



**GREAT YARMOUTH**  
BOROUGH COUNCIL

# Cabinet

**Date:** Tuesday, 11 June 2024

**Time:** 14:00

**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     ITEMS OF URGENT BUSINESS**

To consider any items of Urgent Business.

**4     MINUTES**

**4 - 8**

To confirm the minutes of the meeting held on the 16 May 2024

**5     EAST COAST COLLEGE PRESENTATION**

Members to receive a presentation from East Coast College.

**6     23-118 - GREAT YARMOUTH SKILLS AND EMPLOYABILITY STRATEGY**

**9 - 33**

Report attached.

**7     24-066 - 2023-24 ANNUAL PERFORMANCE REPORT**

**34 - 79**

Report attached.

**8     24-067 - 2023-24 ANNUAL ACTION PLAN END OF YEAR UPDATE REPORT**

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Report attached.

**9     24-039 - 24-046 - FAMILY FRIENDLY POLICIES**

**93 - 150**

Report attached.

**10    24-084 - DRAFT REVISED ALLOCATIONS POLICY AND SCHEME**

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Report attached.

**11    24-087 - BEACH HOUSE CAFE AT THE WINTER GARDENS**

**196 -  
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Report attached.

**\*\*Please note : to view the Confidential appendix Members will need to log in to view.\*\***

**12     EXCLUSION OF PUBLIC**

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

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

**13     CONFIDENTIAL MINUTES**

Details



# Cabinet

## Minutes

Thursday, 16 May 2024 at 14:30

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

Also in attendance:- Ms S Oxtoby (Chief Executive Officer); Ms C Whatling (Monitoring Officer), Ms K Sly (Executive Director - Resources); Mrs N Hayes (Executive Director, Place); Mr J Wilson (Head of Environment and Sustainability); Mrs C Dyble (Head of IT, Marketing and Communications); Mrs M Holland (Head of Strategic Housing), Mr S Hubbard (Strategic Planning Manager) Mr I Robertson (Executive Director, Major Projects) Mrs P Boyce (Executive Director, People) & Mrs S Wintle (Corporate & Democratic Services Manager).

Councillors Newcombe, Wainwright & Williamson attended as observers to the meeting.

### **01 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Wells.

### **02 DECLARATIONS OF INTEREST**

Councillor Plant declared a personal interest in item 6 in his capacity as a Director on the Great Yarmouth Tourism Bid Board.

Councillor Bensly declared a personal interest in item 6 in his capacity as a Director on the Great Yarmouth Tourism Bid Board.

### **03 ITEMS OF URGENT BUSINESS**

The Leader reported that he had received no items of urgent business for this meeting.

### **04 MINUTES**

The minutes of the meeting held on the 8 April 2024 were confirmed.

### **05 24-051 - SPENDING OF DEVELOPER CONTRIBUTIONS (SECTION 106 - SECTION 111) ON OPEN SPACE - RECOMMENDATIONS FOR SPEND**

Cabinet received and considered the Principal Strategic Planner's report.

The Portfolio Holder for Economic Development and Growth, Councillor Candon presented the item and advised that this report set out recommendations for the spend of developer contributions (Section 106/Section 111 agreements) for open space.

The Council requires new housing developments to provide new open space on-site or make financial contributions towards the provision of open space off-site in accordance with Policy H4 of the Local Plan Part 2. This is to ensure that our communities have the open spaces that they need to thrive, and that facilities are expanded and enhanced to meet resulting increased demand.

On 25 July 2023, the Council's Cabinet endorsed the first round of open space funding for successful bids. An update on these projects is provided in Appendix 3 of this report.

Following this, a second 12-week window for inviting projects/bids for off-site open space improvements was open between 7 August 2023 and 7 November 2023. Projects/bids were invited from Parish Councils, Ward Councillors, community groups, sport clubs and teams.

Proposals for projects under £50,000 can be determined and signed off by the Executive Director with responsibility for open spaces under existing delegations. Projects above this figure will be determined by Cabinet. Given the number of projects under £50,000 received this time, the Executive Director has decided not to use their delegated powers and instead refer these projects to Cabinet for a decision.

The table in Appendix 2 detailed funds currently available, and projects the remaining funds available in future if all recommendations set out below are approved. This sets out an initial budget of £371,868.00 with a combined proposed spend of approximately £286,000.

A wide range of projects have been submitted and assessed (as summarised in Appendix 1). For those projects which are unsuccessful, officers will provide further information and guidance as to what additional information may be required for potential future applications.

Councillor Plant commented that it was great to see a number of playgrounds

involved and that it was good to see that those that were unsuccessful could bid again.

Councillor Bensly asked for reassurance that Parish Councils in particular Hemsby would be encouraged to reapply for this funding if they had been unsuccessful. Councillor Candon reassured Members that those that had applied and been unsuccessful would receive feedback.

Councillor Williamson commented that he was glad to see the Southtown and Cobholm facilities had been successful, he also referred to some funding which had been awarded for works through Barclays bank in negotiation with the pavilion association / shrublands and GYBC and commented that he hoped this funding would not interfere with this arrangement as this work had already been agreed with continued support.

Councillor Williamson also asked with regard to views that he had submitted with regard to the move of the current facility at Hawthorn Crescent which was rarely accessed to a site on the other side of the Shrublands close to Crab Lane which could be easily accessed. The Strategic Planning Manager advised that he would like to follow up on these two points with Councillor Williamson following the meeting.

Cabinet RESOLVED to :

1. Approve the use of section 106 funds to deliver the following projects:

- Playing Field Lane, Martham - 2 Bay net practice cricket facility - £28,000
- King George V Playing Field, Allendale Road, Caister - Non-turf artificial wicket - £11,000
- King George V Playing Field, Allendale Road, Caister - Play equipment - £89,402
- King George V Playing Field, Allendale Road, Caister - wheelchair access equipment and floodlighting for bowling green - £16,900
- Southtown Common, Gorleston - Play equipment - £70,000 (£50,000 capital plus £20,000 for maintenance)
- Burnet Road, Bradwell - Play equipment - £35,794.52
- King Charles Coronation Garden, Bradwell - path, bird boxes, bench - £9,100.48
- St Clare Court, Hopton - play equipment - £25,000.

2. Note the progress to date on the most recent round of funded projects.

## **06 24-039 - VISIT GREAT YARMOUTH PROPOSED THIRD TERM**

Cabinet received and considered the Head of Marketing, IT and Communication's report.

The Leader advised that the Great Yarmouth Tourism and Business Improvement Area Limited (GYTABIA) have notified the council of its intention to hold a ballot to support a third term of operation.

GYTABIA has now completed its consultation and prepared the necessary documents to make ready for a ballot of its members. This report provides the information the council requires as Billing Authority under the Regulations to endorse and support GYTABIA in relation to its ballot for a third BID term. Members should note that without approval from the council, the ballot would not be able to proceed.

The proposed ballot period for the third BID term will be from 1<sup>st</sup> July to 29 July 2024.

In accordance with the Business Improvement Districts (England) Regulations 2004, the GYTABIA Board has prepared a new Business Plan and an Operating Agreement and submitted it to the council for due consideration and approval.

GYTABIA's proposed new Business Plan as detailed within the report at Appendix 1 focuses on four key areas as follows :-

Marketing, Promotion & Events  
Events  
Destination Management and Development  
Supporting BID Members

The council has worked with the BID's Renewal Sub-group to ensure added value and maximum benefit to the visitor economy can be achieved going forward. It is noted that GYTABIA also plans to investigate and introduce other new projects/services its members demand.

GYTABIA is an organisation whose aim is to raise the profile of Great Yarmouth and all it has to offer as one of the UK's leading holiday destinations. Rich in heritage and culture, full of life, the area that constitutes Great Yarmouth needs an experienced yet ambitious organisation to retain and grow its visitor numbers.

As one of the Council's key strategic partners, it is in the interest of the wider community and the visitor economy to see GYTABIA continue to support and work with the local tourism business sector as part of a thriving local economy.

The Leader reported that there was one amendment to the report as follows :-

2.1 should read - met by the billing authority and funded by GYTABIA if not successful.

The Chief Executive Officer advised that she had granted dispensation to the 2 Board Members of GYTABIA to partake in the voting of this item to ensure the meeting remained quorate.

Councillor Candon commented on the economic benefits of the BID and the need for this to continue.

Councillor Bensly commented on the vital need for the BID for the Borough and commented that in his opinion the Bid worked as a tool to keep the Borough's tourism which is ever changing and adapting going forward.

Councillor Plant commented that he was supportive of the BID and acknowledged the vast income that the Borough received due to tourism and he advised that he would welcome more collaborative working moving forward to encourage further tourism to come to the town.

Councillor Plant made reference for the need for the Companies House information to be updated for the BID in order to show correct Directors in post.

Cabinet **RESOLVED** to :

1. Note that the information has been supplied by Great Yarmouth Tourism

and Business Improvement Area Limited (GYTABIA) to the council as Billing Authority in respect to the information listed under Regulation 4 Schedule 1 of The Business Improvement Districts (England) Regulations 2004.

2. Approve the draft Business Plan proposed by GYTABIA as at Appendix 1.
3. Approve the Council's support for GYTABIA in relation to its ballot for a third BID term.

## **07 EXCLUSION OF PUBLIC**

Cabinet **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 3 and 6 of Part I of Schedule 12(A) of the said Act."



**URN :** 23-118

**Report Title :** Great Yarmouth Skills and Employability Strategy

**Report to:** Cabinet

**Date of meeting :** 11 June 2024

**Responsible Cabinet Member:** Cllr Daniel Candon

**Responsible Director / Officer :** Executive Director of Place, Natasha Hayes

**Is this a Key decision ?** Yes

**Forward Plan of Key Decisions:** 24 July 2023

## EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER

Skills, qualifications, aspirations, ambitions and a reliance on certain forms of employment are all limiting the opportunities available to our residents. It is essential that people can access the kinds of skills and qualifications that employers actually need. These requirements are changing as the wider economy and the way we do business changes, opening up new skills gaps – and new opportunities.

As part of our wider programme of regeneration, the Council will deliver a Library and University centre in early 2025 – *The Place*. A Skills and Employment Strategy is a key element of driving a change in skills, aspirations and employability in the Borough, ensuring residents are able to access sustainable and rewarding employment opportunities, and that employers are able to access a skilled workforce.

A new Skills and Employability Strategy is presented for consideration by Cabinet. This sets out the evidence base, challenges and opportunities and provides a collaborative blueprint for the Council, the Great Yarmouth Skills Taskforce, partners, educators, trainers, communities and employers to design projects and activities that achieve its aims, supporting learning and progression throughout people's working lives.

## RECOMMENDATIONS :

That Cabinet :

1. Reviews and adopts the annexed Skills and Employability Strategy and directs officers to maintain the Skills and Employability Delivery Plan as a 'live' document to track progress against its aims.

## 1. Introduction

- 1.1. Officers were directed to develop a Skills & Employability Strategy to help ensure that local learning and skills provision meets the needs of our communities and employers, is fully inclusive and plays a key role in reducing structural inequalities and deprivation by extending individual potential and opportunity.

- 1.2. The Strategy provides a framework for the Council, its partners, providers, residents and employers to design and deliver specific activities and projects to tackle skills and educational attainment, barriers to lifelong learning, economic inactivity and current and emerging skills gaps identified by local employers.
- 1.3. Its design integrates extended stakeholder dialogue within and outside of the Great Yarmouth Skills Taskforce – including colleges, skills providers, the DWP, the County Council, relevant VCSEs and existing employability projects. Two pieces of independent research were also commissioned to:
  - identify and describe the local barriers that our residents face in getting the skills and qualifications that lead to secure and rewarding employment and the practical steps that we can take to tackle these;
  - identify which skills at which level our local employers need now and in the future, where the gaps are and what needs to be done to ensure that the local skills system provides the right support at every learning stage.

## **2. Work to Date / Proposal**

- 2.1. The Skills and Employability Strategy and Delivery Plan are annexed to this Report for consideration.
- 2.2. *Section 3, Our strategic priorities* draws together all the research and stakeholder engagement to inform the design and delivery of actions that lead to an improvement in local skills and employability outcomes for local residents and employers.
- 2.3. *Section 4, Our call to action* expands upon the three strategic priorities to set out nine actions for the Council, its partners, providers, residents and employers to use to design projects and activities.
- 2.4. A summary of key intelligence on local demographics, the local labour market, local economy and local skills provision is provided in *Appendix A, Setting the scene*. A summary of local employers' key skills challenges is provided in *Appendix B, Delivering the right skills mix for our labour market*.
- 2.5. The separate Skills and Employability Delivery Plan summarises current projects and activities and is intended as a 'live' document to track progress against the Strategy's implementation, with new items added as required.
- 2.6. The Strategy has been designed to align with the Council's Economic Growth Strategy and Annual Action Plan 2024-2025. It also supports the Government's *Skills for Jobs* policy, the Local Skills Improvement Strategy (LSIP) and the emerging Norfolk County Council strategy for adult education.
- 2.7. It also reflects the three UK Shared Prosperity Fund (UKSPF) contracts currently being commissioned, as set out in Cabinet report *URN 23-186 UKSPF People & Skills Commissioning Strategy* presented on 4 December 2023:
  - *E33: Skills & Employability Package*: Employment Support for Economically Inactive Residents
  - *E35: Skills & Employability Package*: Supporting Residents Furthest from the Labour Market

- *E37: Skills & Employability Package: Tailored Support for Residents in Employment*

### 3. Financial Implications

- 3.1. There is no request for new funding to support the delivery of the Strategy. £280,000 of UKSPF has been allocated in 2024/25 to commission the three interventions set out in Paragraph 2.7.
- 3.2. Resources to deliver new activities and projects in support of the Strategy would need to be agreed by the Council, its partners and funders on a case-by-case basis.
- 3.3. The Great Yarmouth Skills Taskforce was set up to help meet this challenge – bringing together employers, training providers, schools, colleges and universities to co-ordinate activity and collaborate on projects to ensure that residents can access the jobs that employers need to fill.

### 4. Risk Implications

- 4.1. There are no specific risks conferred by the adoption of the Strategy.

### 5. Legal Implications

- 5.1. There are no specific legal implications conferred by the adoption of the Strategy.

### 6. Conclusion

- 6.1. A new Skills and Employability Strategy is presented to Cabinet for consideration. This provides framework for the Council, its partners, providers, residents and employers to design and deliver specific activities and projects to tackle skills and educational attainment, barriers to lifelong learning, economic inactivity and current and emerging skills gaps identified by local employers.

