the capital threshold of £10k) and rental & ground rents.

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Easter Fayre	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	0	0	0	0
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	0	0	0	0
Support Services Recharges	0	0	5,450	5,450
Capital Charges	0	0	0	0
Total:	0	0	5,450	5,450

Markets	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	72,445	70,227	69,658	(569)
Non-pay	256,154	256,154	211,511	(44,643)
Gross Direct Income	(259,759)	(259,759)	(124,214)	135,545
Net Direct Expenditure/(Income) Total:	68,840	66,622	156,956	90,334
Support Services Recharges	57,540	57,540	62,450	4,910
Capital Charges	4,820	4,820	4,820	0
Total:	131,200	128,982	224,226	95,244

Savings in refuse collections (£16k), services general (£13k) and repairs and maintenance (£16k) have created this underspend.
Income received is lower than budget due to COVID and the redevelopment of the market site.

Go Trade	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	20,161	20,161	12,473	(7,688)
Non-pay	36,588	36,588	34,052	(2,536)
Gross Direct Income	(39,154)	(39,154)	(42,522)	(3,368)
Net Direct Expenditure/(Income) Total:	17,595	17,595	4,003	(13,592)
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	17,595	17,595	4,003	(13,592)

No significant variances.

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Bretts	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	44,443	44,443	31,623	(12,820)
Gross Direct Income	(56,209)	(56,209)	(43,649)	12,560
Net Direct Expenditure/(Income) Total:	(11,766)	(11,766)	(12,027)	(261)
Support Services Recharges	7,160	7,160	10,050	2,890
Total:	(4,606)	(4,606)	(1,977)	2,629

These variances relate to the 20-21 actual charges which were lower than the year-end accruals but in turn resulted in lower than expected recovery of income.

Courts	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	7,290	7,290	29,144	21,854
Gross Direct Income	(14,670)	(14,670)	(15,186)	(516)
Net Direct Expenditure/(Income) Total:	(7,380)	(7,380)	13,957	21,337
Support Services Recharges	7,880	7,880	11,440	3,560
Capital Charges	0	0	0	0
Total:	500	500	25,397	24,897

This overspend is due to increased cost on utilities of £14k (these are offset by service recharges below in income) and business rate charges of £4k as the premises were unoccupied for part of the year. Actual includes £10k increased service charges recovering the increased costs incurred as per above. This is offsetting the lost rental income on the properties due to voids in year.

South Denes Energy Park	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	2,869	9,981	7,757	(2,224)
Gross Direct Income	(8,004)	(8,004)	(8,004)	0
Net Direct Expenditure/(Income) Total:	(5,135)	1,977	(247)	(2,224)
Support Services Recharges	54,050	54,050	10,590	(43,460)
Capital Charges	0	0	0	0
Total:	48,915	56,027	10,343	(45,684)

See note 2 at the top of this appendix which covers explanation for change in recharges.

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Factory Units	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	42,207	42,207	236,749	194,542
Gross Direct Income	(134,451)	(134,451)	(106,329)	28,122
Net Direct Expenditure/(Income) Total:	(92,244)	(92,244)	130,419	222,663
Support Services Recharges	17,930	17,930	23,120	5,190
Capital Charges	0	0	0	0
Total:	(74,314)	(74,314)	153,539	227,853

Savings gained by the end of the rental of Sinclair Court (£18k) have been off-set by dilapidation costs of £75k which are anticipated due to the surrender of this site. Increase in bad debt provision required included.

Rental income has reduced due to the end of the rental of Sinclair Court £21k and other income reduced due to void factory units £4k.

Minerva House	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	8,400	8,400	6,393	(2,007)
Gross Direct Income	(65,575)	(65,575)	(66,144)	(569)
Net Direct Expenditure/(Income) Total:	(57,175)	(57,175)	(59,751)	(2,576)
Support Services Recharges	8,840	8,840	7,840	(1,000)
Capital Charges	0	0	0	0
Total:	(48,335)	(48,335)	(51,911)	(3,576)

No significant variances.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Corporate Estates	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	20	20	10	(10)
Non-pay	432,695	435,999	840,831	404,832
Gross Direct Income	(2,302,177)	(2,302,177)	(2,432,276)	(130,099)
Net Direct Expenditure/(Income) Total:	(1,869,462)	(1,866,158)	(1,591,435)	274,723
Support Services Recharges	505,180	505,180	687,240	182,060
Capital Charges	13,869	13,869	34,804	20,935
Total:	(1,350,413)	(1,347,109)	(869,391)	477,718

Onians	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	1,492	1,492	3,612	2,120
Gross Direct Income	(10,800)	(10,800)	(9,444)	1,356
Net Direct Expenditure/(Income) Total:	(9,308)	(9,308)	(5,832)	3,476
Support Services Recharges	7,880	7,880	9,410	1,530
Capital Charges	0	0	0	0
Total:	(1,428)	(1,428)	3,578	5,006

This overspend is due to electricity costs £36k, business rate charges £90k and water cost £21k being higher than budgeted for due to properties being empty so the Council has to cover the standing costs. Cost have increased on repairs and maintenance £26k and rents payable of £23k, which is recovered below in income. This figure is also increased by £216k for a bad debts provision based on the yearend debt position.

New leases and increased charges on existing leases improved the income position by (£215k) as well as increased recharging of costs being recovered of (£57k). However, £98k income lost from properties being void in year and income incentives not being achieved from advertising, events and beach concessions totalling £47k. Finally, there is replacement tree grant for (£20k) which is being carried forward with earmarked reserves.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Depreciation increased from budget in line with completed capital project spend in prior years.

No significant variances.

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Property Services	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	1,011,788	998,742	759,163	(239,579)
Non-pay	40,407	37,371	50,142	12,771
Gross Direct Income	(293,281)	(293,281)	(64,151)	229,130
Net Direct Expenditure/(Income) Total:	758,914	742,832	745,155	2,323
Support Services Recharges	(758,910)	(758,910)	(745,150)	13,760
Capital Charges	0	0	0	0
Total:	4	(16,078)	5	16,083

Vacancies held during the year have resulted in pay underspends but these have been mitigated by an under recovery of income, as per below, from the Housing Revenue Account & capital projects.

As noted above.

Beacon Park	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Non-pay	236,458	236,458	301,085	64,627
Gross Direct Income	(1,143,589)	(1,143,589)	(1,230,547)	(86,958)
Net Direct Expenditure/(Income) Total:	(907,131)	(907,131)	(929,463)	(22,332)
Support Services Recharges	70,010	70,010	61,050	(8,960)
Capital Charges	167,536	167,536	167,469	(67)
Total:	(669,585)	(669,585)	(700,944)	(31,359)

The sale of the remaining unit contributed to savings in electricity (£22k), water (£11k) and business rate charge (£32k) but incurred agency costs of £14k. Professional fee costs of £86k have also been incurred above budget which have been recharged and are reflected below. The bad debt provision increased by £33k.

The over recovery of income is principally due to the recovery of costs for vacant premises from the Pot B (LEP) of (£17k) and recovery of costs (£83k) from external organisations as mentioned above. This is offset by a loss of rent due to void properties of £17k and service charges not being recovered of £10k.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Property Building Services	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	467,136	461,736	501,368	39,632
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	467,136	461,736	501,368	39,632
Support Services Recharges	0	0	0	0
Capital Charges	0	0	0	0
Total:	467,136	461,736	501,368	39,632

The overspend is due to increased charges for the Public Works Team of £47k, sand management costs of £17k. An underspend for street furniture of (£25k) offsets this overspend.

Housing Asset Team	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	674,914	674,914	428,301	(246,613)
Non-pay	104,000	122,088	66,596	(55,492)
Gross Direct Income	(920,114)	(754,914)	(446,962)	307,952
Net Direct Expenditure/(Income) Total:	(141,200)	42,088	47,935	5,847
Support Services Recharges	0	(165,200)	0	165,200
Capital Charges	0	0	0	0
Total:	(141,200)	(123,112)	47,935	171,047

Savings have been achieved due to vacancies and lower than budgeted non-pay expenditure but these in turn have reduced the income from the recharge of these works to the Housing Revenue Account.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Total Property and Asset Management:	(54,769)	(48,877)	697,189	746,066
Total Property and Asset Management excluding capital charges and recharges:	(964,676)	(793,584)	(419,589)	746,066
Total Property and Asset Management excluding recharges:	167,561	338,653	632,229	746,066

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22**Communications, Marketing and Events**

Communications	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	195,145	195,817	188,723	(7,094)
Non-pay	11,924	11,924	17,332	5,408
Gross Direct Income	(5,000)	(5,000)	(510)	4,491
Net Direct Expenditure/(Income) Total:	202,069	202,741	205,545	2,804
Support Services Recharges	(202,070)	(202,070)	(205,540)	(3,470)
Capital Charges	0	0	0	0
Total:	(1)	671	5	(666)

No significant variances.

Print and Design	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	164,100	159,064	161,754	2,690
Non-pay	56,774	63,774	47,699	(16,075)
Gross Direct Income	(23,500)	(23,500)	(14,155)	9,345
Net Direct Expenditure/(Income) Total:	197,374	199,338	195,297	(4,041)
Support Services Recharges	(197,370)	(197,370)	(195,290)	2,080
Capital Charges	0	0	0	0
Total:	4	1,968	7	(1,961)

New plotter lease agreement was delayed reducing costs in 2021/22 than those anticipated when the budget was set (the lease started in 2022/23).

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Tourism	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	90,116	85,139	94,351	9,212
Non-pay	235,527	231,527	90,096	(141,431)
Gross Direct Income	(170,960)	(170,960)	(41,319)	129,641
Net Direct Expenditure/(Income) Total:	154,683	145,706	143,128	(2,578)
Support Services Recharges	247,120	247,120	197,270	(49,850)
Capital Charges	0	0	0	0
Total:	401,803	392,826	340,398	(52,428)

Events had to be cancelled due to COVID, including the Wheels Festival. The Tourist Information Centre will remain closed for the year so no costs from tickets purchased to be resold, offset by reduced income.

As above, no income from the events that had to be cancelled due to COVID. The Tourist Information Centre will remain closed for the year so no income from ticket sales.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Civic and Portering	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	186,464	180,078	181,522	1,444
Non-pay	37,098	37,498	30,581	(6,917)
Gross Direct Income	(7,000)	(7,000)	(30,682)	(23,682)
Net Direct Expenditure/(Income) Total:	216,562	210,576	181,421	(29,155)
Support Services Recharges	(216,560)	(216,560)	(181,420)	35,140
Capital Charges	0	0	0	0
Total:	2	(5,984)	1	5,985

Porters welfare and support COVID grant that was not anticipated when the budget was set.

See note 2 at the top of this appendix which covers explanation for change in recharges.

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Mayor	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	7,299	7,299	10,444	3,145
Gross Direct Income	0	0	(50)	(50)
Net Direct Expenditure/(Income) Total:	7,299	7,299	10,394	3,095
Support Services Recharges	15,470	15,470	16,230	760
Capital Charges	0	0	0	0
Total:	22,769	22,769	26,624	3,855

No significant variances.

Events	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	1,229	1,229
Non-pay	5,875	5,875	12,778	6,903
Gross Direct Income	(6,700)	(6,700)	(27,534)	(20,834)
Net Direct Expenditure/(Income) Total:	(825)	(825)	(13,527)	(12,702)
Support Services Recharges	122,110	122,110	113,040	(9,070)
Capital Charges	0	0	0	0
Total:	121,285	121,285	99,513	(21,772)

The budget assumed that COVID may continue to impact on events in 2021/22 and so a prudent budget was set. However, there has been an increase in weddings and room hire bookings since the end of restrictions.

Total Communications, Marketing and Events:	545,862	533,535	466,550	(66,985)
Total Communications, Marketing and Events excluding capital charges and recharges:	1,033,994	991,239	942,706	(66,985)
Total Communications, Marketing and Events excluding recharges:	777,162	764,835	722,260	(66,985)

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22**Environmental Services**

Environmental Health	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	1,157,853	1,153,898	1,128,174	(25,724)
Non-pay	842,104	886,235	862,345	(23,890)
Gross Direct Income	(120,034)	(120,034)	(117,461)	2,573
Net Direct Expenditure/(Income) Total:	1,879,923	1,920,099	1,873,059	(47,040)
Support Services Recharges	303,460	303,460	250,700	(52,760)
Capital Charges	9,340	9,340	10,167	827
Total:	2,192,723	2,232,899	2,133,926	(98,973)

Variance reflects vacancies within the department.
Internal drainage board levy cost £20k less than estimated. Health and safety advice now provided in-house saving £8k.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Selective Licensing	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	45,474	44,365	22,020	(22,345)
Non-pay	3,010	3,010	4,598	1,588
Gross Direct Income	(50,000)	(50,000)	(153,483)	(103,483)
Net Direct Expenditure/(Income) Total:	(1,516)	(2,625)	(126,865)	(124,240)
Support Services Recharges	32,780	32,780	2,540	(30,240)
Capital Charges	0	0	0	0
Total:	31,264	30,155	(124,325)	(154,480)

Variance reflects vacancies within the department.

The surplus income from this service is transferred to earmarked reserves to fund the scheme in future financial years.

See note 2 at the top of this appendix which covers explanation for change in recharges.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Grounds Maintenance	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	589,384	589,384	605,365	15,981
Gross Direct Income	(39,950)	(39,950)	(72,963)	(33,013)
Net Direct Expenditure/(Income) Total:	549,434	549,434	532,401	(17,033)
Support Services Recharges	23,200	23,200	17,410	(5,790)
Capital Charges	82,075	82,075	75,485	(6,590)
Total:	654,709	654,709	625,296	(29,413)

Additional tree works costs of £27k fully recharged to NCC. Partially offset by an £8k reduction in insurance costs.

Additional tree works fully recharged to NCC increasing income by £27k.

Street Cleansing	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	664,521	664,521	664,459	(62)
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	664,521	664,521	664,459	(62)
Support Services Recharges	18,890	18,890	15,390	(3,500)
Capital Charges	0	0	0	0
Total:	683,411	683,411	679,849	(3,562)

No significant variances.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Waste Management	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	176,239	98,345	100,439	2,094
Non-pay	2,866,915	2,866,915	3,054,780	187,865
Gross Direct Income	(1,629,750)	(1,554,974)	(1,787,500)	(232,526)
Net Direct Expenditure/(Income) Total:	1,413,404	1,410,286	1,367,719	(42,567)
Support Services Recharges	141,620	141,620	134,720	(6,900)
Capital Charges	18,011	18,011	20,051	2,040
Total:	1,573,035	1,569,917	1,522,490	(47,427)

Parks and Outdoor spaces	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	197,411	197,411	192,939	(4,472)
Gross Direct Income	0	0	0	0
Net Direct Expenditure/(Income) Total:	197,411	197,411	192,939	(4,472)
Support Services Recharges	35,860	35,860	33,430	(2,430)
Capital Charges	3,522	3,522	3,412	(110)
Total:	236,793	236,793	229,781	(7,012)

A cost of £141k from GYBS for the Council's share of their financial loss incurred in 2020/21 and 2021/22. An additional £27k for COVID recovery payment made to NEWS.

£69k additional income from recycling credits due to an increase in value of materials. Garden bin subscriptions have increased by £67k due to an increase in uptake of the service. Also £100k profit share was received from NEWS for 2020/21 that had not been anticipated.

No significant variances.

Appendix B - General Fund Services - Budget monitoring and commentary Out turn 2021/22

Outdoor Sports	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	0	0	0	0
Non-pay	410,059	414,173	420,746	6,573
Gross Direct Income	(89,684)	(89,684)	(85,652)	4,032
Net Direct Expenditure/(Income) Total:	320,375	324,489	335,094	10,605
Support Services Recharges	44,860	44,860	39,990	(4,870)
Capital Charges	55,285	55,285	62,676	7,391
Total:	420,520	424,634	437,760	13,126

No significant variances.

Licensing	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Full Year Variance £
Gross Direct Expenditure:				
Pay	111,385	109,002	103,758	(5,244)
Non-pay	29,833	29,833	26,798	(3,035)
Gross Direct Income	(269,874)	(269,874)	(271,478)	(1,604)
Net Direct Expenditure/(Income) Total:	(128,656)	(131,039)	(140,923)	(9,884)
Support Services Recharges	120,420	120,420	174,430	54,010
Capital Charges	0	0	0	0
Total:	(8,236)	(10,619)	33,507	44,126

See note 2 at the top of this appendix which covers explanation for change in recharges.

Total Environmental Services:	5,784,219	5,821,899	5,538,285	(283,614)
Total Environmental Services excluding capital charges and recharges:	4,894,896	4,932,576	4,697,884	(283,614)
Total Environmental Services excluding recharges:	5,063,129	5,100,809	4,869,675	(283,614)

Total for Services:	10,447,281	11,554,443	10,848,493	(705,950)
Total for Services excluding capital charges and recharges:	11,002,196	12,244,130	11,256,018	(705,950)
Total for Services excluding recharges:	12,361,674	13,634,036	12,711,022	(705,950)

Appendix C - Summary of General Fund Services Income & Expenditure (detail within Appendix B) for Out turn 2021/22

	Original Budget 2021/22 £	Current Budget 2021/22 £	Out turn 2021/22 £	Variance £
Employee	12,709,425	13,221,680	12,611,084	(610,596)
Premises	5,244,049	5,357,854	5,982,866	625,012
Transport	140,032	140,032	139,771	(261)
Supplies & Services	6,136,567	30,292,362	10,401,452	(19,890,910)
Third Party Payments	3,370,226	3,370,226	3,816,284	446,058
Transfer Payments	23,411,668	23,411,668	21,502,555	(1,909,113)
Support Services	117,400	117,400	128,044	10,644
Capital Charges	1,616,310	1,616,310	1,675,450	59,140
Support Services - Recharges Out	(11,440,153)	(11,605,353)	(10,478,199)	1,127,154
Support Services - Recharges In	9,525,760	9,525,760	8,615,670	(910,090)
Income	(40,384,003)	(63,865,496)	(43,546,572)	20,318,924
	10,447,281	11,582,443	10,848,406	(734,037)

GENERAL FUND RESERVES STATEMENT - 2021/22 OUTTURN		Closing Balance 31/03/21	2020/21 Adjustments after Outturn	Opening Balance 01/04/21	Movement 2021/22	Closing Balance 31/03/22	Budgeted Movement 2022/23	Budgeted Closing Balance 31/03/23	Budgeted Movement 2023/24	Budgeted Closing Balance 31/03/24
Summary and Purpose of Reserve		£	£	£	£	£	£	£	£	£
Planning Delivery Grant	The reserve is planned to be used to provide service improvements in Planning, and deliver the Local Development Framework.	62,360	74,029	136,389	0	136,389	0	136,389	0	136,389
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.	324,290	0	324,290	58,700	382,990	0	382,990	0	382,990
DFG top-up capital loans & grant fund	The Council will utilise this funding for capital expenditure incurred in the Wellesley Rd, Sandown Rd, Euston Rd & Paget Rd areas.	400,000	0	400,000	0	400,000	0	400,000	0	400,000
Restricted use grant	This reserve holds unspent grants received for specific purposes for which the spend has not yet been incurred.	805,793	(197,361)	608,432	(43,451)	564,981	(54,000)	510,981	(40,515)	470,466
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.	1,553,339	0	1,553,339	0	1,553,339	0	1,553,339	0	1,553,339
Specific budget	This reserve is utilised as expenditure is incurred.	139,327	0	139,327	125,395	264,722	(59,142)	205,580	(47,590)	157,990
LEGI	As costs are incurred, these are offset by the reserve.	73,941	(73,941)	(0)	0	0	0	0	0	0
Repairs and Maintenance	This reserve is utilised as expenditure is incurred.	302,350	38,438	340,788	(23,150)	317,638	0	317,638	0	317,638
Waste Management	This reserve is utilised as expenditure is incurred in relation to the service.	25,170	0	25,170	(11,375)	13,795	(11,375)	2,420	(2,420)	(0)
Collection Fund (Business Rates)	Earmarked to mitigate the fluctuations in business rate income between years.	1,976,810	0	1,976,810	0	1,976,810	(93,000)	1,883,810	0	1,883,810
Community Housing Fund	This represents grants previously received to assist with the delivery of Community Housing.	515,687	49,305	564,992	(13,750)	551,242	(10,000)	541,242	(30,000)	511,242
Enforcement	Earmarked for enforcement related works to address issues and bring properties back into use.	41,570	0	41,570	(8,268)	33,302	0	33,302	0	33,302
Special Projects	Earmarked for projects and for use as matched funding as appropriate to access external funding, Includes capital and revenue projects.	688,874	0	688,874	(259,832)	429,043	(182,978)	246,065	(25,900)	220,165
Treasury Management	This reserve is held to mitigate year on year fluctuations of investment income received.	200,000	0	200,000	0	200,000	0	200,000	0	200,000
Asset Management	This reserve is held to mitigate the impact of fluctuations between financial years from income received from Council assets and properties, in addition it includes re-allocation from other reserves to be used for investments in Council assets including current and future asset enhancements.	1,798,257	73,941	1,872,198	(0)	1,872,198	(230,825)	1,641,373	(204,753)	1,436,620

GENERAL FUND RESERVES STATEMENT - 2021/22 OUTTURN		Closing Balance 31/03/21	2020/21 Adjustments after Outturn	Opening Balance 01/04/21	Movement 2021/22	Closing Balance 31/03/22	Budgeted Movement 2022/23	Budgeted Closing Balance 31/03/23	Budgeted Movement 2023/24	Budgeted Closing Balance 31/03/24
Summary and Purpose of Reserve		£	£	£	£	£	£	£	£	£
Benefits and Revenues	Earmarking of grants and underspends to be used for the service and mitigation of subsidy impacts.	563,436	35,589	599,025	0	599,025	0	599,025	0	599,025
Homelessness	To be utilised for service expenditure for the reduction in homelessness.	430,958	0	430,958	411,492	842,451	(95,000)	747,451	0	747,451
Coast Protection	Established as part of the 2019/20 budget process for match funding and mitigate one-off costs in relation to coast protection.	74,275	0	74,275	0	74,275	0	74,275	0	74,275
Empty Business Property Incentive Fund	Earmarking of funds to be used for incentivising bringing properties back into use.	100,000	0	100,000	0	100,000	0	100,000	0	100,000
COVID	This reserve is utilised as expenditure is incurred and represents the COVID funding received for which spend has not been incurred but is committed.	1,030,222	0	1,030,222	(487,004)	543,218	0	543,218	0	543,218
Collection fund income compensation	To be utilised to fund deficit in collection fund. Significant movement in 2020/21 reflects the collection fund adjustment account in respect of Covid to be utilised in 2021/22 and future years.	10,297,273	0	10,297,273	(4,385,304)	5,911,969	0	5,911,969	0	5,911,969
Other Reserves	These Reserves are budget carry forwards to be used in future years	2,285,470	0	2,285,470	226,884	2,512,354	(24,742)	2,487,612	(28,917)	2,458,695
Total GF Earmarked Reserves		23,689,401	0	23,689,401	(4,409,662)	19,279,739	(761,062)	18,518,677	(380,095)	18,138,582
General Fund Reserve	Current recommended balance of £3 million (as at Feb 2021)	4,205,261	0	4,205,261	(226,849)	3,978,412	0	3,978,412	0	3,978,412
Total General Fund Reserves		27,894,662	0	27,894,662	(4,636,511)	23,258,151	(761,062)	22,497,089	(380,095)	22,116,994