### 7. Background Papers

Draft Great Yarmouth Skills and Employability Strategy  
Draft Great Yarmouth Skills and Employability Delivery Plan

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

| Consultations                     | Comment  |
|-----------------------------------|--|
| Monitoring Officer Consultation:  | As part of ELT review  |
| Section 151 Officer Consultation: | As part of ELT review  |
| Existing Council Policies:        | None; does not replace or replicate an existing strategy                         |
| Equality Issues/EQIA assessment:  | No EQIA undertaken; the Strategy addresses barriers to employment for all groups |



**Strategic Priority 1: nurturing local aspiration and ambition;** fostering a learning and development culture within communities and workplaces that raises aspirations and enables residents to reach their full potential

| Aim   | Action   | Output / Measure   | Lead  |
|---|--|--|---|
| Careers advice and guidance is widely available and easy to access                      | <p>Promotion of 'The Place' as a central location for careers advice and information in Great Yarmouth</p> <p>Full use of newly-commissioned SEETEC service 'Support residents Furthest from the Labour Market' into work</p> <p>Clear referral pathways from support agencies into employment and skills programmes</p>   | <p>100 people per month receiving careers advice and guidance</p> <p>88 people familiarised with employers' expectations including standards of behaviour in the workplace</p> <p>Integrate SEETEC into GYBC community collaboration meetings that happen weekly so that anyone with a skills or employment need can access a dedicated service</p>  | <p>Adult Learning</p> <p>East Coast College</p> <p>SEETEC</p> <p>GYBC Community Hub</p>   |
| Outcomes for young people are improved and they aspire to achieve and seek good careers | <p>HE providers to provide careers advice support in schools</p> <p>Employer networks used to link local businesses with schools to provide advice at skills fairs</p> <p>Create a body of local influencers and role models established to visit schools and communities that represent each local priority employment sector</p> <p>Delivery of ACE Project service 'Employment Support for Economically inactive Residents'</p> | <p>Each high school in the Borough has a careers advice session delivered by an HE provider in the 2024/25 academic year</p> <p>Reduction in the number of children at risk of becoming NEET by the 2026/27 academic year; this is currently 10% higher in GY than for Norfolk as a whole</p> <p>By the end of the 2026/27 academic year, the proportion of GY students achieving GCSE grades 4-9 in English and mathematics increases from 57.2% towards the English average of 60.5%</p> <p>38 people supported to engage in job-searching</p> | <p>ACE Project</p> <p>Head of Inward Investment</p> <p>Economic Development Manager</p> <p>Health &amp; Wellbeing Partnership</p> |

|  |  |   |   |
|--|--|---|---|
| Employers offer a range of work experience opportunities and people have the experience they need to access well paid jobs | <p>Increase employer take up of skills bootcamps</p> <p>Full use of newly-commissioned SEETEC service 'Support residents Furthest from the Labour Market' into work</p> <p>Full use of newly-commissioned East Coast College service 'Tailored Support for Residents in Employment'</p> <p>Full use of newly commissioned ACE service 'Employment Support for Economically inactive Residents'</p> | <p>40-80 employers engaged and providing work tasters/placements, volunteering opportunities and 19 job outcomes by end of March 2025</p> <p>44 people taking part in work experience programmes</p> <p>20 people retraining</p> <p>39 people in employment, including self-employment following support</p> <p>15 people sustaining employment for 6 months who received support from this service</p> | <p>SEETEC</p> <p>East Coast College</p> <p>ACE Project</p> <p>Head of Inward Investment</p> |
| Increased reach of apprenticeships in the Borough  | Embed the use of the apprenticeship 'levy share' scheme in the Borough to enable more small businesses to offer apprenticeships to fill their skills gaps  | Full use of the levy share budget in 2024/25 academic year  | Apprenticeships Norfolk   |



**Strategic Priority 2: a responsive skills and employability ecosystem;** working with employers to ensure that the local skills system is responsive, innovative and produces the right skills mix for longer-term economic growth and resilience

| Aim  | Action   | Output / Measure   | Lead   |
|--|--|--|--|
| There is a clear understanding of the help available to develop skills and access employment | <p>Mapping of skills providers to understand gaps and duplication in provision</p> <p>Establish 'The Place' the place to go for careers and skills advice and guidance</p> <p>Fully embed DWP 'Work Coaches' scheme delivery for over-50s with tailored support including 'Midlife MOTs', careers, training, pensions, wellbeing and meetings with employers</p> <p>Return to work support schemes</p> | <p>Progression pathways developed that focus on the top 10 job roles / vacancies in the Borough</p> <p>The Place to open in 2025; Great Yarmouth is a University Town</p> <p>A shared marketing and engagement programme with social media targeting of key demographics</p> <p>DWP to examine options to replicate the 'Return-to-Work Scheme' pilot with Parkdean Resorts in GY</p>  | <p>Adult Learning</p> <p>East Coast College</p> <p>East Norfolk Sixth Form</p> <p>DWP</p> <p>Head of Inward Investment</p> |
| Employers are regularly engaged with to understand their recruitment needs and skills gaps   | <p>Quarterly 'business breakfasts' held in the Borough</p> <p>Monthly engagement newsletter delivered to 1,500+ businesses and relevant organisations to include regular updates from skills providers and Apprenticeships Norfolk</p> <p>Cohort of key local businesses are visited/contacted at least 3 times a year to discuss their future growth plans</p>  | <p>Regular networking opportunities for at least 50 key local, enabling intelligence sharing and future planning</p> <p>Information is regularly distributed to 1,500+ businesses and relevant organisations about opportunities to take part in developing local skills and opportunities, alongside initiatives taking place in the Borough</p> <p>Detailed understanding of employer need that is continuously used to develop future planning and approaches; 150 business engagement touch points per annum</p> | <p>Head of Inward Investment</p> <p>East Coast College</p> <p>ACE Project</p> <p>DWP</p>                                   |

|   |   |   |  |
|---|---|---|--|
|   | <p>Delivery of East Coast College Tailored Support service for Residents in Employment</p> <p>Delivery of ACE service 'Employment Support for Economically Inactive Residents'</p> <p>Active promotion of DWP/JCP 'Sector-Based Work Academy Programme with 6-weeks' pre-employment training, placements and guaranteed interviews</p> <p>Active promotion of DWP employer and partnership teams support for applicant sifting/interviewing</p> | <p>50 people in employment engaging with the skills system in order to progress into higher paid jobs and careers</p> <p>15 people receiving support to sustain employment</p> <p>Delivery of joint GYBC/East Coast College/DWP Sizewell Opportunities event in Great Yarmouth in 2024/25</p>                       |  |
| Skills and education providers work together to deliver a curriculum that responds to resident need and key skills gaps | <p>Shared planning of the skills offer in 'The Place'</p> <p>Delivery of East Coast College service 'Tailored Support service for Residents in Employment'</p>  | <p>A 12-month forward curriculum plan exists for the Place that has been developed by Adult education, East Coast College and the University of Suffolk</p> <p>60 people supported to participate in education in order to progress into higher paid jobs and careers</p>   | <p>Adult Learning</p> <p>University of Suffolk</p> <p>East Coast College</p>     |
| People in Great Yarmouth have the basic and soft skills they need for employment  | <p>Full promotion of and signposting to the Multiply programme in the Borough</p> <p>Delivery of SEETEC service 'Supporting Residents furthest from the Labour Market'</p> <p>Delivery of East Coast College tailored support service for residents in employment' commission</p>   | <p>The Multiply programme is fully utilised and hitting its target of 442 interactions with learners in the 2024/25 academic year</p> <p>38 people supported to participate in education</p> <p>50 people gaining qualifications, licenses and skills</p> <p>30 people supported to access basic skills courses</p> | <p>Adult Learning</p> <p>East Coast College</p> <p>SEETEC</p> <p>ACE Project</p> |

|   |  |   |  |
|---|--|---|--|
|   | Delivery of ACE service 'Employment Support for Economically Inactive Residents'   | 15 people with basic skills following support<br><br>15 people reporting increased employability through development of interpersonal skills  |  |
| There are a range of options to gain skills outside of more traditional academic routes | Develop and launch a rolling campaign on apprenticeships in the Borough both for employers and potential apprentices<br><br>Delivery of SEETEC service 'Supporting residents furthest from the labour market'<br><br>Active promotion of DWP/JCP Apprenticeships tailored, bespoke support | More employers are confident to offer apprenticeship and more people consider the apprenticeships route to develop their careers<br><br>The number of apprenticeship starts increases by the 25/26 academic year (away from the current trend of reducing numbers of apprenticeship starts)<br><br>38 people in education/training following support                                | Apprenticeships Norfolk<br><br>SEETEC<br><br>DWP |
| Residents have the soft skills for work gained from volunteering                        | Use the 'Cultural Connections' and 'Volunteer Passport' schemes to provide those who volunteer with a volunteering CV improving their chances of gaining work  | 112 volunteers registered but not yet participating<br><br>145 volunteers registered and undertaking at least one volunteering opportunity<br><br>73 people undertaking regular volunteering and self-reporting positive social impacts<br><br>20 people new to volunteering taking up training<br><br>25 hyper-local cultural events/workshops<br><br>10 cultural events/workshops |  |





**Strategic Priority 3: addressing barriers and inequalities;** ensuring that all residents can participate in, progress, and achieve success in the labour market and skills system

| <b>Aim</b>   | <b>Action</b>  | <b>Output / Measure</b>   | <b>Lead</b>  |
|--|--|---|--|
| Employability support is available to economically inactive residents  | <p>Maximise participation in the 'Working Well' project</p> <p>Delivery of SEETEC service 'Supporting Residents Furthest from the Labour Market'</p> <p>Delivery of ACE service 'Employment Support for Economically inactive Residents'</p>     | <p>75 people with reduced structural barriers into employment and into skills provision</p> <p>80 economically inactive people engaging with keyworker support services</p> <p>20 economically inactive people supported to engage with the benefits system</p> <p>20 people receiving support to gain employment</p> <p>15 economically inactive individuals engaged with benefits system following support</p> <p>45 people engaged in job- searching following support</p> | <p>SEETEC</p> <p>ACE Project</p>   |
| Residents understand the skills support available to them and that much of it is free at the point of access | <p>Skills providers to provide training and briefings to GYBC Communities, Housing, Benefits teams and VCSE organisations</p> <p>Embed 'The Place' as the place to go with widely available drop in access for skills and employment support</p> | <p>550 people learners/students/trainees gaining certificates, graduating or completing courses in Year 1 of operations at The Place, rising by 5% annually</p>   | <p>Adult Learning</p> <p>East Coast College</p> <p>University of Suffolk</p> |
| GYBC Communities team and wider VCSE organisations are briefed regularly by skills providers and skills and  | Skills providers to provide training and briefings to Communities, housing, benefits teams and VCSE organisations  | Every contact is made to count; skills advice and information is included in all community conversations as part of wider advice on things like benefits and housing  | <p>Adult Learning</p> <p>East Coast College</p>                              |

|  |  |   |   |
|--|--|---|---|
| <p>employment information and signposting is regularly included in community conversations</p> | <p>'Better off' calculation training is provided to Communities, Housing, Benefits teams and VCSE organisations</p> <p>Delivery of ACE Project 'E33 Employment Support for Economically inactive Residents' commission</p> <p>Development of new collaborative workstreams under 'supporting educational attainment, skills and aspirations' theme of the Locality Strategy, including cross-cutting links of skills/employability into healthy living and community outreach functions</p> <p>Clear referral pathways from support agencies into employment and skills programmes</p> | <p>More people will understand that work will make them better off; Great Yarmouth moves towards the national average of 79% of the working age population being economically active (currently 73%)</p> <p>15 socially excluded people accessing support</p> <p>10 people accessing mental and physical health support leading to employment</p> <p>8 people engaging with mainstream healthcare services</p> <p>15 active or sustained participants in community groups as a result of support</p> <p>40 people sustaining engagement with keyworker support and additional services</p> <p>Integrate SEETEC into GYBC community collaboration meetings that happen weekly so that anyone with a skills or employment need can access a dedicated service</p> | <p>GYBC Communities team</p> <p>ACE Project</p> <p>GY Health &amp; Wellbeing Partnership</p> <p>GYBC Communities Team</p> |
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**GREAT YARMOUTH**  
BOROUGH COUNCIL

# Great Yarmouth Skills and Employability Strategy 2024-2029

**DRAFT**

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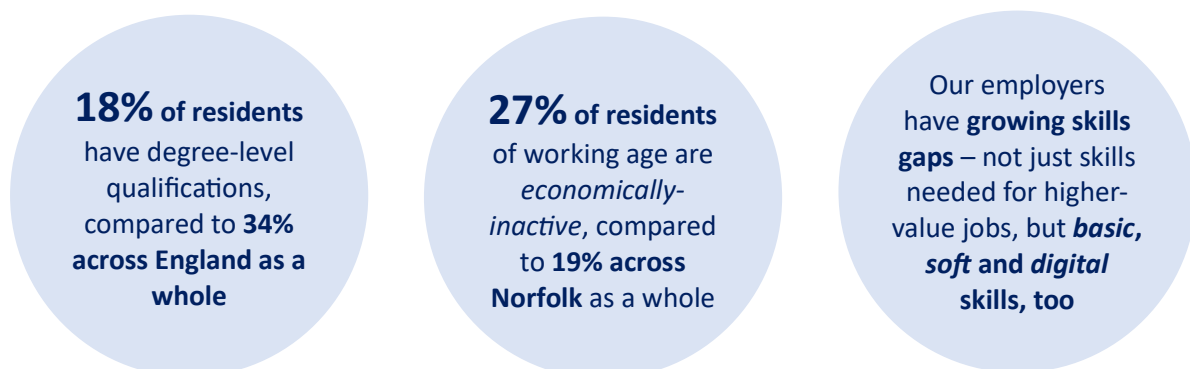
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## 1. Introduction

Residents and employers are at the heart of the Council's ambitions to foster a vibrant and inclusive coastal economy that **builds** upon our successes and our strengths in clean energy and tourism, **capitalises** upon our culture and our communities and **responds** effectively to new challenges.

***"Skills, qualifications and aspirations are leading factors in secure employment, earnings and economic growth. It's essential that our residents can access the kinds of skills and qualifications that employers need. Their requirements are changing as the wider economy – and the way we do business – changes, opening up new skills gaps and new opportunities. Our ambition is that residents of all ages and backgrounds can flourish here and reach their full potential"*** – Cllr Daniel Candon, Cabinet Member for Economic Development and Growth, Great Yarmouth Borough Council

We share a number of complex problems with other seaside towns – an ageing population, pockets of local deprivation, lower wages and higher unemployment rates. These result in an *inequality of opportunity* for our residents. Skills, qualifications, aspirations, ambitions and a reliance on certain forms of employment are all limiting the opportunities available to our residents.



It is essential that people can access the kinds of skills and qualifications that employers actually need. These requirements are changing as the wider economy and the way we do business changes, opening up new skills gaps – and new opportunities.

There needs to be a better way of co-ordinating skills and qualifications at a local level, with support that is simpler for residents of all ages and all levels of attainment to access, where they are able to find their way through the support available to them and enter – or progress in – an ever more complex labour market.

Through extensive engagement and research our residents and employers have told us that they need a skills system that not only provides access to jobs, but also supports learning and progression throughout people's working lives – from inspiring and encouraging young people in our schools through to supporting older people to re-enter the labour market.

The Great Yarmouth Skills Taskforce was set up to meet this challenge, bringing together employers, training providers, schools, colleges and universities to co-ordinate activity and collaborate on projects to ensure that residents can access the jobs that employers need to fill.

Those projects include new and upgraded training and education facilities and new ways for residents to attain skills and qualifications – lifelong learning that is easier to access and better understood by both residents and employers.

The Great Yarmouth Skills & Employability Strategy sets out the challenges and opportunities and provides a collaborative blueprint for the Council, the Great Yarmouth Skills Taskforce, partners, educators, trainers, residents and employers to design projects and activities that achieve its aims.

## 2. Our strategic vision

*Great Yarmouth's learning and skills provision **meets the needs of all our residents and employers** and plays a role in **reducing local inequalities** and deprivation by harnessing our residents' potential and the opportunities available. We foster ambition and aspiration at every level, with paths through learning, qualifications, and re-skilling creating **secure and rewarding jobs***

Skills are absolutely central to social, economic and community renewal. Our collaborative work brings together the Council, colleges, businesses and academics as the Great Yarmouth Skills Taskforce.

- **Our residents and communities** recognise that skills, qualifications, aspirations and a traditional reliance on certain forms of employment can be limited their employment opportunities and earning potential.
- **Our skills and qualifications providers**, including schools and colleges, recognise the need to match skills and qualifications with the needs of our employers and growth industries in order to enable residents to take advantage of local opportunities – providing the right people, with the right skills, in the right place, at the right time.
- **Our employers** recognise that that they also have a key role to play in inspiring, attracting, retaining and developing those starting or re-starting jobs in a rapidly-evolving labour market, including *hard-to-reach* groups and those that are *furthest from the workplace* – for example, those lacking basic experience and work skills.

The Strategy has been designed through an extensive dialogue with the Great Yarmouth Skills Taskforce, which represents our key employers and skills providers. It includes *best practice* – what's worked well elsewhere – new data and analysis, new and established partnerships and new research. The following diagram summarises the process through which this was all brought together:



The specially-commissioned research focused on two areas:

- identifying and describing the **local barriers that our residents face in getting the skills and qualifications** that lead to secure and rewarding employment and the practical steps that we can take to tackle these
- identifying **which skills at which level our local employers** need now and in the future, where the gaps are and what needs to be done to ensure that the local skills system provides the right support at every learning stage

**Barriers for residents:** The first piece of research found that, although barriers to accessing skills and employment varied between different groups of residents – those who aren't *work-ready*, those who are *work-ready* and those who are in work but 'under-skilled' – four clear themes emerged. These are explored in more detail in **Appendix A, Local challenges and opportunities**, alongside summaries of the local labour market, economy and skills system:

- a lack of motivation to take up skills provision and employment opportunities
- underlying health conditions that make accessing skills and employment more difficult
- a lack of 'basic' skills – including maths and English – 'digital' and 'soft' skills alongside a lack of awareness of local skills development opportunities
- practical barriers to accessing skills and employment, such as childcare and transport costs

**Issues facing employers:** The second piece of research found that different industries – such as manufacturing, construction and healthcare – have very specific challenges relating to recruiting, retaining and developing suitably-skilled workers. These are summarised in **Appendix B, Delivering the right skills mix for our labour market**, which also identifies cross-cutting requirements that apply to most employers, such as 'basic' and 'soft' skills.

The Skills and Employability Strategy has been carefully designed to support the Borough Council's **Economic Growth Strategy** and **Corporate Plan**. It also reflects the Government's **Skills for Jobs** policy, the **Local Skills Improvement Strategy** (LSIP) and the new Norfolk County Council strategy for adult education.

It also complements the work of the **Great Yarmouth Health & Wellbeing Partnership** and the Great Yarmouth Locality Strategy. ‘Low Educational attainment, skills and aspirations’ is one of four priority themes in the Locality Strategy, which aims to improve youth education and skills pathways, attainment and create career ambition.

The **Great Yarmouth Community Hub** operating model has the potential to integrate skills and employability into wider community support, including *healthy living*, wellbeing and other Council and voluntary outreach.

Information about our residents and communities, the local labour market, our local economy and local skills provision is provided in **Appendix A, Local challenges and opportunities**. A summary of our employers’ key skills challenges is provided in **Appendix B, Delivering the right skills mix for our labour market**.

**Section 3, Our strategic priorities** brings together all the research and dialogue to help the Council and its partners design and provide projects and activities that lead to an improvement in local skills and *employability* for our residents and employers.

**Section 4, Our call to action** provides more detail about the three Strategic Priorities and sets out nine actions for the Council, its partners, providers, residents and employers to use to design projects and activities. The **Skills & Employability Delivery Plan** summarises these and our collective progress on those projects and activities.

### 3. Our strategic priorities

The Skills & Employability Strategy has been developed in collaboration and is a blueprint for the Council, the Great Yarmouth Skills Taskforce, partners, educators, trainers, residents and employers to develop, provide and track the impact of projects and activities. Three **Strategic Priorities** have been identified to tackle the issues identified in **Sections 1 and 2**.



**Strategic Priority 1: nurturing local aspiration and ambition;** fostering a learning and development culture within our communities and workplaces that raises aspirations and enables our residents to reach their full potential

- Breaking cycles of unemployment and low-skilled jobs by demonstrating that entering into work is a stepping stone to improved earning potential and opportunity for residents and their families
- Re-enforcing the value of paid employment, recognising that a ‘one size fits all’ approach does not work and that work experience and support need to be meaningful and impactful
- Working together to change the narrative; some residents are discouraged from work and gaining new skills because the short-term costs for them outweigh the financial benefits
- Influencing perceptions; parents and schools have a key role in inspiring our children and young people and their relationship to education and skills – and linking this with rewarding employment, as well as improving school attendance rates and fostering young people’s desire to learn
- Extending this to workplaces, with employers recognising the value of developing their employees’ skills, resulting in a culture of learning and development





**Strategic Priority 2: ensuring that our skills and employability system is fit for purpose;** working with our employers to ensure that the local skills system meets the needs of our residents and employers, is innovative and produces the right mix of skills and qualifications for the Borough's longer-term economic growth and resilience

- Ensuring that the skills and qualifications provided in the Borough match the current and future skills needs of local employers, recognising that local schools, colleges and skills providers cannot provide all the skills and qualifications required – especially more specialist courses
- Boosting residents' existing skills and also *re-skill* them to close local *skills gaps* and also meet employers' changing requirements, such as the digitalisation and automation of workplaces, artificial intelligence and low-carbon business – where the low-skilled are at greater risk of redundancy
- Ensuring that the skills system provides clear and flexible ways for residents to access skills and qualifications at every level to support *lifelong learning*
- Integrating residents' wider needs, including mental health, financial advice and information and other guidance to provide *wrap-around* support for sustainable employment



**Strategic Priority 3: tackling inequalities and barriers to skills and employment;** ensuring that no-one is *left behind*, that all our residents are able to participate in, progress and achieve success in the labour market and skills system

- Tackling the barriers that limit individual residents' opportunities to acquire skills and secure rewarding employment
- Building aspirations and ambitions, alone, will not bring about a fully inclusive labour market or skills system – our research highlighted significant, sometimes complex, obstacles for some of our most disadvantaged residents that included issues such as *in-work poverty* resulting from low wages and childcare support costs
- Ensuring *equality of opportunity* for all our residents through targeted and personalised support, much of which is already available locally, making it easier for residents to find the help they need



## 4. Our call to action

To support the delivery of these three **Strategic Priorities**, *calls to action* have been developed to guide the Council, its partners, providers, residents and employers in designing and providing projects and activities. The **Skills & Employability Delivery Plan** summarises these and our collective progress on those projects and activities.



**Strategic Priority 1: nurturing local aspiration and ambition;** fostering a learning and development culture within our communities and workplaces that raises aspirations and enables our residents to reach their full potential



**Action A: Action for employers to guide and influence the local skills system.**

National policies have led to qualifications being designed in partnership with employers. There needs to be an ongoing dialogue between local employers and our schools, colleges and skills providers to set out which skills – and at what level – they need in order to tackle local *skills gaps* before they become a problem. For many smaller businesses, this may require support for ‘workforce planning’ that recognises that obtaining technical qualifications can take a long time. In the short-term, collaboration may be required to attract higher-skilled workers into the Borough, alongside longer-term work to improve the level and relevance of our residents’ skills.



**Action B: Action to enhance careers advice and guidance.** It is essential that employers work with schools to inspire our young people and encourage them to see learning and qualifications as a way to access more secure, better-rewarded jobs – as well as meet future skills gaps. Employers and sector representative bodies (the groups that represent different industries) can help enhance local careers, information and guidance in partnership with skills providers, educators and those working in our communities – improving the quality and breadth of careers advice. This could include meaningful and inspiring work placements, site visits, mentoring, careers fairs and ‘taster’ days. There is also an opportunity to provide these kinds of activities to adults and older workers – including those at risk of redundancy.



**Action C: Action to extend *social mobility*.** There is a need to foster a more inclusive labour market where young people from deprived or disadvantaged backgrounds – or those where their families’ are unable to support them or lack social connections – can access opportunities and reach their full potential. There is a clear role for an ongoing dialogue with our employers to inspire, support and mentor young people and build on what families and schools are able to provide, themselves.



**Strategic Priority 2: ensuring that our skills and employability system is fit for purpose;** working with our employers to ensure that the local skills system meets the needs of our residents and employers, is innovative and produces the right mix of skills and qualifications for the Borough's longer-term economic growth and resilience



**Action D: Action to embed good employment practice.** Our employers must ensure that learning is embedded into workplaces, enabling workers to develop their skills without having to change job or return to college. Workplace *talent streaming* can identify employees and either develop existing skills, or *re-skill* them – obtaining new skills or qualifications. They can also adopt good practices that provide more secure working environments that recognise and support equality, diversity, wellbeing, in-work progression – i.e. development and promotion – and appropriate reward, in terms of wages and other incentives, as well measures to support older workers looking to re-enter the labour force. It's been found that employers need to see clear *return-on-investment* – the longer-term benefits exceeding the short-term costs – in order to do this, despite clear links between workforce development and higher productivity, improved staff recruitment and retention and competitiveness.



**Action E: Action on 'basic' and 'soft' skills.** There is a need to widen residents' participation in obtaining 'basic' skills – such as English, English for speakers of other languages and maths. There's also a need to enhance access to support for 'soft' skills – the general skills and *people skills* that most employers look for when they're recruiting – and 'digital' skills to meet employers' requirements and enable employees to progress within those organisations and go on to obtain higher skills. There are clear opportunities for *skills outreach* – taking learning opportunities out into our communities and workplaces.



**Action F: Action on 'green' skills.** 'Green' skills are required to support our businesses and communities reduce their environmental impact and carbon emissions in line with our national 'net zero carbon' ambition. The low-carbon economy – 'greener' goods and services – will become more important and provide a range of opportunities for our residents and businesses. These include more-specialist higher-value jobs to install and maintain things like energy-efficient heating systems in our homes, energy generation, electric vehicle (EV) charging and energy storage. More general 'green' skills will be required as individual businesses seek to reduce the carbon footprints of their workplaces and operations in order to meet their customers' expectations.



**Strategic Priority 3: tackling inequalities and barriers to skills and employment;** ensuring that no-one is *left behind*, that all our residents are able to participate in, progress and achieve success in the labour market and skills system



**Action G: Action to tackle *economic inactivity*.** Around half of our *economically inactive* residents – people not in employment who are not seeking work – have long-term health conditions, mental and physical disabilities. Flexible skills and employability projects and activities are required to bring these residents *closer to the labour force*, including a work-readiness and supported-employment approach for adults and older residents, with more online and out-of-hours learning options that fit around family life.



**Action H: Action to help residents access employment.** Projects and activities to support the unemployed and *economically inactive* adults into paid work – personalised support across the full range of employment skills linked to local employers' needs. Approaches might include coaching, mentoring, confidence and resilience-building, workplace behaviours, work experience, job-matching, job searching, CV design and interview preparation alongside introductions to providers of support for 'soft' and 'basic' skills.



**Action I: Action to ensure that no-one is *left behind*.** It's recognised that skills and employability projects and activities are not always *joined-up*, which can make them difficult for residents and employers to understand and participate in. There is a clear need to continue monitoring skills provision for – and uptake by – those at greatest risk of *falling through the net*; marginalised or disadvantaged residents and communities, especially those with specific educational needs and/or disabilities (SENDs) and those not in education, employment or training (NEETs).

## 5. Conclusion

The Skills and Employability Strategy sets out evidence of the challenges and opportunities for residents and employers and provides a positive, collaborative blueprint for the Council, the Great Yarmouth Skills Taskforce, partners, educators, trainers, communities and businesses to design projects and activities that tackle skills and educational attainment, barriers to lifelong learning, economic inactivity and current and emerging skills gaps identified.

## Appendix A: Local challenges and opportunities

### Our communities



**Pockets of local deprivation:** several areas within the Borough are amongst the most deprived in the country. Local deprivation in comparison to other areas has been increasing for several years, meaning that Great Yarmouth risks being ‘left behind’. That longer-term decline has slowed since 2015. Whilst most ways that we measure deprivation, including ‘income’ and ‘crime’, deteriorated here between 2015 and 2019, most neighbourhoods within the Borough actually improved in terms of ‘education & skills’. Low levels of *social mobility* – people’s ability to access opportunities to improve their livelihoods and security – can increase inequalities and it is vital that disadvantaged residents and communities are supported to access better paid jobs.



**High levels of unemployment:** unemployment has traditionally been higher in Great Yarmouth than in other areas. For most of the period since 2004, the peaks and the troughs have broadly mirrored the situation elsewhere. The COVID pandemic accelerated some of the underlying challenges or made them worse. There are other periods when our unemployment has been unusually high, such as a spike around mid-2018, where the Office for National Statistics noted that ‘the local authorities with the highest unemployment rate estimates in Great Britain were Hartlepool at 8.9%, followed by Great Yarmouth at 8.4% and Wolverhampton at 7.5%’.



**High levels of *economic inactivity*:** local rates of *economic inactivity* – the proportion of residents not in employment and not seeking work – are higher than in other, similar areas and there are a number of things that contribute to this, including deprivation and physical and mental health, which may have led to an overall increase *in economic inactivity* amongst men compared to the period before the COVID pandemic. In 2022, over a third of Great Yarmouth’s school children in years 10 and 11 were identified as *RONI* (Risk of NEET Indicators – i.e. they are at risk of becoming *not in education, employment or training*) which is about 10% higher than for Norfolk as a whole.



**An ageing population:** The Borough’s population is growing more slowly than in other areas and this growth is focused on urban areas. The Borough also has an older population than other areas, with a median age – the ‘middle’ value of all our residents’ ages – of 46, compared to 41 for the East of England and 40 for England as a whole. The challenges of providing services to an ageing population are likely to be greater in Great Yarmouth than elsewhere, with a higher proportion of *economically inactive* individuals that aren’t working, paying taxes, or providing care for those who need it.

### Our labour market



**A reliance on certain industries:** there is strong evidence that a reliance on certain forms of employment or industries – such as tourism – are limiting our residents’ wealth, employment opportunities and job security. Healthcare, accommodation and food services and retail provide a greater proportion of employment here than elsewhere in the region or nationally. This reflects both the needs of an ageing population and the importance of tourism to the local economy and residents’ opportunities.



**Inequality of opportunity:** Great Yarmouth has some of the highest-paying jobs in the County – many of which are in the energy sector. Workers commuting into the Borough typically earn more than residents. This indicates that they are more successful than our residents at securing better-paid local jobs that often require higher technical or professional qualifications. Nevertheless, there are also many high-wage jobs in areas such as construction and welding requiring only NVQ Level 2-3 skills. There are several disadvantaged and marginalised groups within the Borough that require more intensive and personalised support into education and work.



**Full-time and part-time workers:** our residents earn less than their counterparts elsewhere. A reason for this is the availability of seasonal or more casual employment opportunities in lower-skilled, lower-paying jobs or industries. Our residents typically work longer hours than their counterparts elsewhere, too. In accommodation and food services and retail, there are more part-time employees than there are full-time employees. In the health sector there is a more even split. Local part-time workers earn less and work slightly fewer hours than their counterparts elsewhere.



**Self-employed workers:** whilst the local economy is fairly *entrepreneurial* – in other words, there is a comparatively high business start-up rate and new businesses tend to survive longer here, the number of self-employed workers in the Borough is lower than elsewhere. Self-employed individuals are typically more highly-skilled than those in employment.

## Our local economy



**Local strengths in energy and maritime:** Great Yarmouth is at the centre of the world's largest market for offshore wind, with extensive clusters of businesses working in clean energy and maritime services. Clean energy has huge potential for ongoing growth and employment if investors' skills needs can be met by attracting and retaining young people, graduates and higher-skilled individuals within the Borough.



**Local strengths in culture and the visitor economy:** Great Yarmouth is the third most important seaside resort in the UK and adds around £600 million to the local economy every year. Whilst many of the job opportunities are seasonal, there are clear opportunities for residents and businesses within a vibrant heritage, arts and culture scene.



**Local businesses:** local business numbers reflect Great Yarmouth's economic reliance on tourism- and energy-related industries, with scientific, technical, construction, accommodation and food services dominating our local economy. Further diversification – i.e. broadening the types of businesses that can thrive here, year-round and not just during the summer season – will improve our *economic resilience* and provide new opportunities for employment and *social inclusion*.



**Our overall economic fitness:** our local economy is defined by the types of businesses that that operate here, their contributions to *economic output* and gross value-added (GVA) – the *financial contribution* made to a local economy by its businesses – their *productivity* and the number of people that they employ. There is a risk of the Borough being 'left behind' unless a long-term divergence from the economic output and productivity of other local economies can be tackled and reversed.

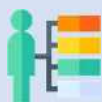


**Limiting factors on resilience and growth:** the local economy's growth and resilience to *economic shocks* and challenges – such as the COVID pandemic and *cost of living crisis* – has been affected by labour shortages, by wider changes in consumers' tastes and expectations and by specific skills gaps – including 'basic skills', 'soft skills' digital skills, 'green' skills and the specialist skills required by certain types of business. The *foundation economy* – the part of our economy that creates and distributes goods and service that we rely on for everyday life – is also affected by skills shortages and high job vacancy rates. Skills gaps in higher technical qualifications cross different industries and affect local productivity, competitiveness and growth. Increased demand for workers from industries such as energy, construction and engineering – and competition between them for staff – makes staff recruitment and retention more difficult and affects further *digitalisation* and automation of our workplaces and progress towards a low-carbon or *net-zero* economy.



**Emerging workforces:** it's recognised that workforce requirements are evolving – due to things like including automation and *digitalisation* – and that big investments like the Sizewell nuclear project in Suffolk are an opportunity for local residents and workers. They can also distort the local labour market, making it harder for our employers to attract and retain staff in areas like engineering and construction. There is a need to ensure that residents and employees are able to attain the necessary skills to enable them to benefit from the new opportunities that will emerge from wider changes in businesses and the requirements of employers, including a 'green skilled' labour force.

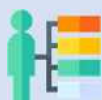
## Our education and skills



**Educational underperformance:** local education levels directly affect the strength of the local economy, how successful residents are in securing employment and how much they're likely to earn. Education leads to higher individual rewards and is necessary for longer-term economic growth and resilience. Despite improvements, local GCSE pass rates and the highest level of education achieved are still lower than for the rest of Norfolk and England as a whole.



**Qualification levels:** of the 318 district councils in England Wales, Great Yarmouth has the lowest proportion of residents with degree-level qualifications and the sixth highest proportion of residents with no formal qualifications. Despite improvements over the past twenty years, especially in the proportion of residents with higher qualifications – those likely to be required for higher-value jobs – the Borough is less successful than other areas at producing, or retaining, highly-qualified people.