Appendix E - General Fund Capital Programme - Detail - 2021/22

Services & Projects	Budget Expenditure £000				2021/22 Expenditure £000	21/22 Actual Financing - £000			
	Rolled Forward 20/21 Budget	Approved 21/22 Budget	Original 21/22 Budget	Updated 21/22 Budget	Actuals to 31-03- 22	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts
Equinox Property Holdings	-	-	-	500	-	-	-	-	-
CCTV Upgrade - Town Centre	-	76	76	76	76	76	-	-	-
Safer Streets Round 2	-	-	-	111	111	15	96	-	-
Safer Streets Round 3	-	-	-	210	143	-	117	26	-
Human Resources Job Evaluation system	-	21	21	21	16	16	-	-	-
Total: Executive	-	97	97	918	346	107	213	26	-
Childrens Playground Refurbishment	86	-	86	86	97	32	64	-	-
Wellesley CCTV	15	-	15	-	-	-	-	-	-
Wellesley Track	-	-	-	59	48	48	-	-	-
Total: Communities	101	-	101	146	145	80	64	-	-
St Nicholas Minster West Boundary Wall	95	-	95	85	0	0	-	-	-
St Nicholas car park north Boundary Wall	25	-	25	25	-	-	-	-	-
Crematorium Office Roof Works	22	-	22	32	33	33	-	-	-
Crematorium Main Roof Works	-	-	-	60	-	-	-	-	-
Crematorium Tearooms	433	-	433	480	263	236	-	27	-
Total: Customer Services	575	-	575	682	296	269	-	27	-
Health and Leisure (Marina) Centre	19,649	-	19,649	20,311	16,532	13,467	1,820	50	1,195
The Waterways	4	-	4	4	-	-	-	-	-
Phoenix Pool & Gym car park extension	130	-	130	94	-	-	-	-	-
Town Deal	-	-	-	1,070	50	-	50	-	-
Future High Street Fund	-	-	-	3,737	1,614	-	1,614	-	-
Heritage Action Zone (HAZ)	25	-	25	432	659	-	641	18	-
Different Light	635	-	635	635	518	-	518	-	-
Total: Inward Investment	20,442	-	20,442	26,284	19,373	13,467	4,643	68	1,195
Disabled Facilities Grants	849	1,200	2,049	2,257	953	-	953	-	-
Better Care Fund Projects	7	-	7	8	4	-	4	-	-
Empty Homes	510	-	510	510	-	-	-	-	-
DFG Top-up Grants	250	-	250	250	-	-	-	-	-
DFG Top-up Loans	150	-	150	150	-	-	-	-	-
Norfolk & Waveney Equity Loan Scheme	36	-	36	164	-	-	-	-	-
Equity Home Improvement Loans	545	-	545	631	11	-	-	-	11
HMOs /Guesthouse Purchase & Repair Scheme	1,739	-	1,739	1,239	46	46	-	-	-

Appendix E - General Fund Capital Programme - Detail - 2021/22

Services & Projects	Budget Expenditure £000				2021/22 Expenditure £000	21/22 Actual Financing - £000			
	Rolled Forward 20/21 Budget	Approved 21/22 Budget	Original 21/22 Budget	Updated 21/22 Budget	Actuals to 31-03- 22	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts
Housing First Scheme	-	-	-	655	371	132	239	-	-
Acquisition of property for transitional housing	1,640	-	1,640	847	29	29	-	-	-
Community Housing Fund Loans	540	-	540	540	-	-	-	-	-
Total: Housing	6,266	1,200	7,466	7,251	1,413	206	1,196	-	11
ICT Investment to deliver GYBC ICT Strategy	430	1,000	1,430	1,430	461	-	-	-	461
Total: IT, Communications & Marketing	430	1,000	1,430	1,430	461	-	-	-	461
Public Toilet Refurbishment Programme	45	-	45	100	100	100	-	-	-
Footway Lighting	211	300	511	511	96	96	-	-	-
External Redecoration & Repair of the Wellesley Grandstand	-	74	74	74	0	0	-	-	-
Wellesley Ticket Office	-	-	-	28	28	-	-	28	-
Esplanade Resurfacing	246	-	246	246	-	-	-	-	-
Phoenix Pool car park soakaway	-	40	40	36	35	35	-	-	-
Phoenix Pool Gym Equipment	-	-	-	-	267	267	-	-	-
Gapton Hall Equipment/Improvements - Grant Funded	-	-	-	-	49	-	49	-	-
Beach Huts	79	-	79	209	186	-	-	-	186
Council Chamber relocation	153	-	153	153	93	93	-	-	-
Claydon Pavilion	383	-	383	393	104	-	84	20	-
Replacement Lighting in the Assembly Rooms	-	45	45	-	-	-	-	-	-
Beacon Park Projects	500	-	500	500	-	-	-	-	-
Market Place Redevelopment	4,102	-	4,102	4,132	2,496	150	2,326	20	-
North Quay Redevelopment	2,351	-	2,351	2,351	-	-	-	-	-
Winter Gardens	864	-	864	1,080	-	-	-	-	-
Energy Park - South Denes	1,845	-	1,845	1,845	-	-	-	-	-
Total: Property & Asset Management	10,779	459	11,238	11,656	3,455	741	2,459	68	186
Noise Meter Replacement	-	11	11	11	10	10	-	-	-
Mobile CCTV	-	15	15	15	-	-	-	-	-
Total: Environmental Health	-	26	26	26	10	10	-	-	-
Overall Total	38,593	2,782	41,375	48,393	25,499	14,880	8,576	189	1,854

Appendix E2 - General Fund Capital Programme - Detail - 2022/23

Services & Projects	Budget Expenditure £000				22/23 Financing - £000			
	Approved 22/23 Budget	Additional Rolled Forward 21/22 Budget	Further amendments/ additions	Revised 22/23 Budget	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts
Equinox Property Holdings - Financing	275	225	3,500	4,000	3,500	-	-	500
Total: Executive	275	225	3,500	4,000	3,500	-	-	500
Wellesley 3G Pitch & Tennis Pavilion	939	3	-	942	255	687	-	-
Total: Communities	939	3	-	942	255	687	-	-
St Nicholas Minster West Boundary Wall	95 -	10	-	85	85	-	-	-
St Nicholas car park north Boundary Wall	25	-	-	25	25	-	-	-
Crematorium Main Roof Works	60	-	-	60	60	-	-	-
Crematorium Tearooms	-	217	-	217	217	-	-	-
Total: Customer Services	180	207	-	387	387	-	-	-
Health and Leisure (Marina) Centre	5,311 -	1,532	-	3,779	2,921	858	-	-
Health and Fitness Centre - South Car Park	290	-	-	290	290	-	-	-
The Waterways	-	4	-	4	-	4	-	-
Phoenix Pool & Gym car park extension	130 -	36	-	94	94	-	-	-
Town Deal - North Quay	2,651	800	-	3,451	2,351	1,100	-	-
Town Deal - Wintergardens	1,138	-	-	1,138	864	58	215	-
Town Deal - Other Projects*	11,917	720	-	12,638	1,421	11,197	20	-
Future High Street Fund - Market Place - 6 Day	332	1,304	-	1,636	1,119	516	-	-
Future High Street Fund - Market Place - Realm	2,551	614	-	3,165	-	3,165	-	-
Future High Street Fund - Other Projects*	11,986	1,508	-	13,494	6,703	6,791	-	-
Heritage Action Zone (HAZ)	323 -	227	-	96	-	96	-	-
Different Light	-	43	-	43	-	43	-	-
Total: Inward Investment	36,629	3,200	-	39,829	15,763	23,831	235	-
Disabled Facilities Grants	2,757 -	152	47	2,652	-	2,569	-	82
Better Care Fund Projects	-	4	-	4	-	4	-	-
Empty Homes	510	-	-	510	482	-	-	28
DFG Top-up Grants	250	-	-	250	-	-	250	-
DFG Top-up Loans	150	-	-	150	-	-	150	-
Norfolk & Waveney Equity Loan Scheme	164	-	-	164	-	-	-	164
Equity Home Improvement Loans	616	3	-	619	-	-	-	619

Appendix E2 - General Fund Capital Programme - Detail - 2022/23

Services & Projects	Budget Expenditure £000				22/23 Financing - £000			
	Approved 22/23 Budget	Additional Rolled Forward 21/22 Budget	Further amendments/ additions	Revised 22/23 Budget	Borrowing	Grants & Contributions	Revenue/ Earmarked Reserves	Capital Receipts
HMOs /Guesthouse Purchase & Repair Scheme	1,139	54	-	1,193	1,193	-	-	-
Housing First Scheme	-	284	-	284	209	76	-	-
Acquisition of property for transitional housing	247	572	-	819	753	-	-	65
Sustainable Warmth - LAD funding	1,655	-	-	1,655	-	1,655	-	-
Homes Upgrade Grants (HUG)	-	-	2,577	2,577	-	2,577	-	-
Community Housing Fund Loans	540	-	-	540	-	-	540	-
Total: Housing	8,028	765	2,624	11,416	2,637	6,880	940	959
ICT Investment to deliver GYBC ICT Strategy	680	288	-	968	938	-	30	-
Total: IT, Communications & Marketing	680	288	-	968	938	-	30	-
Euston Rd Public Toilet Refurbishment	88	-	-	88	88	-	-	-
Footway Lighting	381	134	-	515	515	-	-	-
External Redecoration & Repair of the Wellesley Grandstand	74	0	-	74	74	-	-	-
Esplanade Resurfacing	246	-	-	246	246	-	-	-
Gorleston Beach Huts	150	22	-	172	150	-	-	22
Council Chamber relocation	-	60	-	60	60	-	-	-
Claydon Pavilion	-	289	-	289	10	279	-	-
Aspire Building & Mkt Row Boiler Replacement	46	-	-	46	12	34	-	-
Peggotty Rd Community Centre Flooring	34	-	-	34	34	-	-	-
Seafront Shelters Landau Station & Britannia Bowls refurb	44	-	-	44	44	-	-	-
Replacement Lighting in the Assembly Rooms	15	15	-	-	-	-	-	-
Beacon Park Projects	800	-	-	800	680	120	-	-
Energy Park - South Denes	1,845	-	-	1,845	1,845	-	-	-
Total: Property & Asset Management	3,723	490	-	4,213	3,757	433	-	22
Mobile CCTV	-	15	-	15	15	-	-	-
Total: Environmental Health	-	15	-	15	15	-	-	-
Capital Contingency	-	-	2,500	2,500	-	-	-	2,500
Projects requiring further approval before commencement	2,015	-	-	2,015	1,565	-	-	450
Overall Total	52,468	5,193	8,624	66,285	28,818	31,832	1,205	4,431

*Budgets have been included for all Town Deal & Future High Street Projects, but some of these are still in development. Projects will therefore be listed separately on commencement.

URN: 21-116
Subject: Procurement Strategy and Service Update
Report to: Executive Leadership Team – 21 April 2022
Policy & Resources Committee – 12 July 2022
Report by: Head of Legal & Governance, Monitoring Officer



SUBJECT MATTER

To update members on changes to the Council's procurement approach and to seek approval of the Procurement Strategy for 2022-25.

RECOMMENDATIONS

That Committee:

1. approve and adopt the Procurement Strategy which appears at Appendix 1 to this report; and
2. note the new arrangements for the Council's procurement provision via a shared service based at Breckland District Council, and the introduction of revised contract and procurement documentation.

1. INTRODUCTION

- 1.1 The Procurement Strategy 2022 – 2025 details the Council's approach to procurement by setting out how the Council will use commercial spend to deliver environmental, economic and social benefits within our community. The Strategy document provides the framework which governs the Council's corporate aims and objectives in relation to procurement. It emphasises the increasing importance of using procurement to support wider social, economic and environmental objectives.
- 1.2 The Procurement Strategy is aligned to a number of the Council's corporate priorities and strategic approaches, and identifies the following key themes:
 - growing and encouraging opportunities for the local economy
 - creating social value
 - supporting the council's sustainability strategy
 - increasing staff knowledge and support throughout the procurement cycle
 - mitigation of the risk of legal challenges
 - delivering better value contracts and savings to the taxpayer
 - providing a simpler & more commercially focused experience for partners & contractors.
- 1.3 The Council has in recent years used the South Norfolk District Council procurement service on a reactive basis, instructing officers within that service as and when required. South Norfolk have now combined forces with Breckland District Council to provide a shared service and the Council has committed to use this service for at least the next

two years. The intention is that by paying an annual fee, the commitment will enable the shared service to provide a more pro-active, forward-thinking approach and thus facilitate economies by analysing spend, as well as providing more consistency for our contractors and greater support and training for officers within the Council who carry out commissioning and procurement activity.

- 1.4 At the same time the Council's contract and tender documents have been revised and updated by nplaw to provide a suite of documentation that is fit for purpose and will provide greater consistency and clarity in the Council's approach.
- 1.5 The Council's Contract Standing Orders are also being revised and updated in order to reflect legislative change.

2. BACKGROUND AND KEY INFORMATION

SHARED PROCUREMENT SERVICE

- 2.1 The Breckland District Council based shared Procurement Service has offered to deliver a proactive approach to the Council's Contracts & Procurement requirements. The intention is that the service will also take control of the Contracts Register and review the spend data so that they could forward plan the Council's procurement. The proposal includes within its scope the following activity:

- procurement policy, strategy, and plans
- delivering value for money from procurement activity
- maintaining contracts registers
- being a centre of procurement expertise
- options analysis including available consortium or framework contracts
- ensuring compliance with procurement legislation and the various councils standing orders
- pre-tender market engagement
- reviewing procurement options
- tender management (issue of tenders, supplier communication for clarification, receipt and opening of tenders)
- evaluation of tenders in conjunction with service managers
- communication with suppliers including the award of contract
- providing feedback to unsuccessful suppliers
- contract handover to service manager including a contract management plan
- providing advice on contracts, and contract management support
- training, development, and support for council staff including specification writing, tender development, evaluation, and contract management

- monthly review meetings to ensure smooth running and to discuss any additional requirements from the council
- assist in discussing the suitability of Dynamic Purchasing Systems (DPS). The e-procurement portal has provision for DPS to be set-up, advertised and run.

PROCUREMENT STRATEGY

2.2 The Council's procurement activity does not currently reflect particular fixed principles, other than the strict requirements set out in legislation and in the Constitution. It is recommended that in order to achieve additional social and economic benefits from its procurement, over-arching values and approaches should be adopted and applied consistently across the Council's procurement activity. The concept of the Strategy is to embed principles and practices in our procurement processes so that we do not only adhere to legislation and our own Constitution, but provide benefits for the community by increasing social, economic and environmental value, in accordance with the themes set out in the Strategy. These themes align with the Council's corporate priorities. The Strategy sets out practical approaches we will take to achieve our objectives – for example, by encouraging all new procurement activities to include apprenticeships as part of their selection criteria, or by ensuring that we consider our environmental objectives in all new procurements by (where appropriate) including the reduction of waste and the delivery of high environmental standards.

3. Financial Implications

- 3.1 There are no specific financial implications arising from the introduction and implementation of the Procurement Strategy though the overall approach of the Strategy aims to deliver certain economic benefits.
- 3.2 The procurement service formerly available through South Norfolk District Council and currently via Breckland District Council has to date been charged at a daily rate of £385. The proposal over the initial fixed term of two years is an annual rate of £35,000.

4. Legal Implications

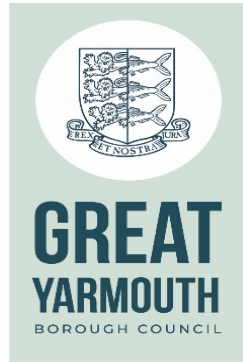
- 4.1 The Council has a power to enter into contracts and undertake procurements. When doing so the Council is required to comply with the Public Contracts Regulations 2015. There is also a need to ensure compliance with the Council's Contract Standing Orders (forming part of the Constitution) which take into account the requirements of the Public Contracts Regulations.

5. Appendices

Appendix 1 – Procurement Strategy 2022-25

6. Background Documents None

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



Procurement & Commissioning Strategy 2022 – 2025

1. Introduction

As central government funding decreases, it is important that the Council spends its money strategically, so that it can continue to deliver services which are efficient and able to manage the future demands of our community. This Strategy introduces objectives which align with the Council's corporate priorities, setting goals to create benefits for the Borough while at the same time adhering to sound commercial, best value and governance principles. One of the key themes of this Strategy will be to make procurement and opportunities more accessible to businesses local to the Borough, while maintaining a fair and transparent approach.

2. What is Procurement and why is it important?

Procurement is the process which the Council must follow in order to purchase third party goods, services and works. This could be something simple, such as stationery, or the provision of a complex service, such as the appointment of an external provider for refuse collection. The processes the Council follows are defined by procurement legislation, which underpins the Contract Standing Orders in the Council's Constitution. The Council will apply the highest professional standards when spending money on behalf of taxpayers, so that it can provide the best possible services whilst keeping tax down and reducing our dependence on central government funding.

3. Purpose

As a public sector buyer, Great Yarmouth Borough Council spends in excess of £50 million per year on contracts. This money is used to procure the third party supplies, works and services which help to us deliver key services to the public. By thinking strategically about how we procure these services, we can support the Council's wider social, economic and environmental objectives and help stimulate a vibrant local economy. By building relationships and increasing our knowledge of local businesses, we can work to increase the proportion the Council spends within the Borough, which directly feeds into one of the Council's Corporate Priorities: *"a strong and growing economy"*.

We are committed to ensuring our procurement benefits the Borough by adding social value. By creating job opportunities and supporting the local supply chain, we can have an impact on our local community. In conjunction with the Council's Contract Standing Orders, this Strategy will outline the Council's key objectives, principles, goals and responsibilities in its strategic approach to procurement.

4. Central Government Intentions – Transforming Public Procurement

In December 2020, the Cabinet Office set out proposals for shaping the future of public procurement legislation with the publication of a Green Paper, 'Transforming Public Procurement'. The overarching goals of these proposals are to speed up and simplify our

procurement processes, place value for money at their heart, generate social value and unleash opportunities for small businesses, charities and social enterprises to innovate in public service delivery.

A procurement regime that is simple, flexible and takes greater account of social value can play a big role in contributing to the Government's levelling-up goals.

Procurement reform has previously had to work within the framework of EU based regulations. The most recent EU procurement Directives were transposed into UK law in 2015 and 2016. Following the UK's exit from the EU, there is now an opportunity to develop and implement a new procurement regime, moving away from the complex EU rules-based approach that was designed first and foremost to facilitate the single market, and instead adopt a new simplified approach that prioritises boosting growth and productivity in the UK, maximising value for money and social value, promoting efficiency, innovation and transparency.

5. The Objectives of the Council's Strategy

The Council's corporate priorities are:

- 1) A strong and growing economy
- 2) Improved housing and strong communities
- 3) High-quality and sustainable environment
- 4) An efficient and effective council

This Strategy sets out below a number of objectives - which the Council will seek to focus on throughout all procurement activity. The objectives are aimed to align with and support the Council's corporate priorities. The objectives of this Strategy are:

• GROWING AND ENCOURAGING OPPORTUNITIES FOR THE LOCAL ECONOMY

WE WILL DO THIS BY: building resources and directories of local businesses for staff to use pre-procurement; holding 'meet the buyer' events to warm up the local market and ensure local providers are aware of upcoming opportunities. We want to involve our communities and local businesses in shaping our approach to procurement and commissioning, and we will consult with local businesses to get feedback on working with the Council. We will develop and implement a local supplier engagement plan including the use of targeted communication to local suppliers; and we will encourage use of SMEs (small and medium-sized enterprises).

• CREATING SOCIAL VALUE

WE WILL DO THIS BY: considering social value in writing specifications, award criteria and contracts; by ensuring our contractors are considering social factors, establishing prompt payment down the local supply chain; by identifying benefits that we achieve in our contracts for the community, particularly in deprived areas (e.g. new facilities, jobs or an improved living space); by encouraging all new procurement activities to include apprenticeships as part of their selection criteria. We will consider the social value our contracting opportunities can add to our community's economic, social and environmental wellbeing - where possible, splitting larger contracts into lots to encourage SMEs to bid.

• SUPPORTING THE COUNCIL'S SUSTAINABILITY STRATEGY; SUPPORTING DELIVERY OF THE CARBON REDUCTION ACTION PLAN - WORKING TOWARDS A CARBON NET ZERO TARGET OF 2035

WE WILL DO THIS BY: embedding sustainable principles into our commissioning and contracting activities to 'green' the economy; by encouraging all new procurement activities to consider sustainability criteria as part of their selection such as the use of green energy and the offset of carbon

emissions; by ensuring that we consider our environmental objectives in all new procurements and in our contract management activities; by (where appropriate) including the reduction of waste and the delivery of our high environmental standards in service area contract management.

- **INCREASING STAFF KNOWLEDGE AND SUPPORT THROUGHOUT THE PROCUREMENT CYCLE**

WE WILL DO THIS BY: providing regular training to all commissioning officers to ensure that they follow best practice; assessing skills and knowledge requirements within the service areas, developing a planned approach to delivering procurement updates and training.

- **MITIGATION OF THE RISK OF LEGAL CHALLENGES**

WE WILL DO THIS BY: combining sound governance, transparency, accountability and probity with proportionality in our operational processes; ensuring that our policies and procedures reflect the latest legislation and are fit for purpose, including regular review of value thresholds and procurement routes.

- **DELIVERING BETTER VALUE CONTRACTS AND SAVINGS TO THE TAXPAYER**

WE WILL DO THIS BY: establishing performance reporting to include savings opportunities and capturing other key procurement indicators such as commercial and social benefits; by providing accurate contract management information to support commercial risk management and improve our forward planning capability.

- **A SIMPLER AND MORE COMMERCIALY FOCUSED EXPERIENCE FOR PARTNERS AND CONTRACTORS**

WE WILL DO THIS BY: working with external stakeholders including businesses and the voluntary, community and social enterprise sector to understand and remove barriers to our procurements. By working with external partners such as Crown Commercial Services, ESPO, Procurement for Housing, Eastern Procurement Ltd. and the East of England LGA

6. Good Principles of Procurement

At the centre of this Strategy are the best practice principles which underpin the processes the Council follows in commissioning services: **transparency, integrity, economy, openness, fairness, competition and accountability**. Below are some of the practical steps the Council will take to embed these principles in its processes.