**Investment in skills and learning:** including physical buildings such as the new University Learning Centre in the Town Centre, an £11 million East of England Offshore Energy Skills Centre, the multi-million-pound rebuild of East Coast College's Great Yarmouth campus and Energy & Engineering Skills Centre of Excellence in Lowestoft and – slightly further afield – the University of East Anglia's energy engineering course. It's recognised that alongside new facilities, the ways in which residents can access and participate in skills development must be easier to access and better understood by both residents and employers.





**Workforce development and in-work learning:** apprenticeships are a proven way for people to get skilled and secure jobs for employers to ensure that they have better-skilled and more-productive workforces. Local businesses also recognise the value of short courses, including ‘skills bootcamps’, with simple, modular courses aimed at specific skills. Businesses’ investment in this is well supported by funding through the *apprenticeship levy* and a *levy share* facility, where larger organisations can support smaller businesses to set up apprenticeships. Despite some evidence that staff recruitment and retention are difficult in the current economic climate, businesses in Great Yarmouth have not been choosing to invest more in their existing workforces’ skills through apprenticeships or by getting experienced, productive staff to mentor less-experienced employees. Improving graduate and skilled-worker retention to work in our growth industries – along with *work returners* – especially older residents – and other *economically inactive* people – is a key priority.

## Appendix B: Delivering the right skills mix for our labour market



**Engineering:** engineering businesses compete for skilled workers against both other engineering businesses and other industries that employ people in engineering-related roles. This includes traditional roles such as mechanical and electrical jobs, with skills in fabrication and welding in high demand. Basic hand-skills and machine operation skills are needed in manufacturing businesses and there is high demand for maintenance operations. NVQ Level 2/3 skills unlock a range of opportunities and ways for people to progress to specialist and highly-skilled or technical roles.



**Civil engineering and construction:** demand for civil engineering skills remains high due to ongoing building projects across the region, including the Sizewell scheme. Nuclear newbuild at Sizewell in Suffolk will provide a range of opportunities for local businesses of different types – and for workers across a range of skills-levels, including low/mid skilled work. The demand for staff and skills at different stages of this massive project will produce peaks of demand for specific skills, which could distort the labour market and make it even more difficult for other businesses to attract and retain the right staff. This may have knock-on effects – for example, on house builders where a lack of available, skilled labour might result in project delays.



**Energy and maritime:** maritime and energy-related skills support high-value, resilient jobs, with a range of different roles at sea and onshore with progression and promotion opportunities. Current skills shortages include areas like the installation and maintenance of offshore energy projects, able seamen, qualified engineers and various technical and professional services, such as environmental analysis, lifting and helicopter/boat pilots. A general shortage of skilled engineers is a key challenge for these businesses.



**Manufacturing:** around two thirds of manufacturers have reported a lack of technical skills among job applicants and almost as many report an insufficient number of people actually applying for jobs. There are current or predicted shortages in technical skills such as robotics, artificial intelligence, software, data analysis, and electrical/electronic engineering. Before Brexit, it was common practice to respond to these shortages by moving highly-skilled engineers at short notice across the EU.



**Health and social care:** the policy of freedom of movement and mutual recognition of professional qualifications within the EU meant that many health and social care professionals working in the UK came from other EU countries. The NHS and care homes are struggling to recruit and retain permanent staff, with particular gaps in nursing, midwifery and health visitors. There are issues at various levels within these organisations, not only in highly-skilled roles, but in the vast body of healthcare assistants that make up a large portion of the NHS workforce.



**Hospitality and tourism:** in addition to social media skills and specialisms such as cheffing, the hospitality sector recognises that business management and leadership skills are required for employees to progress within businesses. In terms of workforces, the biggest challenges for businesses are front-of-house staff and chefs. The significant number of people employed within this industry – and the variety of roles – in addition to the number of smaller, newer businesses requires a personalised approach to designing and providing training that recognises the industry’s importance in developing ‘soft’ skills and ‘people’ skills in young people.



**Education:** education and skills providers, schools and colleges, themselves, face big recruitment challenges, particularly in more specialist or technical areas. This is often because people with those skills and experience are better paid in industry than they would be in teaching. Finding ways to close this salary gap and ensuring that industries, themselves, can support the teaching and skills development that they need is essential. Aside from supporting education, there is a clear need for industries, themselves, to get into schools to inspire our young people and encourage them to see learning and qualifications as a way to access more secure, better-rewarded jobs.



**Cross-cutting ‘green’ skills:** aside from supporting the local cluster of businesses involved in renewable energy, ‘green’ skills are essential to meeting the Government’s low-carbon or *net-zero* ambitions. There are also new business opportunities in energy efficiency housing *retrofit*, including new energy efficient heating systems. In order to meet Government ambitions, the number of people with ‘green’ skills will need to increase and provision tied into new courses, classes and qualifications.



**Cross-cutting digital skills:** these are increasingly essential to modern workplaces – including those that offer *hybrid working* – and advanced digital qualifications provide routes to highly-skilled careers. Intermediate digital skills are required for workplace automation and specialisms such as digital marketing. Basic digital skills equip residents to access employment across a range of different roles and industries. The national school curriculum is still slightly mis-matched to the actual needs of employers. Local *digital exclusion* and *digital poverty* – where people aren’t able to use or access the internet in ways that are needed to participate fully in modern society – is more common in more deprived areas.



**‘Basic’ skills:** A lack of English, maths and ‘English for speakers of other languages’ qualifications are a barrier to residents securing many jobs and can affect their ability to progress to higher-level qualifications or more senior roles within employers. Basic skills also support *community cohesion* and *integration*.





**‘Soft’ skills:** employers across a range of industries highlight the importance of – and a lack of – ‘soft’ skills, which are the general skills and *people skills* that most employers look for when they’re recruiting. ‘Soft’ skills boost people’s initial employability, their ability to remain in employment and the opportunities they have for career progression. ‘Soft’ skills include teamwork, problem-solving and *active listening*. Employers also highlight poor quality behaviours, particularly in young people, such as attitude and work ethic. Tourism businesses tend to employ younger staff, which presents a significant opportunity to nurture local soft skills.



**Entrepreneurial skills:** entrepreneurial skills will support the growth of local businesses and their diversification into new goods and services, drive innovation and support the creation of new businesses – *start-ups* and *spin-outs*. Better business management and leadership skills will improve local productivity and sustainability. It is important to maintain the Borough’s entrepreneurial culture and this will require business support and mentoring beyond business start-up and launch.

# CABINET



**URN:** 24-066

**Report Title:** Annual Performance Report 2023-24

**Report to:** Cabinet

**Date of Meeting:** 11<sup>th</sup> June 2024

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

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

**Is this a Key decision?** No

## SUBJECT MATTER

The following report gives an update on the Council's annual performance for the financial year 2023-24. The report is broken down into two sections:

- Progress of key projects as at Quarter 4 2023-24 (Appendix 1)
- Annual performance report of Key Performance Indicators 2023-24 (Appendix 2)

## RECOMMENDATION

- Cabinet is asked to review, comment and approve the Annual Performance report for 2023-24.
- All key projects will continue to be monitored over the forthcoming financial year with the aim of maintaining a green status (on target) and where possible attaining a green status for those key projects which are currently amber.





## 1. Introduction

- 1.1. Throughout 2023-24 key projects and performance measures were reported to the Executive Leadership Team, Cabinet & Scrutiny Committee on a quarterly basis. The Council's other three service committees then received their relevant performance measures data.

## 2. Progress Overview of Key Projects (Appendix 1)

- 2.1. All the Council's key projects have progressed during the financial year and were regularly monitored with quarterly progress updates provided to ELT. Cabinet & Scrutiny Committee. Any projects that were 'Amber' or 'Red' had an explanation of the reason and an action plan to move the project back on course included in the progress update.

Each highlight report contained in Appendix 1 details a summary of the project, milestones and achievements, and a financial summary. Each report also has a current status, which can be green, amber or red. Out of the 11 reports, 10 have a current green status defined as no problems or minor issues and 1 has a current amber status where problems have been identified and a contingency plan is in place.

|   |   |       |
|---|---|-------|
|  | Key Project Current Status                                | Total |
|  | Green - no problems or minor issues                       | 10    |
|  | Amber - problems identified but contingency plan in place | 1     |
|  | Red – serious problems out of tolerance                   | 0     |





## 3. Performance Measures 2022/23 (Appendix 2)

- 3.1 The performance measures provide a comprehensive overview of how the authority as a whole is performing and cover most Council functions.

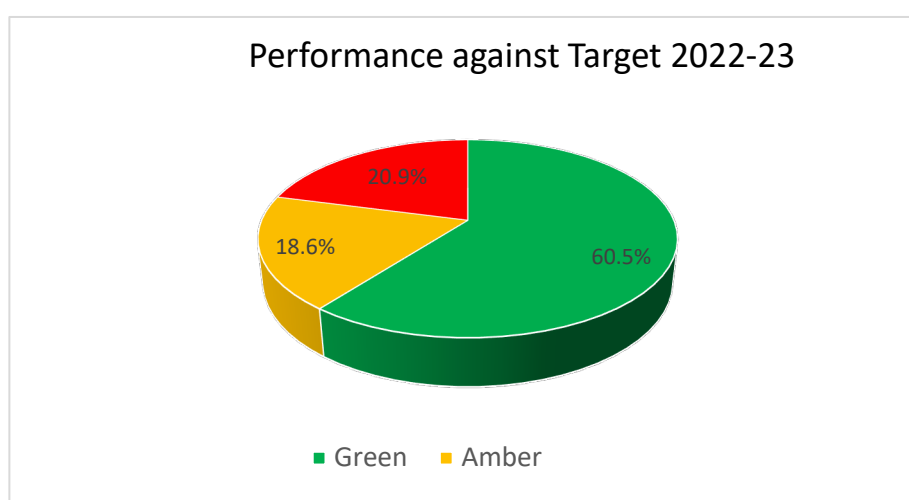
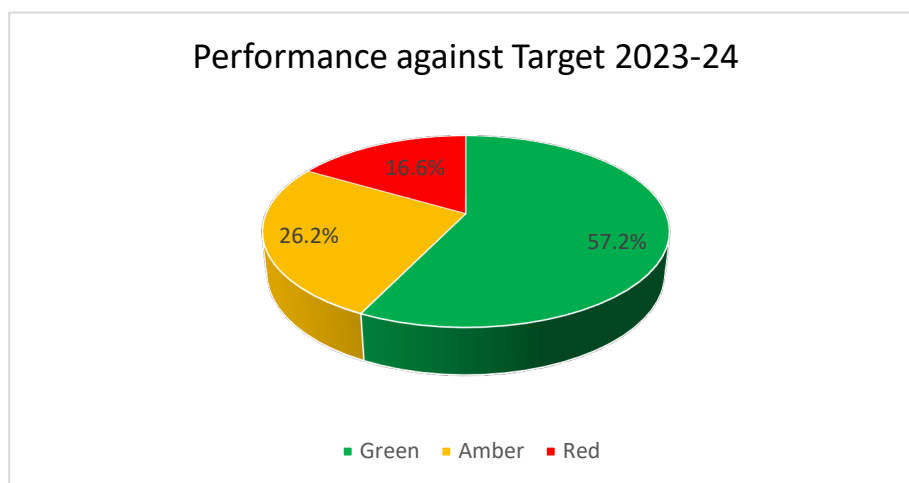
- 3.2 The tables in the report appendices provide the following information:

- Description of measure/indicator
- 2022/23 outturn figure
- 2022/23 target
- Status (outturn against target)
- 2021/22 outturn figure
- Current performance/trend data
- Short commentary on performance over the year

- 3.3 There are 66 measures reported in the annual performance report, a performance rating has not been assigned to 20 of the 66 measures as targets for these measures are either currently under review, or there is insufficient control over the outcome to set a target. Information is not currently available for 4 measures due to reporting issues identified as part of a system conversion. A breakdown of the residual 42 measures is included below:

|   |  |       |
|---|--|-------|
|  | Performance Measures against Targets                     | Total |
|  | Green - Performance has met or exceeded target           | 24    |
|  | Amber - Performance is below target but within tolerance | 11    |
|  | Red – Performance is below target and tolerance          | 7     |

3.4 The charts below show comparison data on the percentage of performance measures against target between 2023-24 and 2022-23.



3.5 The 7 measures that are within the red status which are below the tolerance level set and not achieving the set target are listed below. An explanation of the performance for all areas is provided below each measure in the report appendices:

- PR12: % of Audit days delivered (of the annual plan)
- PR13a: Internal Audit recommendations - Number of priority 1 Internal Audit recommendations outstanding
- PR13b: Internal Audit recommendations - Number of priority 2 Internal Audit recommendations outstanding
- PR15a: Corporate Property Portfolio % Arrears per annum
- PR15b: Corporate Property Portfolio Total Arrears amount in £'s
- EN06: Contamination rate in dry recycling
- HN04: Average cost of a Void repair (Housemark Indicator)

3.6 Data Quality note:

All data included in this report for the 2023/24 financial year is provisional unaudited data and is categorised as management information. All 2023/24 results may therefore be subject to later revision.

**4. Financial Implications**

**None**

**5. Risk Implications**

**None**

**6. Legal Implications**

**None**

**7. Conclusion**

**None**

**8. Background Papers**

**None**

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


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

**KEY PROJECTS – SUMMARY REPORT QUARTER 4 2023/24 (Jan - Mar)****Key projects that impact on the corporate priorities in ‘The Plan 2020 – 2025’.**

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

| Project   | Project Lead                             | SRO Officer    | Current Position |
|---|--|----------------|------------------|
| <b>KP01</b> – Energy Park, Business Incubator and related offshore activities                 | Steve Logan                              | Iain Robertson |                  |
| <b>KP06</b> – Winter Gardens  | TBC                                      | Iain Robertson |                  |
| <b>KP08b</b> – Market Place Public Realm Improvements   | Tom Warnes (Greyfriars)                  | Iain Robertson |                  |
| <b>KP11</b> – The Conge Redevelopment   | Claire Wilkins                           | Iain Robertson |                  |
| <b>KP12</b> – North Quay Redevelopment  | David Glason                             | Iain Robertson |                  |
| <b>KP13</b> – Operations and Maintenance Base   | David Glason<br>Jon Barnard (Greyfriars) | Iain Robertson |                  |
| <b>KP15</b> – Library relocation & University Campus  | Adri Van der Colff (Greyfriars)          | Natasha Hayes  |                  |
| <b>KP16</b> – Town Wall restoration & walking trail   | Hannah Woodruff                          | Natasha Hayes  |                  |
| <b>KP17</b> – Creation of a Sculpture trail   | Tracey Read                              | Natasha Hayes  |                  |
| <b>KP19</b> – Transitional Housing Scheme   | Claire Wilkins                           | Paula Boyce    |                  |
| <b>KP20</b> - Physical Enhancements of the Railway Station Gateway (Town Deal Intervention 9) | David Glason                             | Iain Robertson |                  |

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

| Project Highlight Report |                            |  <b>GREAT YARMOUTH</b><br>BOROUGH COUNCIL |               |
|--------------------------|----------------------------|--|---------------|
| <b>Project Name</b>      | Business Incubation Units  | <b>Project Sponsor</b>   | David Glason  |
| <b>Date of Report</b>    | 4 <sup>th</sup> April 2024 | <b>Project Manager</b>   | Steve Logan   |
| <b>Reporting Period</b>  | Q4 2023/24                 | <b>Finance Officer</b>   | Helena Craske |

|                       |  |  |   |  |
|-----------------------|--|--|---|--|
| <b>Project Status</b> |  |  | <b>GREEN – no problems or only minor issues</b> |  |
|-----------------------|--|--|---|--|