ECONOMY & COMPETITION

PRE-MARKET ANALYSIS - the procurement service will assist officers in choosing the best route for procurement, checking for duplications in service to rationalise contracts where appropriate. The Council's procurement service will support the Council to achieve this by:

- conducting gap analysis of current contracts
- identifying opportunities for partnership working with other public sector organisations
- advising staff on the appropriate procurement process for an individual procurement

MARKET RESEARCH - the Council needs to build its knowledge so that it can identify as many businesses that can deliver the community's requirements as possible and create a competitive tendering process. We will achieve this by:

- Conducting regular benchmarking exercises throughout contracts to stay informed on trends in value, quality and industry standards.

- Finding new ways to connect with the local market and advertise our opportunities by making use of electronic tendering and social media, while ensuring that our opportunities are accessible to all in our community.

TRANSPARENCY, OPENNESS & ACCOUNTABILITY

Central government transparency requirements enforce a number of changes to the way public contracting bodies record procurement activity. We will achieve this by publishing the following on our website:

- A quarterly contracts register
- Spending over £500 and purchase card purchases
- Performance on paying contractors within 30 days
- Advertising and publication of tender documents on Contracts Finder and Find a Tender (where legally required)

FAIRNESS & CONSISTENCY

We want everyone who does business with the Council to have the same experience; our processes should be straightforward, efficient and modern. We will achieve this by:

- A new approach to evaluating tenders through improved award criteria which consider quality and price proportionately.
- Use of an electronic tendering system to ensure we are compliant with government legislation on the provision of fully electronic procurement while still supporting those local suppliers that might not use online services.
- Developing standardised documents to ensure that procurement practice is consistent across all parts of the Council.

7. Legislative and Constitutional Context

The UK is no longer subject to EU regulations and now follows UK domestic legislation.

As far as the applicability of public procurement rules to the Council's procedures is concerned (for contract values above the thresholds) from the 1st of January 2021, the UK no longer follows rules outlined for OJEU tenders. Tenders are now be published on a new e-tendering portal, called Find a Tender Service (FTS) instead of on OJEU.

In terms of the wider public procurement framework, the UK is now a member of the World Trade Organisation's (WTO) Government Procurement Agreement (GPA). This allows for the UK to have equal rights to bid on public sector contracts that are proposed by EU members and/or those in agreement with the GPA, and vice versa. The WTO's GPA also governs procurement thresholds.

The Government plans to produce a draft Bill in 2022. Further to the new legislation the Government will also introduce new secondary legislation or regulations to implement the new regime and produce "a detailed and comprehensive package of published resources (statutory and non-statutory guidance

on the key elements of the regulatory framework, templates, model procedures and case studies)” (extract from the Green Paper) to help contracting authorities and suppliers understand how the new regime will work. Due to significant changes and the amount of work required to bring this all into effect it is unlikely that the new regime will be implemented until 2023 at the earliest

The following is an easy reference summary of the Council’s own procedures, guidance and thresholds for procurement, which are set out in the Constitution:

Article 34 – Contract Standing Orders (CSOs)

SECTIONS 1-4 set the scope of the CSOs, identify authorities and controls and the segregation of duties. They cover officer conduct and audit requirements. They outline the options for procurement, including the use of framework agreements. They establish the procedure for a new contract and outline the legislation to which the Council must have regard. The CSOs provide a pre-procurement procedure; this sets out the methods officers must use for calculating contract value – which must be done at the outset to establish the relevant threshold and related procedure. The CSOs allude to the need for market research and the assessment of contract risk. They explain the circumstances in which the Council’s standard terms and conditions are to be used and the absolute need for legal advice when the supplier’s terms are applied. They address the issue of pricing in long-term contracts.

SECTIONS 5 – 7 deal with supplier engagement and the choice of process; how to place advertisements in accordance with the Council’s transparency obligations; how to deal with passing information to potential suppliers and meetings; the development of a specification; the identification and selection of suppliers. The procurement routes are explained: i) Open ii) Restricted iii) Competitive with Negotiation iv) Competitive Dialogue v) Dynamic Purchasing System vi) Light Touch Regime (NB - In the Green Paper the government has proposed removing the Light Touch Regime altogether. It suggested that the new procurement rules for services would in themselves provide the flexibility currently given by the LTR, to the extent that a light touch regime will not be required). vii) innovation partnerships. It covers the receipt, opening and accepting of tenders, the debriefing of unsuccessful tenders and deals with errors or discrepancies. It provides post-tender procedures and goes on to address the form of contract.

SECTIONS 7, 8 & 9 deal with Contract Management, Decommissioning and Document Retention respectively.

SECTION 10 describes the circumstances in which exemption, waiver and operational emergency may apply.

SECTION 11 deals with review of the CSOs.

Article 35 – Glossary of Terms

This article provides a quick reference guide to the terminology used in the CSOs

Article 36 – Procurement Authority Thresholds

This article sets out the required selection procedure and transparency obligations as well as identifying the decision maker, dependent on the value on the contract.

Article 37 – Exemption/Waiver Form

This article sets out a template for an application for reliance on Exemption or Waiver (a form is available online)

Article 38 – Grant Procedures

This article deals with the Council's procedures for grants to third parties. Although this is not within the scope of the CSOs, the principles underlying the procedures mirror certain procurement principles, such as the need for openness, fairness and transparency.

Article 39 – Procurement Plan Template

This article provides a template for planning all procurement activity, and should be completed at the outset and held in the lead officer's records.

Article 40 – Contract Risk Matrix

This article provides a matrix to identify a risk score for the contract, which is relevant to both selection and management.

Article 41 – Tender Report Template

This article provides a template for an outline of a basic report. Advice should be taken from the Council's Procurement Service.

Exempt Information: NOT FOR PUBLICATION

- (1) *The content of this report qualifies as exempt information under Section 100(A)(4) and paragraph 3 of Part I of Schedule 12A of the Local Government Act (1972) as it is information relating to the financial or business affairs of any particular person (including the authority that hold that information), and*
- (2) *After applying the public interest test, it is clear that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information because disclosure would adversely affect the authority's ability to manage its commercial, financial, and business affairs and accordingly **Appendix 1 ONLY** should remain exempt.*

URN: 22-104

Subject: North Drive, Great Yarmouth – Beach Huts

Report to: Executive Leadership Team – 15th June 2022
Policy and Resources Committee – 12th July 2022

Report by: Head of Property and Asset Management



RECOMMENDATION –

Approval and release of Capital funding £450,000 from the approved 2022/23 Budget to enable the development of Beach Huts at North Drive, Great Yarmouth.

That Policy and Resources Committee approve:

- Release of capital funding for the Development of Beach Huts and on-site amenity block with Authority delegated to the Major Projects and Development Director and Head of Property and Asset Management to approve plot sales

1. Introduction and Background

- 1.1 With the success of the Gorleston Beach Hut development the Masterplan Member Working Group for Great Yarmouth requested the introduction of a similar development as part of the Great Yarmouth seafront offer.
- 1.2 Locations have been considered as part of the Member Working Group along the length of the Great Yarmouth seafront with the area adjacent to the North Drive Car Park chosen as the agreed location. This location enables the beach huts to have minimal impact on the promenade and in addition can be set back from the main thoroughfare. The location is quieter than the central seafront area but access to all the facility and benefits of the Great Yarmouth location are close by.
- 1.3 Capital funding of £450,000 has been included within the 2022/23 budget provision subject to consideration by the Policy and Resources Committee.

2. Proposal

- 2.1 The North Drive location for the beach huts has been reviewed and a planning application prepared and submitted for the site. The beach huts would be set back from the main promenade adjacent to the car parking area to ensure access and use of the beach huts will minimize the impact on the promenade.

- 2.2 The North Drive Pavilion has been identified for the development of a beach hut specific amenity block offering the opportunity for conversion to provide an external access facility for beach hut users. This conversion will provide the ability to provide a permanent facility specifically for beach hut users only.
- 2.3 The design of the Great Yarmouth beach huts will be 3m x 2m internally and will provide a glazed door (covered for security when closed) to create a year-round user experience.
- 2.4 A plan of the location together with proposed drawings are attached for information.

3. Considerations

- 3.1 Evidence of sales and rentals in Gorleston has been used to develop this scheme. Existing customers on the expressions of interest list for both sales and rentals have identified they would be interested in the Great Yarmouth site. It should still be noted that any vacant units will have an adverse impact on the overall business case.
- 3.2 Should Planning Permission for the scheme be achieved formal advertisement will be undertaken for interest in the Beach Huts as is required through the procurement process.
- 3.3 All customers who have to date expressed an interest will be notified that a formal advertisement is to be placed in the press together with the date of the notification and the details of the application process.
- 3.4 Purchase and lease agreements will be as per Gorleston Beach Huts.
- 3.5 Beach Hut insurance will be mandatory as part of the purchase of the unit.
- 3.6 Should interest in the Great Yarmouth Beach Huts not achieve anticipated levels a further report will be brought back to Members to consider amendments to the business case.

4 Timeline

- 4.1 Planning Permission for the Beach Huts is currently under consideration. Should the submission be approved a phased approach to delivery is suggested to allow for a 2022 summer season start. The target planning committee date is July 2022
- 4.2 In order to minimise the volume of construction works on the seafront during the summer a first phase of 16 Beach Huts is proposed together with the development of the amenity block. This work would be undertaken as soon as planning permission is achieved.
- 4.3 The remaining phase of 24 Beach Huts would be delivered during January to March 2023 in readiness for the 2023 season.

5 Financial Implications

- 5.1 Tender documents have been issued for the provision of the Beach Huts (40) and quotations requested for the delivery of the concrete platform and amenity provision. The full breakdown of costs is available in confidential appendix 1 of the report.
- 5.2 Annual income is estimated based on 40 occupied units split between temporary / annual rental and leasehold sale. Leasehold ownership would be based on leases of either 10 or 25-year. Ground rent will be payable on all leasehold units. In line with the Fees and Charges Policy annual increases identified through the lease agreement would be based on a standard RPI+ percentage.

- 5.3 This proposal has been developed with a view to have a mix of units for sale and rental with the proposal for this to be delivered on a basis of 50/50. To maximise the availability for the 2022/23-year early introduction of 16 units is proposed on two sections of the Promenade. Subject to planning approval works will commence on site August 2022 with first 16 beach huts being installed September 2022. All remaining units will be installed ahead of the 2023 season between January and March 2023.
- 5.4 Section 34.8 of the Constitution identifies that any asset should be sold in a manner to obtain best value for the organization, valuation ahead of sale is to be undertaken in line with this requirement.
- 5.5 Valuation of the 10-year and 25-year leasehold sales will be undertaken by the Property and Asset Management resource.

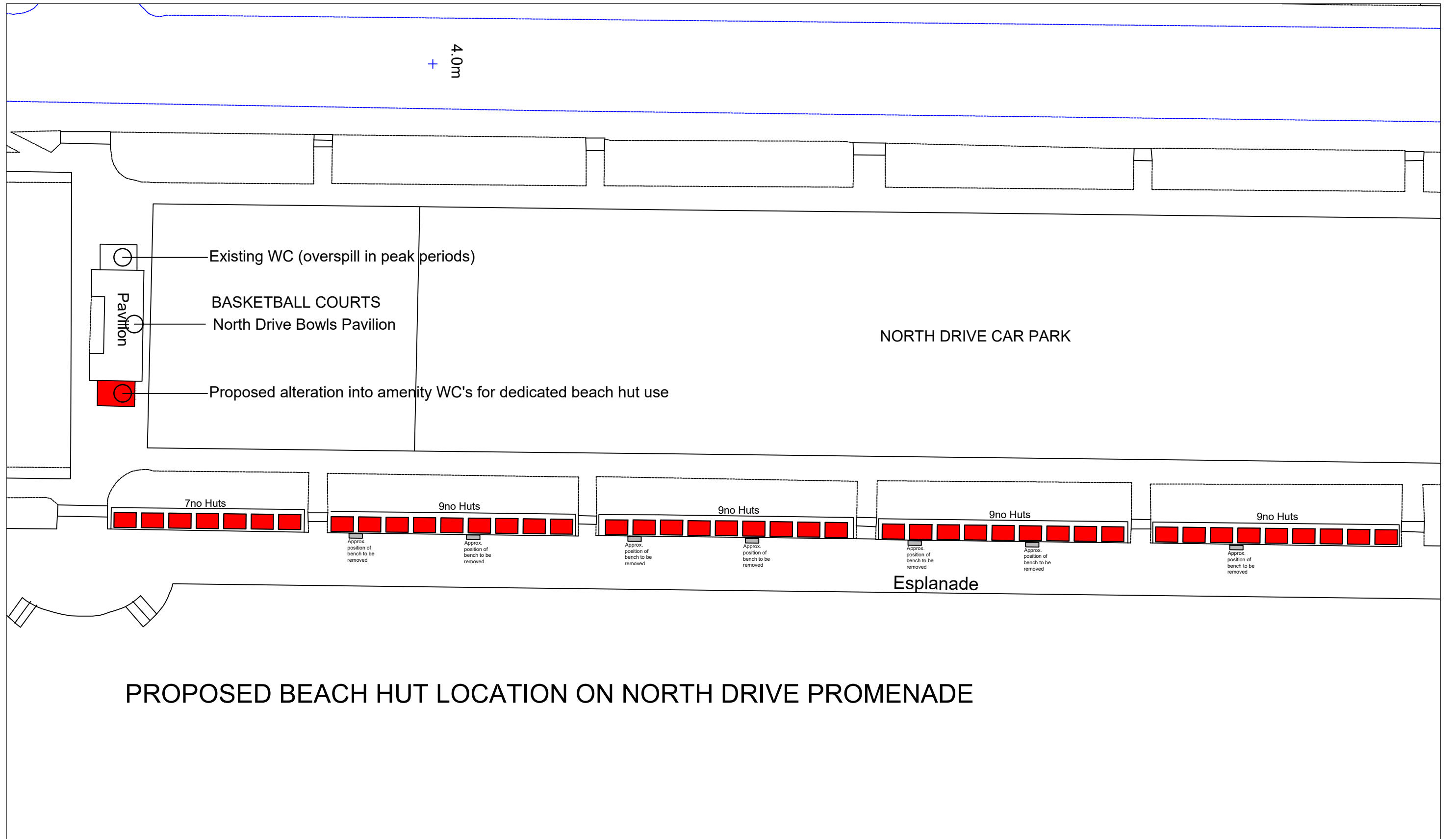
6 Timescale

- 6.1 Subject to planning approval the anticipated timescales are as follows:

Action	Timescale
Planning Decision	July 2022
Tender return for supply of 40 Beach Huts	August 2022
Amenity block conversion and groundworks for 16 units	August 2022
Installation of first 16 Beach Huts	September 2022
Installation of 24 Beach Huts	January – March 2023

7 Conclusion

- 7.1 Following the successful development of the Gorleston Beach Hut provision facilities be introduced to North Drive, Great Yarmouth. The first phase (16 units) be developed as soon as practicable for occupation this year with the remainder installed January to March 2023 in readiness for the 2023 summer season.
- 7.2 The business case based on a 50/50 sale and rental approach be adopted with 20 Beach Huts available for sale on long lease and 20 retained for rental. Lease agreements offered will be based on either 10 or 25 years and subject to an annual ground rent agreed through the annual Fees and Charges Policy.
- 7.3 Sales to be approved by the Major Projects and Development Director and the Head of Property and Asset Management.
- 7.4 The lease agreement will cover all terms and conditions of purchase including the requirements in relation to any onward sale and the annual increase in relation to the ground rent charges.
- 7.5 It should be noted that Business Rates is chargeable on individual Beach Huts although Small Business Rate Relief may be applicable for individual purchasers' costs, of this have been assumed in relation to the rentals.



Project Name: Phase 1 Great Yarmouth Beach Huts

Scale: 1:500 @ A3

Drawing Title: Proposed Plan & Location

Date: April 2022

Revisions

Date

Page 226 of 247

Project Number

Drawing Number: 001

BOROUGH OF GREAT YARMOUTH
Great Yarmouth Borough Council

Construction Services
Greyfriars House
Greyfriars Way
Great Yarmouth, NR30 2QE






TYPICAL ELEVATION FACING WEST FROM ESPLANADE



TYPICAL ELEVATION FACING EAST FROM CAR PARK

NOTE:
 All existing vegetation and concrete fencing to be removed to suit beach hut location.
 7no. existing concrete/timber benches to be removed.
 New facing brick retaining wall for new pad in brick paviours.
 Wall height approx 600 high at south end diminishing to nothing at North end to suit ground levels

Hairpin style fencing
 1100mm high to
 match other fencing
 in surroundings.
 painted gloss black
 to match

Project Name: Phase 1 Great Yarmouth Beach Huts	Scale: 1:50 @ A3	Revisions	Date	Project Number	<div data-bbox="2493 1818 2890 2026"> <div data-bbox="2493 1818 2890 1885"> BOROUGH OF GREAT YARMOUTH Great Yarmouth Borough Council </div> <div data-bbox="2493 1896 2742 1990"> Construction Services Greyfriars House Greyfriars Way Great Yarmouth, NR30 2QE </div> <div data-bbox="2772 1896 2864 1990">  </div> </div>
Drawing Title: Typical Part Elevations	Date: April 2022				
		Page 227 of 247			



Subject: Levelling Up Fund Programme: GY Riverside Gateway

Report to: Policy & Resources Committee, 12 July 2022

Council, 21st July 2022

Report by: Simon Best, Head of Inward Investment
Karen Sly, Finance Director

SUBJECT MATTER

This report provides a summary of the current position in respect of the emerging Levelling Up Fund (LUF) bid for up to £20 million to extend, amplify and build upon capital projects already developed through the Borough's Town Deal programme; enhancement of the Rail Station site as a key gateway and strategic regeneration of North Quay. In order to leverage LUF funding, there is an expectation of a 10% local contribution to overall costs.

RECOMMENDATION

That Committee:

(1) review the Report's content

(2) recommend to Council approval of the underwriting/co-investment of £2.2 million (to be included in the capital programme) – representing 10% local contribution to overall costs – on the basis of future return-on-investment in order to meet Government expectations and maximise the competitiveness of the bid.

1. Introduction

- 1.1 The competitive, capital-only Levelling Up Fund (LUF) was announced at the 2020 Spending Review, with an initial £4 billion committed for England up to 2024-25.
- 1.2 Applications to the first LUF funding round closed on the 18 June 2021, with the Government appraising 300+ submissions. The Government announced successful bids in 105 areas at the time of the Autumn Statement that year.
- 1.3 A March 2022 prospectus set out the approach for the second round of the Fund, for single bids and *package bids* (of up to 3 complementary projects representing a coherent set of interventions) for 'shovel-ready' capital projects with at least some LUF expenditure in 2022-23 and completing by the end of March 2025 (or, exceptionally, into 2025-26 for larger schemes) under three themes:
 - I. town centre and high street regeneration, including remediation and repurposing of vacant and brownfield sites;

- II. improving local transport connectivity and infrastructure, including upgrades to local bus, road and cycle infrastructure (including all £20m+ transport bids); and
 - III. maintaining and regenerating cultural, heritage and civic assets.
- 1.4 Whilst the Fund is open to every local area, it is intended to support investment in places ‘where it can make the biggest difference to everyday life’, including ex-industrial areas, deprived towns and – critically – coastal communities.
 - 1.5 District councils, unitary authorities and London boroughs can submit at least one bid worth up to £20 million with an intervention rate of up to 90% (i.e. bids must include a local financial contribution representing at least 10% of total costs; this funding cannot be in-kind and any co-investment must be in the form of an actual financial contribution).
 - 1.6 The Government also published an index of priority places for the Fund, assessed thematically by economic recovery and growth, improved transport connectivity and regeneration Great Yarmouth and King’s Lynn & West Norfolk are the only two Category 1 (highest priority) places in Norfolk.
 - 1.7 Like both Future High Streets and Town Deal programmes, bids must apply Treasury Green Book methodologies on the presentation and appraisal of policies, programmes and projects and use of monitoring and evaluation before, during and after implementation.
 - 1.8 The submission deadline was originally midday on Wednesday 6 July, via an online portal. Following legal and technical issues, the Government has since extended this deadline until two weeks from the point at which a functioning portal actually goes live.

2. Work to Date

- 2.1. It is noted that the bidding and Treasury ‘Green Book’ timelines are very compressed in comparison to both the Future High Streets and Town Deals programmes. This means that project development, consultation, Treasury Green Book analyses and bid-writing must all happen concurrently.
- 2.2. There is also every expectation of significant competition for funding with a binary outcome – i.e. no post-award negotiation – with most local authorities not proposing to wait until Round 3.
- 2.3. *Package bids* are defined as thematically and spatially coherent proposals of up to three elements. Bids will, therefore, be only as ‘strong’ as their ‘weakest’ element in terms of deliverability, impact, value-for-money etc.
- 2.4. Given these timeframes, the need for relatively-well developed schemes, the associated evidence and intervention logic and the absolute requirement for spatial and strategic coherence within *package bids*, the focus has been on crafting a

compelling proposal around extending, amplifying and building upon capital projects already developed through the Borough's Town Deals programme:

- enhancement of the Rail Station site and environs as a key gateway
- strategic regeneration of North Quay

- 2.5. At its meeting at the Drill House on 1 June, the Great Yarmouth Town Board received a presentation on a proposed LUF *package bid* in Round 2 – *Great Yarmouth Riverside Gateway* – and endorsed this approach. Brandon Lewis MP has subsequently signalled his support for the proposals.
- 2.6. Since that meeting, a number of officer meetings have been held with the Project Sponsors, the appointed Treasury Green Book consultancy (AMION) and the various specialist consultants working to both them and for the Council – alongside intensive bid development work.
- 2.7. The prospectus states that *“a local contribution of 10% or higher of bid costs is encouraged”*. The Government has subsequently confirmed that *“the local financial contribution can come from another government grant as long as it is part of delivering the LUF project. Applicants are required to confirm the status of funding, when funding is expected to be secured, and any conditions that might be applied to the funding”* and *“land or building assets that can be monetised will be considered as part of [the minimum 10%] match”*.
- 2.8. A failure to provide this 10% match funding would not mean automatic rejection of the bid at Government gateway appraisal, but it would undoubtedly affect the bid's competitiveness relative to bids from other places.
- 2.9. In order to meet the local match funding expectation, a £20 million LUF ask would need to be accompanied by a local contribution of £2.2 million (i.e. £20,000,000 LUF + £2,200,000 match = 90%:10%).
- 2.10. A number of alternative co-investment options have been explored and discounted, including mechanisms by which the £2.5 million already committed by the Council to the regeneration of North Quay – already attached to the Town Deal-funded project could be utilised.
- 2.11. Abellio Greater Anglia is a key strategic stakeholder in the Rail Station but is unable to provide any specific financial commitments within the timeframe conferred by the submission deadline – or a clear timeline/routemap to potential Department for Transport (DfT) funding.
- 2.12. It is proposed that any subsequent investment in the site through Abellio/DfT monies could be focused on actual redevelopment of the actual Rail Station buildings, leveraging any funding secured by GYBC from LUF. That would be additional to any LUF-funded project.