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

| Project Timetable (Key upcoming milestones)   |                |                |           |     |
|---|----------------|----------------|-----------|-----|
| Milestone   | Target date    | Achieved Date  | Status    | RAG |
| RIBA Stage 3 Business Incubator architectural designs completed and cost plan prepared (aligned with budget).         | August 2023    | August 2023    | Completed |     |
| RIBA Stage 3 package submitted to planning for approval in accordance with South Denes Local Development Order (LDO). | September 2023 | September 2023 | Completed |     |
| Confirmation of conformity with LDO received from GYBC planning.  | December 2023  | December 2023  | Completed |     |

| Key activities achieved this reporting period  |  | Areas of work for next reporting period |  |
|--|--|---|--|
| No further work planned. Project halted pending further sources of funding being sought. |  | N/A                                     |  |

| Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.                           |  |  |  |  |
|---|--|--|--|--|
| The project has been approved to progress up to RIBA Stage 3 and has been halted at that point. The council will be pursuing new sources of funding for the Business Incubator project to allow it to progress at a later date. |  |  |  |  |

| Project Risks – the top 2 highest risks |   |  |       |
|---|---|--|-------|
| Issue No                                | Significant Risk/Issue Description          | Mitigation actions   | RAG   |
| 1                                       | Large increase in inflation (minimum 15 %). | Inflationary pressures generally within the GYBC development programme have led to the temporary halting of the project after RIBA Stage 3 completion. | Red   |
| 2                                       | No new sources of funding found.            | Council to investigate new sources of funding to move forward.   | Amber |


| Financial Summary            |          |         |   |         |
|------------------------------|----------|---------|---|---------|
|                              | Capital  | Revenue | RAG   | Comment |
| <b>Total Budget Approved</b> | £245,000 | £0      |   |         |
| <b>Funded by:</b>            |          |         |   |         |
| <b>GYBC</b>                  | £0       | £0      |   |         |
| <b>Town Deal Fund</b>        | £245,000 | £0      |   |         |
| <b>Total Funding</b>         | £245,000 | £0      |   |         |
| <b>Actual Spend to date</b>  | £242,246 | £0      | To 31-03-24 not including any year-end accruals |         |

**Project Manager projections:**

| Forecast spend | Quarter 1 |         | Quarter 2 |         | Quarter 3 |         | Quarter 4 |         |
|----------------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|
|                | Capital   | Revenue | Capital   | Revenue | Capital   | Revenue | Capital   | Revenue |
| FY 22/23       | £         | £       | £         | £       | £         | £       | £         | £       |
| FY 23/24       | £         | £       | £         | £       | £         | £       | £2,754    | £       |
| FY 24/25       | £         | £       | £         | £       | £         | £       | £         | £       |

| Financial data verified by (name of finance officer) | Date     |
|--|----------|
| Helena Craske  | 11-04-24 |



| Project Highlight Report |  |  <b>GREAT YARMOUTH</b><br>BOROUGH COUNCIL |                            |
|--------------------------|--|--|----------------------------|
| <b>Project Name</b>      | Restoration and Commercial use of the Winter Gardens | <b>Project Sponsor</b>   | Iain Robertson             |
| <b>Date of Report</b>    | 8 <sup>th</sup> April 2024                           | <b>Project Manager</b>   | Iain Robertson (temporary) |
| <b>Reporting Period</b>  | Q4 - January to March 2024                           | <b>Finance Officer</b>   | Jane Bowgen                |

|                               |  |  |   |
|-------------------------------|--|--|---|
| <b>Overall Project Status</b> |  |  | <b>GREEN – no problems or only minor issues</b> |
|-------------------------------|--|--|---|

### Project Overview

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

### Project Timetable (Key upcoming milestones)

| Milestone                              | Target date               | Achieved Date | Status/Comment | RAG |
|--|---------------------------|---------------|----------------|-----|
| RIBA Stage 3 Complete Design & Report  | 17 <sup>th</sup> Aug 2023 | August '23    | Completed      |     |
| Stage 2 Grant Application              | Aug 23                    | Aug 23        | Completed      |     |
| Listed Building Permission             | November 23               | November 23   | Granted        |     |
| HF Grant Approval Award                | December 23               | January 24    | Completed      |     |
| Sign Grant Contract                    | March 2024                | March 24      | Completed      |     |
| Permission to Start & Start Up Meeting | March 24                  | March 24      | Completed      |     |
| Permission to Start                    | April 24                  |               | In progress    |     |
| RIBA 4 commence                        | April 24                  |               | In progress    |     |

| Key activities achieved this reporting period  | Areas of work for next reporting period   |
|--|---|
| <b>Project Management:</b> <ul style="list-style-type: none"> <li>Artelia dis-instructed</li> <li>Appoint horticulture expert</li> </ul> | <b>Project Management:</b> <ul style="list-style-type: none"> <li>Sign Grant Contract</li> <li>ITT for new PM/Qs to be issued</li> <li>Risk Register update</li> <li>Programme update</li> <li>PEP update</li> <li>Cost Plan &amp; budget approved by Cabinet</li> <li>Permission to Start RIBA 4</li> <li>Various workshops pre-RIBA 4</li> <li>Set low energy consumption benchmarking and embodied carbon reduction targets</li> <li>Establish procurement strategy for main works contract</li> </ul> |
| <b>Finances:</b> <ul style="list-style-type: none"> <li>As above</li> </ul>  | <b>Finances:</b> <ul style="list-style-type: none"> <li>Approved budget Cabinet &amp; Council Feb 24</li> <li>Approved Cost Plan</li> <li>Commence fund raising strategy</li> </ul>   |

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

There are no project changes in this reporting period.

| Issue No | Significant Risk/Issue Description  | Mitigation actions  | RAG |
|----------|---|---|-----|
| 1        | Financial risk to Council managing project of this magnitude and national importance.   | The cost plan and budget continues to be tested and reviewed at regular design stages by the appointed design team and overseen by a qualified client-side project manager.           |     |
| 2        | Programme delays experienced due to Historic England interventions and scheduling of decision-making requirements.  | Listed Building Consent granted but review of design amends during RIBA 4 impacting on conservation & heritage<br>Discharging of planning conditions                                  |     |
| 3        | Commercial Operator withdraws from project.   | Liaison has continued following positive outcome and a partnership discussion is ongoing to continue the development of the agreement in line with the other preferred partners.      |     |
| 4        | Late changes to client brief: Changes lead to abortive work, increased design costs not budgeted for and delays to the project whilst re-design is undertaken. Grant Agreement may need to be extended. | Project governance requirements are factored into the programme to ensure decisions for change can be captured.<br>Innovation gaps to be tested, costed and implemented if acceptable |     |
| 5        | Construction costs continue to escalate and failure to procure suitable specialists in timber, iron/metalwork, glazing components   | Continued monitoring of market conditions and execute proactive procurement strategy  |     |


| Financial Summary            |          |         |     |   |
|------------------------------|----------|---------|-----|---|
|                              | Capital  | Revenue | RAG | Comment   |
| <b>Total Budget Approved</b> | £17.169m | £1.302m |     | £18.471m total Delivery Budget only.<br>Additional budget for procurement & beach coach café to be approved.<br>Development budget outturn £0.915m completed August 2023. |

| Funded by:  |          |         |  |
|---|----------|---------|--|
| <b>GYBC</b>   | £1.079m  | £0      | Borrowing & Revenue contribution and EMR – contingency fund. |
| <b>National Lottery Heritage Fund</b>                     | £11.129  | £0.717m | £11.845m total delivery grant.                               |
| <b>Town Deal</b>  | £5.790m  | £0.285m | £2m additional funding subject to approval May 23            |
| <b>Business Rates Pool</b>                                | £0       | £0.011m |  |
| <b>Public Sector</b>                                      | £0.250m  | £0      |  |
| <b>Non-Cash volunteers</b>                                | £0       | £0.075m |  |
| <b>Other</b>  | £0       | £0.225m |  |
| <b>Total Funding</b>                                      | £18.248m | £1.313m |  |
| <b>Actual Spend to date to 31<sup>st</sup> March 2024</b> | £0.000m  | £0.000m |  |

**Project Manager projections:** Forecast as per cashflow submitted for Permission to start March 2024.

| Forecast spend | Quarter 1 |         | Quarter 2 |         | Quarter 3 |         | Quarter 4 |         |
|----------------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|
|                | Capital   | Revenue | Capital   | Revenue | Capital   | Revenue | Capital   | Revenue |
|                | £000      | £000    | £000      | £000    | £000      | £000    | £000      | £000    |
| FY 24/25       | 0.067m    |         | 0.148m    |         | 0.180m    |         | 0.181m    |         |
| FY 25/26       | 0.329m    |         | 1.811m    |         | 1.777m    |         | 1.753m    |         |
| FY26/27        | 2.347m    |         | 1.648m    |         | 1.665m    |         | 1.680m    |         |
| FY 27/28       | 2.218m    |         | 1.932m    |         | 0.209m    |         | 0.139m    |         |
| FY 28/29       | 0.122m    |         | 0.117m    |         | 0.112m    |         | 0.034m    |         |

| Financial data verified by (name of finance officer) | Date       |
|--|------------|
| J Bowgen   | 08/04/2024 |

| Project Highlight Report   |                                       |   |   |  GREAT YARMOUTH<br>BOROUGH COUNCIL |
|--|---------------------------------------|---|---|---|
| Project Name   | Marketplace Public Realm Improvements |   | Project Sponsor   | Iain Robertson  |
| Date of Report   | 8 <sup>th</sup> April 2024            |   | Project Manager   | Tom Warnes,<br>Greyfriars PM  |
| Reporting Period   | Q4 - January to March 2024            |   | Finance Officer   | Helena Craske   |
| Project Status   |                                       | AMBER – Problems but within contingency plan  |   |   |
| Project Overview   |                                       |   |   |   |
| The project aim is to deliver public realm enhancements surrounding the new market building which aims to improve the functionality and sense of place for the area whilst preserving the historic character. Stakeholders have been consulted to inform design. Scope is to declutter, undertake repairs, removal and reconstruction of paved surfaces to the north and south Market Place, refurbish lighting columns, introduce new integrated trees, benches and planters, new street furniture and creation of a southern piazza with new lighting. |                                       |   |   |   |
| Project Timetable (Key upcoming milestones)  |                                       |   |   |   |
| Milestone  | Target date                           | Achieved Date   | Status  | RAG   |
| Detailed designs with Bills of Quantity issued to contractors by end December 2023   | December 23                           | December 23   | Complete  |   |
| Contractors fixed prices received early February 2024. Further technical clarifications completed around Yorkstone in southern area and contractors returned final best prices by early March.   | March 24                              | March 24  | Complete  |   |
| OWG & MWG approved scope subject to fixed contract prices from contractors   | Feb 24                                | Feb 24  | Complete  |   |
| Forecast to sign construction contract   | April 24                              |   | Ongoing   |   |
| Construction Start   | May 24                                |   | Mobilisation Ongoing  |   |
| Construction Finish  | December 24                           |   | Programme indicates January PC but there is a 4 week bad weather window |   |
| Key activities achieved this reporting period  |                                       | Areas of work for next reporting period   |   |   |
| Design: <ul style="list-style-type: none"><li>Completed</li><li>Additional items to be priced up once contractor appointed</li></ul>   |                                       | Design: <ul style="list-style-type: none"><li>Completed with BQ</li><li>Critical path for additional items delivery to be completed</li></ul> |   |   |
| Commercial: <ul style="list-style-type: none"><li>Contract negotiations April</li></ul>  |                                       | Commercial: <ul style="list-style-type: none"><li>Complete signing construction contract April 2024</li></ul>                                 |   |   |
| Programme: <ul style="list-style-type: none"><li>Start May 24</li></ul>  |                                       | Programme <ul style="list-style-type: none"><li>Comms Plan to be approved</li></ul>   |   |   |

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| <ul style="list-style-type: none"><li>Complete December 24</li></ul>   | <ul style="list-style-type: none"><li>Stakeholder (market traders) engagement</li></ul>   |  |     |
|--|---|--|-----|
| <b>Project Changes</b> (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body. |   |  |     |
| Project has had to de-scope to be able to become affordable and within budget. Descoped scheme has been presented to OWG and MWG and received approval to proceed.   |   |  |     |
| <b>Project Risks – the top 5 highest risks</b>   |   |  |     |
| Issue No   | Significant Risk/Issue Description  | Mitigation actions   | RAG |
| 1  | Programme slippage due to length of time to produce revised scope and price up revised scheme. Potential to reduce construction programme due to descoped extent of work. | Scope of work now reduced and offers programme saving in construction. Programme to be aligned with contract.  |     |
| 2  | Unidentified ground constraints – There is a risk that the ground conditions/utilities encountered are not as anticipated.  | Undertake trial holes have been undertaken to prove the design concept. Residual risk is low, however still the possibility of services being encountered during construction. |     |
| 3  | Alignment with other projects, The Place, build ongoing if further delays arise this could impact a potential start date.   | Ongoing co-ordination with Palmers project team.   |     |
| 4  | Mixed messaging on scheme completion could cause uncertainty with local businesses.   | A robust communications plan developed and implemented to ensure that stakeholders expectations are managed.   |     |

| Financial Summary              |            |         |   |         |
|--------------------------------|------------|---------|---|---------|
|                                | Capital    | Revenue | RAG   | Comment |
| <b>Total Budget Approved</b>   | £5,806,000 | £       |   |         |
| <b>Funded by:</b>              |            |         |   |         |
| <b>GYBC</b>                    | £          | £       |   |         |
| <b>Future High Street Fund</b> | £5,624,875 | £0      |   |         |
| <b>HAZ</b>                     | £181,125   | £0      |   |         |
| <b>Total Funding</b>           | £5,806,000 | £       |   |         |
| <b>Actual Spend to date</b>    | £602,837   | £       | To 31-03-24 but not including any year-end accruals |         |

**Project Manager projections:**

| Forecast spend | Quarter 1  |         | Quarter 2  |         | Quarter 3  |         | Quarter 4 |         | Total |
|----------------|------------|---------|------------|---------|------------|---------|-----------|---------|-------|
|                | Capital    | Revenue | Capital    | Revenue | Capital    | Revenue | Capital   | Revenue |       |
| FY 22/23       | -          | -       | -          | -       | -          | -       | -         |         | £     |
| FY 23/24       |            |         |            |         |            |         |           |         | £     |
| FY 24/25       | £1,100,000 |         | £1,800,000 |         | £1,800,000 |         | £503,163  |         | £     |

| Financial data verified by (name of finance officer) | Date     |
|--|----------|
| H Craske   | 11-04-24 |

| Project Highlight Report |                               |  <b>GREAT YARMOUTH</b><br>BOROUGH COUNCIL |                |
|--------------------------|-------------------------------|--|----------------|
| <b>Project Name</b>      | FHSF Intervention 3 The Conge | <b>Project Sponsor</b>   | Iain Robertson |
| <b>Date of Report</b>    | 22 April 2024                 | <b>Project Manager</b>   | Claire Wilkins |
| <b>Reporting Period</b>  | Q4 – January 24 – March 24    | <b>Finance Officer</b>   | Helena Craske  |

|                       |  |  |   |
|-----------------------|--|--|---|
| <b>Project Status</b> |  |  | <b>GREEN – no problems or only minor issues</b> |
|-----------------------|--|--|---|

### Project Overview

Transforming The Conge: by 2025, The Conge is transformed with new development lining both sides of the lower half of the street connecting it to the renewed Market Place. Funding relates to the SOUTH side only.