3. Next Steps

3.1. The current proposal is to submit a *package bid* at the upper LUF threshold of around £20 million, comprising:

- £3 million LUF will be sought against £3 million expenditure allocated to enhance routes/spaces to, from and around the Rail Station, to provide a real *sense of arrival*, address wayfinding, amenity and connectivity to centres of population and employment, including the Town Centre.

Abellio Greater Anglia has invested in upgraded rolling stock and signalling between Great Yarmouth and Norwich. Recent enhancements have also been made to the Station forecourt and onward links to the Town Centre but there is a long-standing need for improvements to the station, itself, to improve accessibility, attractiveness and perceptions as set out in the Norfolk Strategic Infrastructure Delivery Plan (2019).

- £17 million LUF will be sought against £19.2 million expenditure allocated to unlock the further regeneration of North Quay as a vibrant new mixed-use waterfront quarter, capitalising on recent improvements to rail services to improve a key commuter/visitor point of arrival, enhance physical connectivity and green transport and unlock and de-risk private sector-led investment.

Land value is a persistent barrier to effecting change and the Council struggles to de-risk the development of both residential and commercial projects to create a context in which developers have sufficient confidence to invest. Market testing has found that sites require land assembly (acquisition, preparation, possible remediation, utilities upgrades) and intervention to de-risk investment by developers

3.1 In order to leverage £20m, it is proposed that GYBC underwrites or co-invests £2.2 million on the basis of future return-on-investment, realised through capital receipts and retained business rates in relation, specifically, to the North Quay element.

4. Financial Implications

4.1 The Council's match funding contribution would be a capital contribution to the wider capital project and would be funded from borrowing or capital receipts, if these were available. It is anticipated that the revenue costs of financing the Council's match funding would be mitigated by future revenue streams following redevelopment of the site, for example from business rates, rentals or council tax.

4.2 The overall deliverability of the project would be dependant upon the level of funding awarded, if successful and once the outcome of the bid is confirmed. Once this is confirmed, the overall project budget and financing will be reviewed. At this time, Council is being asked to approved the underwriting of the £2.2million match funding.

5. Risk Implications

- 5.1 There are clear deliverability risks in respect of the wider ambitions for North Quay in the event of an unsuccessful LUF bid. Submitting a bid with either a) no 10% local contribution or b) a residual funding gap would adversely affect its competitiveness during Government appraisal.
- 5.2 This facility would only be activated in the event of a successful LUF funding outcome. It is anticipated that the Government will announce successful bids from October 2022, possibly attached to a fiscal event such as the Autumn Statement.
- 5.3 Any LUF funding award resulting from a successful LUF bid would be presented to the Council as a formal offer or Heads of Terms – potentially including specific conditions – that the Council would need to formally agree to.

6. Legal Implications

- 6.1 None identified.

7. Conclusion

- 7.1 This report provides a summary of the current position in respect of the emerging Levelling Up Fund (LUF) bid for up to £20 million to extend, amplify and build upon capital projects already developed through the Borough's Town Deals programme; enhancement of the Rail Station site as a key gateway and strategic regeneration of North Quay.
- 7.2 In order to leverage LUF funding, there is an expectation of a 10% local contribution to overall costs.
- 7.3 Members are asked to approve the underwriting/co-investment of £2.2 million – representing 10% local contribution to overall costs – on the basis of future return-on-investment, realised through capital receipts and retained business rates in relation, specifically, to the North Quay element in order to meet Government expectations and maximise the competitiveness of the bid.

8. Background Papers

- 8.1 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:	As part of the ELT process
Section 151 Officer Consultation:	As part of the ELT process
Existing Council Policies:	Not applicable

Financial Implications (including VAT and tax):	As outlined in the Report
Legal Implications (including human rights):	None
Risk Implications:	As identified in the Report
Equality Issues/EQIA assessment:	None
Crime & Disorder:	None
Every Child Matters:	Not applicable

Subject: Equinox Enterprises Ltd – Financing

Report to: ELT – 6 July 2022

Policy and Resources Committee – 12 July 2022

Council – 21 July 2022



Report by: Finance Director and S151 Officer

Subject Matter/Recommendations:

This report asks Members to recommend financing to the wholly owned company trading as Equinox Enterprise Limited (EEL) and makes recommendations for a financing facility of up to £10m to be available for the company, to fulfil the new build housing development of Eastwood Phase 2, which is reported to Members separately on the agenda.

Recommendations:

That Committee:

- (1) **Recommend to Council** approval of the financing for Equinox Enterprises Ltd of up to £10m (from a £7.5m revenue loan facility and £2.5m equity/share capital). The equity share capital £2.5m will need be added to the capital programme following this approval to be funded by borrowing.
- (2) **Recommend to Council** that the Investment Strategy 2022/23 (updated July 2022) at Appendix A be approved (updated in line with the financing requirements approval for this report).
- (3) Delegate the drawdown of the financing facility to the S151 Officer.

1. INTRODUCTION / BACKGROUND

- 1.1. Council approved the establishment of Equinox Enterprises Limited (EEL) in 2016 to enable the council to take a more commercial approach to developing new homes. EEL have completed Phase 1 Eastwood with a build of 50 market homes for private sale and 6 affordable rented homes purchased by Great Yarmouth borough Council.
- 1.2. The report included separately on the agenda provides details on Eastwood Phase 2. This report is recommending a medium-term loan facility (over 3 years) from the Council to enable EEL to deliver the development of Eastwood phase 2 (through a mixture of loan and equity in the company).

2. FINANCIAL IMPLICATIONS

- 2.1. As the shareholder for EEL, the Council has previously provided financing to the company in the form of debt (via a loan facility and equity at a debt-to-equity ratio of 75:25). EEL has identified

a total funding requirement for Eastwood phase 2 of up to £10 million, which in the current proposed ratio of debt to equity would equate to loans to EEL of £7.5 million and equity/share capital of £2.5 million.

- 2.2. The report is therefore recommending the total financing of EEL be made up of £7.5 million loan facility and £2.5million equity/share capital, the timing of the drawdown of the loan and equity would be in consultation with the S151 Officer.
- 2.3. The Council do not need to account for the loan facility as a capital investment as it is only provided on a medium-term basis to finance the cashflow of the company. The equity/share capital in EEL is treated as a capital expenditure, The capital expenditure will be financed by borrowing.
- 2.4. Where local authorities finance capital expenditure by borrowing, they are required to make an annual charge to the revenue account for future repayment of the debt (minimum Revenue Provision). In 2021 the government consulted on changes to the application of MRP, following concern that local authorities have not been making prudent revenue provision specifically around the provision capital loans. The assumptions of the financial impact to the council of the provision of loans to EEL has taken a prudent approach and therefore does make an allowance for an MRP charge. Should there be any changes following the outcome of the consultation the impact will be considered as part of the wider capital programme planning.
- 2.5. The loan facility will be a medium-term facility and on a repayment of principal and interest basis for a period of up to 3 years. Over the lifetime of the loan the MRP charge within the Council's general fund will be mitigated by the interest received from EEL for the borrowing facility.
- 2.6. The investment strategy for 2022/23 approved by Council in February 2022 set approved limits for the Councils subsidiaries (EEL and Equinox Property Holdings, EPH) of loans of up to £5.5m and £4m for shares equity for both its subsidiaries. However, this is not sufficient to cover the increase in borrowing being requested as part of this report for EEL and following the approval of increased financing for EPH at Council on the 23rd June 2022. Therefore the 2022/23 investment strategy has been updated to account for the change in the financing requirements for EEL & EPH, including increasing the limits for 2022/23 to £10.5m for loans and £6m for share capital for the subsidiaries. The updated strategy for approval is provided at Appendix A of this report.
- 2.7. The Council, in providing this financing of the company, is setting EEL a target of at least 2% return on investment (RoI) from the delivery of the East Wood Phase 2 project in line with the EEL report provided as part of this committee agenda. The Council expects EEL to strive to achieve higher than the 2% RoI but is included to ensure that the overall performance of the company can be assessed on the project completion.

3. RISK IMPLICATIONS

- 3.1. Risk of non-payment of interest and loan repayments. This is mitigated by the Council's equity within EEL, 100% owned by the Council.
- 3.2. Impact of changes to the MRP requirements – the outcome of the consultation will be monitored and if changes are required to the Council's MRP policy these will be updated

accordingly, in the meantime a prudent approach has been taken in respect of allowing for MRP.

- 3.3. The financial stability of the company will continue to be monitored including the ability to repay the loan and proactive action will be taken as required to mitigate the financial implications to the Council.

4. CONCLUSIONS

- 4.1. To enable EEL to complete Eastwood Phase 2 a loan financing facility and share purchase is required. Approval from Council is therefore being sought for a total of £10m to be invested with EEL (loan facility of £7.5m and shares to be purchased of £2.5m). The drawdown of these funds by the company will be delegated to the s151 officer to administer and control. Following this the approved limits within the Investment Strategy will need to be updated.

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	



Investment Strategy Statement 2022/23

(Updated July 2022)

Author	Finance
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INVESTMENT STRATEGY 2022/23

1. INTRODUCTION

- 1.1 The Authority invests its money for three broad purposes:
- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as treasury management investments),
 - to support local public services by lending to or buying shares in other organisations (service investments), and
 - to earn investment income (known as commercial investments where this is the main purpose).
- 1.2 This investment strategy meets the requirements of statutory guidance issued by the government and focuses on the second and third of the above categories.

2. TREASURY MANAGEMENT INVESTMENTS

- 2.1 The Authority typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate during 2022/23, with an average investment of £12m anticipated for the financial year.
- 2.2 **Contribution:** The contribution that these investments make to the objectives of the Authority is to support effective treasury management activities.
- 2.3 **Further details:** Full details of the Authority's policies and its plan for 2022/23 for treasury management investments are covered in a separate document, the treasury management strategy, available here: <https://www.great-yarmouth.gov.uk/policies>

3. SERVICE INVESTMENT LOANS

- 3.1 **Contribution:** The Council lends money to its subsidiaries (Equinox Enterprises Limited and also once it is operational Equinox Property Holdings), local charities, local businesses, and local residents (in the form of home improvement loans), to support local public services and stimulate local economic growth.
- 3.2 The loans made to Equinox Enterprises Limited and when established Equinox Property Holdings, as the subsidiaries of the Council, form part of investment in the company to provide an initial cash injection to enable the company to become established. The purpose of Equinox Enterprises Limited is to develop housing for sale (including affordable homes) and the purpose of Equinox Property Holdings is to provide quality rental housing in the borough. This supports the Council's objective within the Corporate Plan 2020-2025 to provide a mix of attractive good quality housing for all sectors of the workforce and community that is fit for purpose for all and meet both the borough's existing and future needs.
- 3.3 Discretionary loans are granted to local charities and businesses, this will be following a decision by the Policy and Resources Committee and /or Council as applicable. In line with the Corporate Plan 2020-2025 these loans are granted to support the local charities and businesses that assist in improving the communities and facilities in the borough. The rates for service loans will be set at appropriate rates that reflect counterparty risks and duration.
- 3.4 The Council has a responsibility to address private sector housing that is in poor condition or needs adaptations to meet the needs of those with disabilities. The Council also has an

objective within the Corporate Plan 2020-2025 to provide help early, when people need public health and care, to prevent avoidable problems and to help more people to help themselves as well as tackling challenges within communities. Home improvement loans help residents to redress housing issues that impact on their health. The home improvement loans are made from a recycling pot following repayment of loans made as part of prior year capital programme allocations.