### Project Timetable (Key upcoming milestones)

| Milestone  | Target date               | Achieved Date | Status/Comment  | RAG |
|--|---------------------------|---------------|---|-----|
| Appointment of Strategic Partner   |                           | 27 March 24   | Development and Partnership Agreement signed making GYBC strategic partners with Broadland Housing Association and Orwell Housing Association |     |
| Demolition of buildings to the South   | Delayed to February 24    | 28 March 24   | Buildings all demolished to slab and hoarding the process of being erected.   |     |
| Expenditure in full of additional Future High Streets Fund to comply with funding conditions | 31 <sup>st</sup> March 24 | 27 March 24   | Funding utilised to support site investigation and design work of new planning application. Funding conditions met.                           |     |
| Vacant possession of the Top Northeast site  | April 24                  |               | Notices served and vacant possession expected – no impact on timescales of delivery therefore RAG remains green.                              |     |
| New planning permission to be submitted  | Revised to May 24         |               | A detailed planning submission is well underway. Currently in pre planning consultation phase.  |     |
| Vacant possession of lower North side  | Date as yet unknown       |               | Negotiations / discussions with long leaseholders underway.   |     |

| Key activities achieved this reporting period   | Areas of work for next reporting period   |
|---|---|
| <ul style="list-style-type: none"> <li>- Broadland and Orwell Housing Associations appointed as the Council's Strategic Partner</li> <li>- Demolition of the South Side complete</li> <li>- Site investigation work and pre planning investigations undertaken to inform new planning application</li> <li>- Bid for additional funding submitted to the OPE Brownfield Land Release Fund (BLRF) Round 3</li> </ul> | <ul style="list-style-type: none"> <li>- Submission of new planning application</li> <li>- Vacant possession of the North East section (adjacent to job centre)</li> <li>- Outcome of BLRF announced</li> </ul> |

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

Cost - Within budget

Timescales - Actions to date within deadlines to meet grant funding requirements

**Project Risks – the top 5 highest risks**

| Issue No | Significant Risk/Issue Description   | Mitigation actions  | RAG |
|----------|--|---|-----|
| 1        | Viability gap  | Use of FHSF and other secure grant funding to increase viability to south side of The Conge.<br>Strategic Partner to bring additional funding to address remaining viability gap, will remain a risk until grant secured.<br>Additional funding streams being considered to support delivery of both the North and South sites. |     |
| 3        | Failure to secure vacant possession of North side of site due to long leasehold interests, area overall will not achieve the place-making benefits sought. | Meaningful discussions underway with long leaseholders however no funding in place to achieve site assembly at this time. Notices already served on the Top North section not affected by long leases.  |     |
| 4        | Failure to re-develop - Key town centre site remains demolished / vacant   | Contract with Strategic Partner incorporates long-stop date. GYBC working collaboratively to progress delivery.   |     |

**Financial Summary**

|                              | Capital    | Revenue | RAG | Comment   |
|------------------------------|------------|---------|-----|---|
| <b>Total Budget Approved</b> | £1,093,882 | -       |     | £883,882 for South Side and £210,000 for North Side |


**Funded by:**

|                                |                   |  |   |
|--------------------------------|-------------------|--|---|
| <b>GYBC</b>                    | £220,000          |  |   |
| <b>Future High Street Fund</b> | £654,727          |  |   |
| <b>Other grant funding</b>     | £219,155          |  |   |
| <b>Total Funding</b>           | <b>£1.093,882</b> |  |   |
| <b>Actual Spend to date</b>    | £997,032          |  | To 31-03-24, but still subject to year-end accruals/adjustments |

**Project Manager projections:**

| Forecast spend | Quarter 1 |         | Quarter 2 |         | Quarter 3 |         | Quarter 4 |         |
|----------------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|
|                | Capital   | Revenue | Capital   | Revenue | Capital   | Revenue | Capital   | Revenue |
| FY 22/23       | £         | £       | £         | £       | £         | £       | £         | £       |
| FY 23/24       | £         | £       | £         | £       | £         | £       | £         | £       |
| FY 24/25       | £96,850   | £       | £         | £       | £         | £       | £         | £       |

| Financial data verified by (name of finance officer) | Date     |
|--|----------|
| Helena Craske  | 23.04.24 |

| Project Highlight Report |                              |  <b>GREAT YARMOUTH</b><br>BOROUGH COUNCIL |   |
|--------------------------|------------------------------|--|---|
| <b>Project Name</b>      | North Quay Riverside Gateway | <b>Project Sponsor</b>   | Iain Robertson  |
| <b>Date of Report</b>    | 17 April 2024                | <b>Project Manager</b>   | Greyfriars (Infrastructure)<br>Lambert Smith Hampton<br>(land assembly) |
| <b>Reporting Period</b>  | Q4 – January to March 2024   | <b>Finance Officer</b>   | Helena Craske   |

|                       |  |  |   |
|-----------------------|--|--|---|
| <b>Project Status</b> |  |  | <b>GREEN – no problems or only minor issues</b> |
|-----------------------|--|--|---|

### Project Overview

Comprehensive redevelopment of the North Quay Riverside Gateway in Great Yarmouth – a strategic site allocation in the Great Yarmouth Local Plan and North Quay SPD 2020. Town Deal & LUF 2 spend by 31<sup>st</sup> March 2026

### Project Timetable (Key upcoming milestones)

| Milestone  | Target date             | Achieved Date | Status                    | RAG |
|--|-------------------------|---------------|---------------------------|-----|
| Procurement of a Development Partner – PIN issued August; developer contact and soft market testing commenced. Developer awareness event held on 13 <sup>th</sup> September. Activity & Market Report requested from Lambert Smith Hampton. Procurement legal advice sought in advance of Cabinet meeting on 16 <sup>th</sup> May to review and agree next steps regarding procurement of a developer. | May 2024                | WiP           | On track                  |     |
| Procurement of a Development Partner - Target contract award Autumn 2024<br>Once developer appointed, pursue masterplan design process and planning application  | Autumn '24              | WiP           | On track                  |     |
| CPO team appointed. Cabinet Report required for final approval to make CPO with Statement of Reasons   | March-September 2025    |               | On track                  |     |
| Land Assembly team appointed. Cabinet approved Land Assembly & Engagement Strategy in July 2023 with budget. Strategy implemented, all persons having a property interest in North Quay contacted. Inspections, valuations and negotiations ongoing to site assemble.  | March to September 2025 | WiP           | On Track                  |     |
| Vauxhall Bridge survey completed in January 24. Development constraints plan highlighting technical constraints (e.g. UKPN HC cable, water main etc) completed. Investigations of utility & services commenced.  | 2024/25                 | WiP           | On track                  |     |
| Reclaim Public Highway   | Sept 2024               | WiP           | On track via NCC Highways |     |
| Flood Defences – Balfour Beatty costed options report received and in process  | March 2024              | WiP           | On track                  |     |



|  |  |  |          |     |
|--|--|--|----------|-----|
| of analysis and review to form a flood resilience strategy with the EA.  |  |  |          |     |
| Planning application for scheme  | March 25   | WiP  | On Track |     |
| CPO Vesting Order  | March 26   |  | On Track |     |
| Key activities achieved this reporting period  |  | Areas of work for next reporting period  |          |     |
| <ul style="list-style-type: none"><li>• DLUHC engagement</li><li>• Sharpe Pritchard &amp; LSH initiate PIN to secure development partner 2024</li><li>• Developer awareness event / REVO promotion / Developer engagement and procurement launch September 2023</li><li>• Cabinet report approved Land Assembly &amp; Engagement Strategy and budget</li><li>• GYBC implemented the strategy</li><li>• NCC to commence proceedings to enforce Highways Acts against landowner re Vauxhall Bridge highways land</li><li>• Report to Cabinet requesting approval to project budget to 31<sup>st</sup> March 2026</li><li>• Costed options report received from Balfour Beatty</li><li>• Structural survey completed on Vauxhall Bridge</li></ul> |  | <ul style="list-style-type: none"><li>• Pursue and continue Land Assembly strategy</li><li>• Engage with landowners, tenants</li><li>• Engage with developers completed and next steps to be approved by Cabinet May 2024</li><li>• Procurement strategy to be completed and implemented subject to Cabinet approval</li><li>• Progress engagement with Environment Agency / EPOCH 3 Compartment G / Coastal Partnership East re: Innovative Resilience Fund to develop flood resilience strategy</li><li>• Progress scope of work and tripartite agreement for securing sustainable future for Vauxhall Bridge</li><li>• Liaise with NCC to support securing enforcement of highway rights regarding the land south of Vauxhall Bridge</li><li>• Communications strategy to be finalised and approved</li></ul> |          |     |
| Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.  |  |  |          |     |
| No project changes this period.  |  |  |          |     |
| Project Risks – the top 5 highest risks  |  |  |          |     |
| Issue No   | Significant Risk/Issue Description                                     | Mitigation actions   |          | RAG |
| 1  | Failure to secure sufficient land holdings                             | Land Assembly Strategy with budget approved and team implemented. Engagement with property owners has commenced.   |          |     |
| 2  | Lack of developer interest following open procurement                  | Ongoing engagement with potential developer partners via LSH. GYBC consider going alone to pursue masterplanning and planning permission   |          |     |
| 3  | Viability - insufficient funding to deliver the project                | LSH viability options & engagement with potential developers & funding partners  |          |     |
| 4  | CPO – Committee does not approve resolution or local objections raised | Project team to work closely with nplaw and appointed consultants to draft resolution  |          |     |


| Financial Summary            |             |         |     |         |
|------------------------------|-------------|---------|-----|---------|
|                              | Capital     | Revenue | RAG | Comment |
| <b>Total Budget Approved</b> | £27,300,000 | £0      |     |         |

| Funded by:                  |             |    |  |
|-----------------------------|-------------|----|--|
| GYBC – Levelling up Match   | £2,200,000  | £0 |  |
| GYBC Cap. Programme         | £2,500,000  | £0 |  |
| Town Deal Fund              | £2,600,000  | £0 | Deadline for spend Mar 2026                                      |
| Levelling Up Fund           | £20,000,000 | £0 | Awarded January 2023. Deadline for spend Mar 2026                |
| <b>Total Funding</b>        | £27,300,000 | £0 |  |
| <b>Actual Spend to date</b> | £841,815    | £0 | Actual spend to 31-03-24 – prior to completing year end accruals |

**Project Manager projections:**

| Forecast spend | Quarter 1 |         | Quarter 2  |         | Quarter 3 |         | Quarter 4  |         |
|----------------|-----------|---------|------------|---------|-----------|---------|------------|---------|
|                | Capital   | Revenue | Capital    | Revenue | Capital   | Revenue | Capital    | Revenue |
| FY 22/23       | £         | £       | £          | £       | £         | £       | £          | £       |
| FY 23/24       | £         | £       | £          | £       | £         | £       | £          | £       |
| FY 24/25       | £         | £       | £5,000,000 | £       | £         | £       | £5,000,000 | £       |
| FY 25/26       | £         | £       | £8,229,093 | £       | £         | £       | £8,229,092 | £       |

| Financial data verified by (name of finance officer) | Date     |
|--|----------|
| Helena Craske  | 17-04-24 |

| Project Highlight Report |  |  <b>GREAT YARMOUTH</b><br>BOROUGH COUNCIL |                                 |
|--------------------------|--|--|---------------------------------|
| <b>Project Name</b>      | Great Yarmouth Operations & Maintenance Facility (phase 1) | <b>Project Sponsor</b>   | David Glason                    |
| <b>Date of Report</b>    | 22nd April 2024  | <b>Project Manager</b>   | Kate Dinis                      |
| <b>Reporting Period</b>  | 1 <sup>st</sup> January – 31 <sup>st</sup> March 2024      | <b>Finance Officer</b>   | Helena Craske / Tom Galer (NCC) |

|                       |  |  |   |
|-----------------------|--|--|---|
| <b>Project Status</b> |  |  | <b>GREEN – no problems or only minor issues</b> |
|-----------------------|--|--|---|

### Project Overview

The objectives of the Proposed Scheme are:

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

This will be achieved through:

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

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

### Project Timetable (Key upcoming milestones)

| Milestone   | Target date  | Achieved Date  | Status    | RAG |
|---|--------------|----------------|-----------|-----|
| Design package for Tender delivered                       |              | May 2021       | Completed |     |
| Planning Application (06/21/0415/F) submitted to GYBC LPA |              | May 2021       | Completed |     |
| MMO Construction License application submitted            |              | May 2021       | Completed |     |
| Demolition works completed                                |              | June 2021      | Completed |     |
| Commenced main works tender process using EHA4 framework  |              | June 2021      | Completed |     |
| Commenced main works tender process using Open Tender     |              | August 2021    | Completed |     |
| NALEP Funding released                                    |              | March 2022     | Completed |     |
| Flood Risk Assessment Permit granted                      |              | August 2022    | Completed |     |
| Contractor Award  |              | September 2022 | Completed |     |
| Planning Approval granted                                 |              | September 2022 | Completed |     |
| Construction Issue Drawings distributed                   |              | October 2022   | Completed |     |
| Contractor access to Site                                 |              | February 2023  | Completed |     |
| MMO Construction License granted                          |              | February 2023  | Completed |     |
| Completion of UXO Site Investigation                      |              | April 2023     | Completed |     |
| Perform additional Ground Investigation                   |              | June 2023      | Completed |     |
| Discharge of Pre-Construction Planning Conditions         |              | August 2023    | Completed |     |
| Construction commencement                                 |              | September 2023 | Commenced |     |
| Pontoon installation                                      | May 2024     |                | Delayed   |     |
| Contractor demobilisation                                 | October 2024 |                | Delayed   |     |

| Key activities achieved this reporting period   | Areas of work for next reporting period  |
|---|--|
| <ul style="list-style-type: none"> <li>75% of the quay wall sheet piles have been installed</li> </ul>  | <ul style="list-style-type: none"> <li>Continue quay wall sheet pile installation</li> </ul>                 |
| <ul style="list-style-type: none"> <li>Fencing has been installed in advance of the storage area works</li> </ul>   | <ul style="list-style-type: none"> <li>Completion of fencing works</li> </ul>                                |
| <ul style="list-style-type: none"> <li>Land stripping / excavation in storage area land has commenced for drainage</li> </ul>   | <ul style="list-style-type: none"> <li>Completion of land stripping</li> </ul>                               |
| <ul style="list-style-type: none"> <li>Gas protection slabs installation commenced</li> </ul>   | <ul style="list-style-type: none"> <li>Completion of installation under supervision of Cadent Gas</li> </ul> |
| <ul style="list-style-type: none"> <li>Anchor wall is estimated at being 90% complete. The remaining element is the northern end.</li> </ul>  | <ul style="list-style-type: none"> <li>Completion of anchor wall</li> </ul>                                  |
| <ul style="list-style-type: none"> <li>Suite of Licences progressed to gain access to all parcels of land</li> </ul>  | <ul style="list-style-type: none"> <li>Signing of all licences</li> </ul>                                    |
| <ul style="list-style-type: none"> <li>Re-phasing of access road and turning head: Submission of the Non Material Amendment (NMA) to the Local Planning Authority.</li> </ul>   | <ul style="list-style-type: none"> <li>Determination of the NMA submission</li> </ul>                        |
| <ul style="list-style-type: none"> <li>Remediation: A discharge of planning conditions application has been submitted to the Local Planning Authority (LPA). No further remediation is anticipated on site, save for unforeseen contamination.</li> </ul> | <ul style="list-style-type: none"> <li>Monitoring for unforeseen contamination</li> </ul>                    |
| <ul style="list-style-type: none"> <li>Site ground conditions: A number of CBR tests have been completed to validate ground conditions.</li> </ul>  | <ul style="list-style-type: none"> <li>Assess results against design.</li> </ul>                             |

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

- A Non-Material Amendment for the re-phasing of the access road and turning head submitted to the LPA.
- Financial forecast is being assessed regularly to understand the impact of the above to the final estimated outturn.


**Project Risks – the top 5 highest risks**

| Issue No | Significant Risk/Issue Description  | Mitigation actions  | RAG    |
|----------|---|---|--------|
| 1        | <b>Remediation</b> – The full extent of remediation required is unknown until earthworks are completed.   | 1) Ongoing communication with Contractor to use the early warning process.<br>2) Remediation strategy in place for contamination.<br>3) Preparation of comprehensive Remediation Method Statement in collaboration with Tilbury Douglas (TD) and experts from WSP and Norfolk Partnership Laboratory. | Yellow |
| 2        | <b>Pontoon Design</b> - Pontoon designs may require option engineering due to results from latest wave analysis data indicating more onerous conditions than earlier survey data.   | 1) Undertake wave analysis report to inform design of required loading capacities.<br>2) Option engineer pontoon designs if necessary.<br>3) Designers of concept pontoon design to review & confirm suitability of any option engineered designs.  | Red    |
| 3        | <b>Below ground obstructions</b> – Several obstructions have been encountered during the excavations, such as historic sheet pile walls, fuel lines, tie rods, and anchor walls and services. There is potential for further obstructions to be discovered as works progress. | 1) Technical meetings held with the contractor and design team to identify remedial measures to reduce the risk of the obstructions.<br>2) Revising of designs to take into account obstructions and ensure there are no further clashes with the works package.                                      | Red    |

|   |   |   |  |
|---|---|---|--|
|   |   | 3) Removal / making good of obstructions to allow the progression of works in areas where designs cannot be altered to accommodate obstructions.  |  |
| 4 | <b>Site Ground conditions</b> – Site ground conditions as tested by the Contractor differ to those assumed within the design. | 1) Discussion with Contractor to assess limitations of CBR testing completed.<br>2) Discussions with Designer to agree subbase levels.  |  |
| 5 | <b>Ecological restrictions</b> – Species are identified during construction works.  | 1) Presence of Ecological Clerk of Works during Percussive Piling to monitor for marine mammals.<br>2) Pre-works and Monthly surveys by Ornithologists to monitor for little tern.<br>3) Engagement with Natural England. |  |

| Financial Summary            |         |         |              |  |
|------------------------------|---------|---------|--------------|--|
|                              | Capital | Revenue | RAG          | Comment  |
| <b>Total Budget Approved</b> | £24.8m  | £0      | <b>Amber</b> | Approval granted at Norfolk CC full Cabinet meeting on 26/09/23 to align DLUCH funding to this project of £3.4m. |

| Funded by:  |        |    |  |
|---|--------|----|--|
| New Anglia Local Enterprise Partnership   | £6m    | £0 |  |
| Great Yarmouth Borough Council  | £1.5m  | £0 |  |
| Norfolk County Council  | £1.5m  | £0 |  |
| Norfolk Pooled Business Rates Pool  | £1m    | £0 |  |
| Norfolk County Council prudential borrowing to be repaid from Great Yarmouth Enterprise Zone Pot B business rates funding | £11.4m | £0 |  |
| <b>Department for Levelling Up, Housing and Communities</b>   | £3.4   | 0  |  |
| <b>Total Funding</b>  | £24.8m | £0 |  |
| <b>Actual Spend to date</b>   | £12.5m | £0 |  |

| Project Highlight Report |   |  <b>GREAT YARMOUTH</b><br>BOROUGH COUNCIL |                    |
|--------------------------|---|--|--------------------|
| <b>Project Name</b>      | The Place - University Centre and Library | <b>Project Sponsor</b>   | Natasha Hayes      |
| <b>13 November</b>       | 22 April 2024                             | <b>Project Manager</b>   | Adri Van der Colff |
| <b>Reporting Period</b>  | Q4 – January – March 2024                 | <b>Finance Officer</b>   | Helena Craske      |

|                       |   |              |
|-----------------------|---|--------------|
| <b>Project Status</b> | Project is performing well overall despite several issues with the existing structure, the poor state of the roof and notifiable asbestos emerging as the refurbishment works are progressing. The delay to the programme is currently being assessed. The project is currently expected to be completed in early 2025. | <b>GREEN</b> |
|-----------------------|---|--------------|

### Project Overview

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

### Project Timetable (Key upcoming milestones)

| Milestone  | Target date  | Achieved Date               | Status   | RAG |
|--|--------------|-----------------------------|--|-----|
| Lease and Agreement to Lease to be finalised and signed off                                | January 2024 | Ongoing - April 2024        | Agreed in principle – awaiting hardcopy contracts to be signed by April 2024   |     |
| Roof repair works to building – commenced September 2023                                   | March 2024   | Ongoing - July 2024         | Works delayed due to substantial issues with poor condition (rotten trusses) and poor weather. This has an impact on the rest of the building due to internal scaffolding. |     |
| Topping out ceremony   | April 2024   | April 2024                  | To celebrate the completion of the completion of the first section of the roof 19 <sup>th</sup> April 2024   |     |
| Plans for opening programme and temporary library provision during closure period underway | July 2024    | Ongoing - July 2024         | Exploring a mobile library being positioned in car park. An audience participation programme is being developed.   |     |
| Project completion including period for client fit-out and move.                           | October 2024 | Early 2025 (exact date tbc) | Delay anticipated due to unforeseen issues with structure, asbestos and  |     |

|  |   |   |                                     |  |
|--|---|---|-------------------------------------|--|
|  |   |   | condition of roof. Tenants alerted. |  |
| Key activities achieved this reporting period  |   | Areas of work for next reporting period   |                                     |  |
| <ul style="list-style-type: none"><li>First roof section (tiled roof over former men’s department) completed. The rest of the roof works are underway.</li><li>Floor linings completed. Steel installations. Internal drylining and M&amp;E first fix underway.</li><li>Site visits by several student groups from East Norfolk Sixth Form College and East Coast College, as well as staff groups from partners.</li><li>Operational management group formed to discuss running of the building.</li><li>Partnership agreement about running of building and curriculum offer in development.</li><li>Furniture packages are out to competitive tender.</li></ul> |   | <ul style="list-style-type: none"><li>Metal roof over Stonecutters Way warehouse and flat roof to be completed. Works to front building and other pitched slated roofs to be nearing completion.</li><li>Main fit-out project to continue. Window replacement works to commence. Duct work to commence. New staircase installed.</li><li>Hardcopy leases signed by tenants.</li><li>Suppliers appointed for furniture packages.</li><li>Audience Development working group established.</li></ul> |                                     |  |
| Project Changes (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.  |   |   |                                     |  |
| No scope changes. No budget changes. Programme to be reviewed and re-sequenced by contractor to take into account unforeseen issues with poor condition of the building and particularly the roof. Revised completion date for occupation expected to be early 2025.   |   |   |                                     |  |
| Project Risks – the top 5 highest risks  |   |   |                                     |  |
| Issue No   | Significant Risk/Issue Description  | Mitigation actions  | RAG                                 |  |
| 1  | Inclement weather hampers progress. Wet and windy conditions cause delays to roof works.  | The exceptionally wet and windy weather over the winter and into the Spring has made roof repair works very challenging. Roofers have been re-deployed to the inside of the building to carry out other works to mitigate the worst of the bad weather.   |                                     |  |
| 2  | It may not be possible to incorporate all sustainable technology to give the building a good EPC rating and help tenants save on their energy bills. This is due to sharp inflationary increases in mechanical equipment. | Cost of new technology (e.g. air source heat pumps and PV panels) included in Morgan Sindall price. It was not necessary to cut out any sustainable solutions as part of value engineering. Good sustainability / net zero outcomes were achieved when put through model.   |                                     |  |
| 3  | Unexpected issues due to the age and condition of the building encountered during the refurbishment period could cause delays.  | Additional asbestos was uncovered as well as rotten roof trusses, structural members in poor condition and other issues with fire protection. This could lead to further delays. This risk will remain open while the roof is being repaired and internal strip-out underway due to the age and condition of the building. Partners (tenants) have been made aware of this potential slippage and do not anticipate unsurmountable issues operationally or commercially.                          |                                     |  |

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|   |   |  |  |
|---|---|--|--|
| 4 | A longer construction period would lead to increased costs. | Most of the contingency budget has been spent due to significant issues with the fabric of the building. If further unexpected issues are uncovered, the project may exceed budget. The site team will try to mitigate delays, condense programme, increase resources and stagger the completion and fit-out to mitigate this. |  |
|---|---|--|--|

| Financial Summary            |             |          |     |                              |
|------------------------------|-------------|----------|-----|------------------------------|
|                              | Capital     | Revenue  | RAG | Comment                      |
| <b>Total Budget Approved</b> | £18,170,585 | £267,000 |     | Costs based on contract sum. |


| Funded by:   |                    |                 |   |
|--|--------------------|-----------------|---|
| GYBC   | £694,312           | £0              | Borrowing   |
| Norfolk Strategic Fund (business rates)                | £0                 | £190,000        | Grant for project development costs   |
| One Public Estate Phase 8                              | £0                 | £77,000         | Grant for project development costs   |
| Future High Street Fund                                | £4,090,659         | £0              | Capital funding grant   |
| Town Deal Fund   | £8,468,947         | £0              |   |
| Norfolk County Council                                 | £2,000,000         | £0              | Capital contribution to project (library element) – VAT recoverable   |
| East Coast College / University of Suffolk partnership | £2,916,667         | £0              | Capital contribution to project (university element) - VAT non-recoverable = £3,500,000                           |
| <b>Total Funding</b>                                   | <b>£18,170,585</b> | <b>£267,000</b> |   |
| <b>Actual Spend to date</b>                            | £5,358,380         | £267,000        | Capital spend to 31/03/2024. Revenue - Project development to RIBA Stage 2, no further revenue spending expected. |

**Project Manager projections:**

| Forecast spend | Quarter 1  |         | Quarter 2  |         | Quarter 3  |         | Quarter 4  |         |
|----------------|------------|---------|------------|---------|------------|---------|------------|---------|
|                | Capital    | Revenue | Capital    | Revenue | Capital    | Revenue | Capital    | Revenue |
| FY 23/24       | £          | £       | £          | £       | £          | £       | £          | £       |
| FY 24/25       | £3,208,009 | £       | £3,804,947 | £       | £2,075,312 | £0      | £2,743,450 |         |
| FY 25/26       | £980,487   | £0      | £          | £0      | £          | £0      | £          |         |

| Financial data verified by (name of finance officer) | Date       |
|--|------------|
| Helena Craske  | 22/04/2024 |



| Project Highlight Report |  |  <b>GREAT YARMOUTH</b><br>BOROUGH COUNCIL |                 |
|--------------------------|--|--|-----------------|
| <b>Project Name</b>      | Public Wayfinding and Sustainable Connectivity Town Wall Restoration | <b>Project Sponsor</b>   | Natasha Hayes   |
| <b>Date of Report</b>    | 18 <sup>th</sup> April 2024  | <b>Project Manager</b>   | Hannah Woodruff |
| <b>Reporting Period</b>  | Q4 January to March 2024   | <b>Finance Officer</b>   | Jane Bowgen     |

|                       |  |  |   |
|-----------------------|--|--|---|
| <b>Project Status</b> |  |  | <b>GREEN – no problems or only minor issues</b> |
|-----------------------|--|--|---|

### Project Overview

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

### Project Timetable (Key upcoming milestones)

| Milestone                                | Target date | Achieved Date  | Status/Comment | RAG |
|--|-------------|----------------|----------------|-----|
| Production of Conservation Plan          | Dec 2022    | Dec 2022       | Complete       |     |
| Production of comprehensive project plan | Q4 2023     | In development | On track       |     |
| Procurement of professional team         | Q1 2024     |                | On track       |     |
| Procurement of contractor                | Q1 2024     |                | On track       |     |
| Works start date                         | Q2 2024     |                | On track       |     |
| Works completion                         | March 2026  |                | On track       |     |

| Key activities achieved this reporting period   | Areas of work for next reporting period   |
|---|---|
| <ul style="list-style-type: none"> <li>Continuation of Project Planning Phase</li> <li>Indicative costings drafted.</li> <li>Draft project plan edited.</li> <li>Need for QS support identified re costing plans.</li> <li>Liaising with Historic England re Ancient Monument Consent requirements</li> <li>Civic Society and volunteers engaged.</li> <li>NMS been engaged to propose a public event/activity for the town wall.</li> <li>Morton Partnership commissioned to complete survey of Town Wall</li> </ul> | <ul style="list-style-type: none"> <li>Development to RIBA 3</li> <li>Morton Partnership to carry out high level walk of the town wall and deliver feedback on areas of high priority to ensure safe use of the wall route.</li> <li>Project Plan and costings to be updated to reflect feedback from Structural Engineers</li> <li>Mapping of ownership of all sections of all to be completed.</li> <li>Planning to be engaged.</li> <li>Link to Long-Term Plan.</li> </ul> |

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

Nothing to report

### Project Risks – the top 5 highest risks

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

## Financial Summary

|                              | Capital | Revenue | RAG | Comment                                  |
|------------------------------|---------|---------|-----|--|
| <b>Total Budget Approved</b> | £0.520m | £0.090m |     | Town Deal Connectivity Public Wayfinding |


### Funded by:

|                                   |                |                |  |
|-----------------------------------|----------------|----------------|--|
| <b>GYBC</b>                       | £0             | £0             |  |
| <b>Town Deal Programme</b>        | £0.285m        | £0             |  |
| <b>Heritage Action Zone</b>       | £0.185m        | £0             | HAZ Programme – match funding non cash                   |
| <b>Historic England</b>           | £0             | £0.090m        | HE Funding agreement 2122 – 2324– match funding non cash |
| <b>Total Funding</b>              | <b>£0.520m</b> | <b>£0.090m</b> | £0.610m  |
| <b>Actual Spend to March 2024</b> | £0.185m        | £0.070m        | HAZ and Historic England Town Wall spend.                |

### Project Manager projections:

| Forecast spend | Quarter 1 |         | Quarter 2 |         | Quarter 3 |         | Quarter 4 |         |
|----------------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|
|                | Capital   | Revenue | Capital   | Revenue | Capital   | Revenue | Capital   | Revenue |
| FY 22/23       |           |         |           |         | -         | -       | £0.185m   | £0.030m |
| FY 23/24       | -         | -       | -         | -       | -         | -       | -         | £0.040m |
| FY 24/25       | -         | -       | -         | -       | -         | -       | -         | £0.020m |
| FY 25/26       | -         | -       | -         | -       | -         | -       | £0.285m   | -       |

| Financial data verified by (name of finance officer) | Date       |
|--|------------|
| J Bowgen   | 19/04/2024 |

| Project Highlight Report |                        |  <b>GREAT YARMOUTH</b><br>BOROUGH COUNCIL |               |
|--------------------------|------------------------|--|---------------|
| <b>Project Name</b>      | KP17 - Sculpture Trail | <b>Project Sponsor</b>   | Natasha Hayes |
| <b>Date of Report</b>    | 19.04.2024             | <b>Project Manager</b>   | Tracey Read   |
| <b>Reporting Period</b>  | Q4 2023/24             | <b>Finance Officer</b>   | Jane Bowgen   |

|                       |  |  |   |
|-----------------------|--|--|---|
| <b>Project Status</b> |  |  | <b>GREEN – no problems or only minor issues</b> |
|-----------------------|--|--|---|

|   |
|---|
| <b>Project Overview</b>   |
| <p>Sculpture and public art trails radiating from the town centre will create visual rhythms of connectivity supporting wayfinding and signposting. The project will strategically populate the urban area with sculpture and public art creating an outdoor gallery carefully located for navigation and to connect the town.</p> <p>The project will deliver 30 permanent works of public art/sculpture in various forms including traditional sculpture and street art. This will be complemented with an annual sculpture event where a significant art exhibition is staged for a 4-week period.</p> |

| Project Timetable (Key upcoming milestones) |             |               |   |     |
|---|-------------|---------------|---|-----|
| Milestone                                   | Target date | Achieved Date | Status  | RAG |
| Feasibility stage                           | Dec 2022    | Dec 2022      | Complete                                      |     |
| Concept design                              | Feb 2023    | Q2 2023/24    | Complete                                      |     |
| Sculpture procurement                       | Q3 2023     | Q4 2023/24    | Complete                                      |     |
| Installation start                          | Q4 2023/24  | Q3 2024/25    | On track                                      |     |
| Project completion                          | Q3 2024     | Q4 2024/25    | On track – in line with TD funding completion |     |

| Key activities achieved this reporting period  | Areas of work for next reporting period   |
|--|---|
| <ul style="list-style-type: none"> <li>Artists procured and agreements signed</li> <li>Project in development phase – all artworks being developed by artists</li> <li>Budget reviewed against artwork costings; project within budget</li> <li>TCMWG approved wayfinding route, sculpture locations, procurement strategy and programme</li> <li>Communications plan drafted press release issued with final selections</li> <li>OWG meeting monthly to oversee delivery</li> </ul> | <ul style="list-style-type: none"> <li>Artwork Selection Panel to be convened to review developed artworks – maquettes expected from all artists April 2024</li> <li>Planning and site surveys to commence April 2024</li> <li>Community engagement to take place</li> <li>Procurement of contractor for installations</li> </ul> |

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

|     |
|-----|
| N/A |
|-----|

|  |
|--|
| <b>Project Risks – the top 5 highest risks</b> |
|--|

| Issue No | Significant Risk/Issue Description | Mitigation actions  | RAG |
|----------|------------------------------------|---|-----|
| 1        | In house capacity and resource     | Cultural officer supporting with project  |     |
| 2        | Inflation & costs of materials     | Monitor and value engineering   |     |
| 3        | Planning permission required       | Officers to work closely with GYBC Planning team to ensure all, if any, conditions can be met |     |

|   |                              |   |  |
|---|------------------------------|---|--|
| 4 | Site surveys                 | Work closely with Property and Planning |  |
| 5 | Public perception/negativity | Robust communications plan              |  |

### Financial Summary

|                              | Capital | Revenue | RAG | Comment                                  |
|------------------------------|---------|---------|-----|--|
| <b>Total Budget Approved</b> | £0.295m | £       |     | Town Deal Connectivity Public Wayfinding |

### Funded by:

|  |                |    |   |
|--|----------------|----|---|
| <b>Town Deal Programme</b>                 | £0.333m        | £0 |   |
| <b>Future High Street Fund</b>             | £0.050m        | £0 | Mkt place sculpture - Match funding noncash |
| <b>Total Funding</b>                       | <b>£0.383m</b> | £0 |   |
| <b>Actual Spend to date<br/>March 2024</b> | £0             | £0 |   |

| Forecast spend               | Quarter 1 |         | Quarter 2 |         | Quarter 3 |         | Quarter 4 |         |
|------------------------------|-----------|---------|-----------|---------|-----------|---------|-----------|---------|
| Project Manager projections: | Capital   | Revenue | Capital   | Revenue | Capital   | Revenue | Capital   | Revenue |
| FY 23/24                     | £         | £       | £         | £       | £         | £       | £         | £       |
| FY 24/25                     | £         | £       | £         | £       | £         | £       | £0.383m   | £       |
| FY 25/26                     | £         | £       | £         | £       | £         | £       | £         | £       |

| Financial data verified by (name of finance officer) | Date       |
|--|------------|
| Jane Bowgen  | 19/04/2024 |