- 3.5 **Security:** The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Authority, upper limits on the outstanding loans to each category of borrower have been set as follows:

Table 1: Loans for service purposes in £ millions

Category of borrower	31/3/21 Actuals			2022/23
	Balance owing	Loss allowance	Net figure in accounts	Approved Limit
Subsidiaries: Equinox Enterprises Limited and Equinox Property Holdings	0.00	0.00	0.00	10.50
Local Charities	0.69	0.0	0.69	1.00
Local Businesses	0.00	0.00	0.00	1.00
Local Residents (Home Improvement Loans)	2.29	0.02	2.27	3.00
TOTAL	2.98	0.02	2.96	15.50

*loans, except for those to local residents, granted in 2022/23 will be subject to Council/Committee approval during the year.

- 3.6 Accounting standards require the Authority to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Authority's statement of accounts are shown net of this loss allowance. However, the Authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments. It should be noted that both the loans to local charities and local residents are equity loan agreements, so the Council obtains a share of the equity of the borrower's property as collateral. This reduces the risk of the Council not recovering the loan amount from the borrower and occasionally generates a small surplus depending on the agreement type used. On occasions where a loan to a local business would clearly meet the service objectives of the council, loans would be given on market terms. These loans will be made with due attention to the risk to the council, and the rate of interest charged on the loan will be commensurate with the security provided, the duration of the loan and the risk of default (i.e., non-repayment).
- 3.7 **Risk assessment:** The Authority assesses the risk of loss before entering, and whilst holding service loans by undertaking due diligence proportionate to the level of the loan being granted to mitigate as far as possible any risks of non-recovery. This will also include taking external advice as applicable, such as discussion with NP Law as part of the loan agreement process.

4. SERVICE INVESTMENTS: SHARES

- 4.1 **Contribution:** The Council has shares in Equinox Enterprises Limited and will have shares in Equinox Property Holdings when it is established as its subsidiaries. The Council invests in its subsidiaries to enable them to develop affordable and quality housing within the borough and with the aim of them providing a return on the investment.
- 4.2 **Security:** One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. In order to limit this risk, upper limits on the sum invested in each category of shares have been set as follows:

Table 2: Shares held for service purposes in £ millions

	31/3/20		Actuals	2022/23
Category of company	Amounts invested	Gains or losses	Value in accounts	Approved Limit
Equinox Enterprises Limited (Subsidiary)	2.23	0.00	2.23	5.0
Equinox Property Holdings (Subsidiary)	0.00	0.00	0.00	1.0

- 4.3 **Risk assessment:** The Authority assesses the risk of loss before entering into and whilst holding shares by undertaking the appropriate due diligence. As further contracts and opportunities are considered, the company's performance will inform the risk assessment.
- 4.4 **Liquidity:** Any new investment proposal will be considered for approval via the appropriate decision-making route in line with the council's Constitution.
- 4.5 **Non-specified Investments:** Shares are the only investment type that the Authority has identified that meets the definition of a non-specified investment in the government guidance. The limits above on share investments are therefore also the Authority's upper limits on non-specified investments. The Authority has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

5. COMMERCIAL INVESTMENTS: PROPERTY

- 5.1 **Contribution:** The council owns a varied portfolio of commercial properties including seafront concessions, warehouses, workshops, offices and industrial units across the borough. These form a significant element of the council's asset management plan which is available here: <https://www.great-yarmouth.gov.uk/article/3222/Plans-and-performance>

Table 3: Property held for investment purposes in £ millions

Property	31/3/21 Actual		31/3/22 Expected	
	Gains or (losses)	Value in accounts	Gains or (losses)	Value in accounts
Offices	0.00	5.70	0.20	5.90
Corporate Estates	(0.69)	39.01	0.20	39.21
Seafront Concessions	0.06	4.68	0.00	4.68
Market	(0.15)	0.42	0.00	4.68
TOTAL	(0.78)	49.81	0.40	50.21

- 5.2 **Security:** In accordance with government guidance, the Authority considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.
- 5.3 A fair value assessment of the Authority's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Should the 2021/22 year end accounts preparation and audit process value these properties below their purchase cost, then an updated investment strategy will be presented to full council detailing the impact of the loss on the security of investments and any revenue consequences arising therefrom.
- 5.4 **Risk assessment:** The Council's internal Property and Asset Management team includes members of the Royal Institution of Chartered Surveyors (MRICS) and they assess the risk of continuing to hold the current property investments. They do this in a number of ways including engaging external advisors, agents and reference to quality financial/property press when required. In doing this they assess the market that the investment is competing in, the nature and level of competition, along with expectations on how the market/customer needs will evolve over time, barriers to exit, and any ongoing investment requirements. The strategic objectives are designed to mitigate risk by:
- The Council's fundamental aim of revenue income or a capital return;
 - Having a portfolio approach to avoid concentration of risk in any one property, tenant or risk type.

The Council has not invested in commercial properties outside of the borough and does not intend to make any further investment in additional commercial property with the primary purpose of generating a yield. Changes within the prudential code have imposed restrictions on the Council's ability to borrow for capital expenditure on developing or purchasing investment properties (i.e. primarily for yield) which have influenced this decision.

- 5.5 **Liquidity:** Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the Authority do not rely on capital receipts to finance the capital programme. Any capital receipts received will be used to reduce the borrowing requirement within the financial year they are received.

6. LOAN COMMITMENTS AND FINANCIAL GUARANTEES

- 6.1 Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Authority and are included here for completeness.
- 6.2 The Authority has committed to make up to £1.5m of loans to its subsidiary, Equinox Property Holdings but further loans could be committed with in the year to the other subsidiary, Equinox Enterprises Limited if approval is granted by the Council. The Council does not have any financial guarantees, nor does it intend to make any.

7. PROPORTIONALITY

- 7.1 The Authority achieves a balanced revenue budget incorporating surpluses generated from investment activity. Table 4 below shows the extent to which the expenditure planned to meet the service delivery objectives and/or the level that the Authority is dependent on achieving

the expected net profit from investments over the lifecycle of the Medium-Term Financial Plan. Should it fail to achieve the expected net profit, the Authority's contingency plans for continuing to provide these services would be to undertake further review of the delivery and potential savings or to use reserves in the short-term.

Table 4: Proportionality of Investments

	2020/21 Actual	2021/22 Forecast	2022/23 Budget	2023/24 Budget	2024/25 Budget
Gross service expenditure	65.81	70.40	71.02	71.50	71.50
Investment income	2.69	2.48	2.77	2.08	2.08
Proportion	4.1%	3.5%	3.9%	2.9%	2.9%

8. BORROWING IN ADVANCE OF NEED

- 8.1 Government guidance is that local authorities must not borrow more than or in advance of their needs purely in order to profit from the investment of the extra sums borrowed. The Authority would not follow this guidance if it was financial advantageous and only after undertaking due diligence to consider risks involved. Currently the Council has not borrowed in advance of need.

9. CAPACITY, SKILLS AND CULTURE

- 9.1 **Elected members:** Elected members are provided with annual training by our external advisors, Arlingclose. The Treasury Management Strategy and the Mid-year Treasury Management Strategy are presented to members during the financial year and should any queries arise these would be responded to by officers or advisors as applicable.
- 9.2 **Statutory officers:** Regular meetings are held throughout the year with our external advisors, Arlingclose. Officers working on a daily basis with investment decisions attend courses offered by both Arlingclose and CIPFA throughout the year. Arlingclose provide daily updates of changes in the market as well as providing staff with a contact for queries that arise.
- 9.3 **Commercial decisions:** Future decisions on historic commercial investments, including potential disposals, will be made following consideration of robust business cases for approval in line with the current decision-making governance arrangements. Future spend on historic commercial investments will be capital expenditure and will therefore also be approved as part of the capital programme. Where applicable the Council would seek to engage external professional advisors, for example financial, property and legal advice.
- 9.4 **Corporate governance:** The Asset Working Group is made up of both finance and, property and asset management officers, who initially consider the future of current investment commercial properties, such as disposals or additional spend required. Regular progress reports on decisions taken are also reviewed by the group.
- 9.5 After initial consideration business cases are completed for the disposal or improvements to property investments, including undertaking due diligence and considering risks, and these form the basis for reports presented to the Policy and Resources Committee for approval.
- 9.6 Other investment decisions are based on the Treasury Management Strategy, with any changes reported for approval as required to Policy and Resources Committee.

10. INVESTMENT INDICATORS

- 10.1 The Authority has set the following quantitative indicators to allow elected members and the public to assess the Authority's total risk exposure as a result of its investment decisions.
- 10.2 Total risk exposure: The first indicator shows the Authority's total exposure to potential investment losses. This includes amounts the Authority is contractually committed to lend but have yet to be drawn down and guarantees the Authority has issued over third-party loans.

Table 5: Total investment exposure in £millions

Total investment exposure	31.03.2021 Actual	31.03.2022 Forecast	31.03.2023 Forecast
Treasury management investments	33.65	13.00	13.00
Service investments: Loans	2.96	2.90	10.00
Service investments: Shares	2.23	2.46	5.00
Commercial investments: Property*	49.81	50.21	51.00
TOTAL INVESTMENTS	88.65	68.57	79.00
Commitments to lend	0.00	0.00	0.00
TOTAL EXPOSURE	88.65	68.57	79.00

* Through its significant asset base, the Council has invested historically in commercial property for financial gain and to support regeneration.

- 10.3 **How investments are funded:** Government guidance is that these indicators should include how investments are funded. Since the Authority does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with. However, the following investments could be described as being funded by borrowing. The remainder of the Authority's investments are funded by usable reserves and income received in advance of expenditure.

Table 6: Investments funded by borrowing in £millions

Investments funded by borrowing	31.03.2021 Actual	31.03.2022 Forecast	31.03.2023 Forecast
Treasury management investments	0.00	0.00	0.00
Service investments: Loans	0.00	0.06	4.00
Service investments: Shares	2.23	2.46	5.00
Commercial investments: Property *	18.87	18.72	18.53
TOTAL FUNDED BY BORROWING	21.10	21.24	27.53

* Commercial Investments – The portfolio of commercial investment properties are historic assets which the Council owns or has an interest in for which it is not possible to quantify the level of funding by borrowing. The figures quoted relate to the investments made since 2008/09.

- 10.4 **Rate of return received:** This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Table 7: Investment rate of return (net of all costs)

Investments net rate of return	2020/21 Actual	2021/22 Forecast	2022/23 Forecast
Treasury management investments	0.27%	0.35%	0.44%
Service investments: Loans	6.03%	0.6%	1.33%
Service investments: Shares	N/A	10.45%	N/A
Commercial investments: Property	4.08%	3.41%	4.39%
ALL INVESTMENTS	10.38%	14.80%	6.16%

- 10.5 The treasury management investments returns above reflect the current low interest rates that are expected to continue in the short to medium term. The fall seen in the loan return in the table reflects the repayment of the £6.2m loan to Equinox Enterprises Limited during 2020/21. Equinox Enterprises Limited are expected to pay the first dividend on the Authority's shares by the end of 2021/22.

Table 8: Other investment indicators

Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Forecast
Debt to net service expenditure ratio	4.96%	8.36%	10.04%
Commercial income to net service expenditure ratio	35.53%	33.00%	31.81%