# Project Highlight Report

|  |                             |                        |                         |
|--|-----------------------------|------------------------|-------------------------|
| <b>Project Name</b>                          | Transitional Housing Scheme | <b>Project Manager</b> | Claire Wilkins          |
| <b>Date of Report</b>                        | 22.4.24                     | <b>Project Sponsor</b> | Paula Boyce             |
| <b>Reporting Period<br/>(Quarter months)</b> | Q4 – January 24 – March 24  | <b>Finance Officer</b> | Helena Craske – Capital |

|  |  |  |  |
|--|--|--|--|
| Project Status   |  |  | GREEN – no problems or only minor issues |
| Project Overview   |  |  |  |
| <p>Purchase of 7 properties ‘off the shelf’ to be used as ‘Transitional Housing’ to meet the needs of those with low or medium support needs who are rough sleeping or at risk of rough sleeping.</p> <p>Project to be delivered in 2 Phases. (One block of three flats, one block of 4 flats)</p> |  |  |  |
| Key activities achieved this reporting period  |  | Areas of work for next reporting period  |  |
| <ul style="list-style-type: none"><li>- Completion on the acquisition of ‘Phase 2’ block of four homes.</li><li>- Void works underway to ready the properties for let</li></ul>  |  | <ul style="list-style-type: none"><li>- Occupation of the homes</li><li>- Recruitment of post to support the occupants</li></ul> |  |
| Project stage tolerance status   |  |  |  |
| <i>How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecasts)</i>  |  |  |  |
| <p>Phase 1 (3 homes) – Completed within budget and funding timescales.</p> <p>Phase 2 – (4 home) – scheduled for completion within budget and funding timescales.</p>  |  |  |  |

| <b>Issue No</b> | <b>Significant Risk/Issue Description</b>  | <b>Mitigation actions</b>  | <b>RAG</b> |
|-----------------|--|--|------------|
| 1               | Failure to complete Phase 2 within funding timescales and within budget.   | All work required is currently booked in and programmed to complete within funding timescales. |            |
| 2               | Interest rate increases since the outset of the project are having significant impact on viability of proposed purchases.  | Additional funding agreed by DLUHC to support delivery.  |            |
| 3               | Failure to appoint to the Support Worker post – support for Phase 1 is currently being provided within the Rough Sleeper Team, there is not the capacity to support 4 more people. | Job is advertised and interviews pending   |            |

| Financial Summary  |          |         |   |
|--|----------|---------|---|
|  | Capital  | Revenue | Notes on Background   |
| <b>Total Budget Approved</b>                             | £745,512 |         |   |
| <b>Funded by:</b>  |          |         |   |
| <b>GYBC</b>  | £325,115 |         |   |
| <b>Homes England Grant and GYBC Capital contribution</b> | £420,397 | £45,682 | Revenue grant funding to subsidise cost of support worker       |
|  |          |         |   |
| <b>Actual Spend to date</b>                              | £683,887 | £0      | To 31-03-24, but still subject to year-end accruals/adjustments |
| <b>Total Funding Utilised</b>                            | £683,887 |         |   |
| <b>Income Achieved</b>                                   | £0       |         |   |
| <b>Savings Achieved</b>                                  | £0       |         |   |
| <b>Financial data verified by;</b>                       |          |         | <b>Date</b>   |
| Helena Craske (Capital)                                  |          |         | 23-04-24  |

| Project Highlight Report |   |  <b>GREAT YARMOUTH</b><br>BOROUGH COUNCIL |               |
|--------------------------|---|--|---------------|
| <b>Project Name</b>      | Improvements to Great Yarmouth Rail Station           | <b>Project Sponsor</b>   | David Glason  |
| <b>Date of Report</b>    | 17 <sup>th</sup> April 2024                           | <b>Project Manager</b>   | Steve Logan   |
| <b>Reporting Period</b>  | 1 <sup>st</sup> January – 31 <sup>st</sup> March 2024 | <b>Finance Officer</b>   | Helena Craske |

|                       |  |  |   |
|-----------------------|--|--|---|
| <b>Project Status</b> |  |  | <b>GREEN – no problems or only minor issues</b> |
|-----------------------|--|--|---|

### Project Overview

To improve a key commuter/visitor gateway to enhance physical connectivity and sustainable transport. Improving the arrival by rail to Great Yarmouth is crucial to encourage sustainable travel choices by workers and visitors. Investment has been made by Abellio into the rolling stock and the signaling however this is not translating into significant numbers travelling via train. The Great Yarmouth Transport Strategy notes 'The main station building in Great Yarmouth serves as a poor gateway feature to the town'. Town Deal funding to be used for minor capital improvements to the station building.

### Project Timetable (Key upcoming milestones)

| Milestone   | Target date   | Achieved Date | Status                  | RAG |
|---|---------------|---------------|-------------------------|-----|
| Approval of Town Deal summary documents enabling funds to be spent  | June 2022     |               | Completed               |     |
| Discussion with Greater Anglia on procurement strategy and scope of works                                 | November 2023 |               | Completed               |     |
| Greater Anglia / Community Rail Partnership to procure the works – finalisation and acceptance of tenders | January 2024  |               | On track for April 2024 |     |
| Commencement of works   | February 2024 |               | On track for April 2024 |     |
| Completion of Towns Fund element of the works   | 31 March 2024 |               | On track for May 2024   |     |
| Completion of Norfolk Community Rail Partnerships / Changing Places element of the works                  | June 2024     |               | On track for June 2024  |     |

| Key activities achieved this reporting period   | Areas of work for next reporting period  |
|---|--|
| <ul style="list-style-type: none"> <li>Agreement on funding process reached between GYBC and Greater Anglia / Community Rail Partnership</li> </ul>   | <ul style="list-style-type: none"> <li>Completion of tender process and acceptance of suppliers</li> </ul>                 |
| <ul style="list-style-type: none"> <li>Works scoped out with Greater Anglia and Community Rail Partnership which include: a Changing Places facility in the main building &amp; improved 'out of hours' entrance/exit with a brighter/safer experience to include: new lighting, connectivity to new CCTV coverage, signage, modern posters and imagery (also on platform/within Rail Station), cycle parking, redecoration of both entrances and new non-slip flooring for 'out of hours' entrance/exit. New long distance footpath information hub also being delivered to mark the start of Wherryman's Way, Weavers Way and Angles Way).</li> </ul> | <ul style="list-style-type: none"> <li>Agreement of costed works to be undertaken &amp; delivery by all parties</li> </ul> |
| <ul style="list-style-type: none"> <li>Project also benefitting from new real time bus information at the Rail Station and new bus stops with signage, through the Bus Service Improvement Plan (working with Norfolk County Council)</li> </ul>  | <ul style="list-style-type: none"> <li>Completion of these works</li> </ul>  |

| <ul style="list-style-type: none"><li>Great Yarmouth Transport &amp; Infrastructure Member Steering Group support</li></ul>   | <ul style="list-style-type: none"><li>Report on delivery</li></ul>  |   |     |
|---|---|---|-----|
| <b>Project Changes</b> (Have you or are you proposing any changes to scope, costs or timescales, if so what, why and what will be the impact? Any changes need to be approved by an appropriate person/body.  |   |   |     |
| The method of procurement has changed, now using the services of the Norfolk Community Rail Partnership to co-ordinate and procure suppliers on behalf of Greater Anglia. This will allow the faster procurement of suppliers, having experience in delivering at Lowestoft Rail Station. |   |   |     |
| <b>Project Risks – the top 5 highest risks</b>  |   |   |     |
| Issue No  | Significant Risk/Issue Description  | Mitigation actions  | RAG |
| 1   | Improvement costs exceed budget   | The works have been scoped out on an item by item basis, none of which are contingent on each other. Once prices received, then if over budget, a prioritisation process will take place to ensure the project remains within budget. |     |
| 2   | Suppliers unable to supply works/products within programme  | Early engagement with suppliers during tender process, to ensure that programme is clear, and working within programme dates is part of the tender approval process.  |     |
| 3   | Inflation/increased costs of materials  | Ensure that there is no delay between selection of suppliers and closing the contract.  |     |
| 4   | Planning consent needed, which would have programme implications.   | Assess all elements of the works which are being procured by Greater Anglia / Community Rail Partnership and ensure planning matters are assessed.  |     |
| 5   | Greater Anglia make strategic decision to not engage with procuring the works, leaving not enough time for GYBC to pick up the threads and move forward on programme. | Maintain close communications with Greater Anglia.  |     |

| Financial Summary            |            |             |     |         |
|------------------------------|------------|-------------|-----|---------|
|                              | Capital    | Revenue     | RAG | Comment |
| <b>Total Budget Approved</b> | £52,180.00 | £150,000.00 |     |         |

| Funded by:                                |            |             |  |
|---|------------|-------------|--|
| <b>GYBC</b>                               | £0         | £0          |  |
| <b>Town Deal Fund</b>                     | £0         | £150,000.00 |  |
| <b>Norfolk Community Rail Partnership</b> | £52,180.00 | £0          |  |
| <b>Total Funding</b>                      | £52,180.00 | £150,000.00 |  |
| <b>Actual Spend to date</b>               | £0         | £2,000      |  |



| Forecast spend                                       | Quarter 1 |          | Quarter 2 |          | Quarter 3 |          | Quarter 4 |          |
|--|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| Project Manager projections:                         | Capital   | Revenue  | Capital   | Revenue  | Capital   | Revenue  | Capital   | Revenue  |
| FY 22/23   | £         | £        | £         | £        | £         | £        | £         | £        |
| FY 23/24   | £         | £        | £         | £        | £         | £        | £         | £        |
| FY 24/25   | £         | £        | £52,180   | £148,000 | £         | £        | £         | £        |
| <b>Totals:</b>                                       | <b>£</b>  | <b>£</b> | <b>£</b>  | <b>£</b> | <b>£</b>  | <b>£</b> | <b>£</b>  | <b>£</b> |
| Financial data verified by (name of finance officer) |           |          |           | Date     |           |          |           |          |
| Helena Craske  |           |          |           | 17-04-24 |           |          |           |          |

## PERFORMANCE INDICATORS – ANNUAL REPORT 2023/24

### OPERATIONAL MEASURES

| Performance Measure  | 2023/24 Actual | 2023/24 Target | Status | 22/23 Outturn | Trend |
|--|----------------|----------------|--------|---------------|-------|
| PR01: Average time to assess Housing Benefit: New claims (Quarterly Cumulative)  | 9 days         | 16 days        | G      | 13 days       | ↑     |
| Commentary: A really good result for the year averaging 9 days to fully assess New Claims against a target of 16 days and a national average of 20 days stated on the latest release of national performance indicators (Q2 2023/24).  |                |                |        |               |       |
| PR02: Average time to assess Housing Benefit: Change in circumstances (Quarterly Cumulative)   | 6 days         | 10 days        | G      | 9 days        | ↑     |
| Commentary: A really good result for the year averaging 6 days to fully assess changes in circumstances against a target of 10 days and a national average of 9 days stated on the latest release of performance performance indicators (Q2 2023/24).  |                |                |        |               |       |
| PR03: Collection rates Council Tax (Quarterly Cumulative)  | 95.7%          | 96%            | A      | 96%           | ↓     |
| <p>Commentary: The Council Tax collection target was just missed by 0.3%. The 2023/24 financial year was again a challenging year due to the national financial and economic challenges of the current national cost of living crisis.</p> <p>Being 0.3% under target means that this was only just below the target that was set. However, even in this difficult climate almost the same collection rate as 2022/23 was achieved for 2023/24. Some of the reason for not reaching the target set could be accounted for with the Single Resident Discount Review that was carried out throughout the year and added an extra £200,000 to the collectible council tax, some of which would have still been outstanding at the end of the financial year.</p> <p>This collection rate was almost met whilst still incorporating sensitive collection methods and by effective working with our Early Help Hub and debt advice agencies such as Citizens Advice and DIAL.</p> |                |                |        |               |       |
| PR04: Empty Homes  |                |                |        |               |       |
| a) Number of long term empty homes (6 months or more)  | 586            | Less than 600  | G      | 584           | ↓     |
| b) Number of long term empty homes (Over 2 years) (Snapshot at last day of quarter)  | 166            | Less than 160  | A      | 144           | ↓     |
| Commentary: PR04(a) is within target & PR04(b) is above target but within tolerance  |                |                |        |               |       |

| Performance Measure  | 2023/24 Actual | 2023/24 Target | Status | 22/23 Outturn | Trend |
|--|----------------|----------------|--------|---------------|-------|
| PR05: Collection rates NNDR (Quarterly Cumulative)   | 98.2%          | 97.5%          | G      | 97.8%         | ↑     |
| <p>Commentary: The 2023/24 financial year was again a challenging one for Business Rates collection due to the current national financial and economic challenges.</p> <p>However, even in this difficult climate the year end target collection rate for 2023/24 was exceeded by 0.7%. This collection rate was met whilst still incorporating sensitive collection methods and by effective design and implementation of various discretionary rate relief schemes that were introduced during the year such as Retail Hospitality and Leisure Relief.</p> |                |                |        |               |       |
| PR06: Contact centre telephone calls: Percentage of Contact Centre calls answered as a % of all calls offered (Quarterly Cumulative)   | 87.65%         | 90%            | A      | 80.16%        | ↑     |
| <p>Commentary: This is excellent performance on Q4 and annual outturn for both PR06 and PR07 with the team still experiencing some long term sickness and newer members of the team not yet fully trained</p>  |                |                |        |               |       |
| PR07: Contact centre telephone calls: Average wait time by customers contacting the Contact Centre (Quarterly)   | 1m 07s         | 1m 30s         | G      | 2m 30s        | ↑     |
| <p>Commentary: This is excellent performance on Q4 and annual outturn for both PR06 and PR07 with the team still experiencing some long term sickness and newer members of the team not yet fully trained</p>  |                |                |        |               |       |
| PR08: Percentage of FOI and EIR requests responded to within 20 working days (Quarterly Cumulative)  | 96%            | 92%            | G      | 88%           | ↑     |
| <p>Commentary: The outturn has exceeded the Information Commissioners expected target of 95%, this is extremely pleasing to see in light of the team having received over 1500 requests for information during the year. The team have worked hard with Information Champions across the council to ensure requests have been responded to within the 20 Working day timeframe.</p>  |                |                |        |               |       |

| Performance Measure   | 2023/24 Actual | 2023/24 Target | Status | 22/23 Outturn | Trend |
|---|----------------|----------------|--------|---------------|-------|
| PR09: % of completed Full Performance Reviews (Quarterly Cumulative)  | 85%            | 90%            | A      | 85%           | ↔     |
| <p>Commentary: PDR's were completed during 2023-24 for all staff, these are supported by regular and ongoing 1:1's throughout the year. There were 100% completions in both Customer Services and Housing Assets.</p> <p>The launch of the PDR process commenced with communications in April 23, asking managers to plan their time effectively from w/c 15 May, with a view to achieving the target of all PDRs completed and submitted to HR for recording by 30 June.</p>   |                |                |        |               |       |
| PR10: The number of working days lost due to sickness absence per FTE. (Quarterly Cumulative)   | 9.87 days      | 8.5 days       | A      | 12.25 days    | ↑     |
| <p>Commentary: The final outturn for 2023-24 is reported at 9.87 days per FTE (4.02% of working days lost, whilst this is over the annual target of 8.5 days per FTE, there is a significant reduction in the levels of sickness absence when compared to the same period last year, with 66% of staff having had a period of absence over the last 12 months, compared with 75% in 2022-23. The reduction in days lost per FTE of 2.38 days, compared to 2022-23, equates to 5780.58 hours less lost to sickness absence.</p> <p>The number of incidents (how many times someone has had a period of absence) in the last year has reduced by 147 compared to 2022-23. Long term absence has decreased by 15 people with a decrease of 1385 hours lost to long term sickness absence.</p> <p>The CIPD, in its 23rd annual Health and Wellbeing at work report, shows the highest levels of sickness absence in over a decade. The average rate of public sector employee absence now stands at 10.6 days per employee per year, this is a significant increase since their last report from data collected pre pandemic in October/November 2019. GYBC's days lost per FTE are below the public sector average which is an excellent achievement, however work is continuing to redcue this further.</p> <p>During 2023-24 there were 91 sickness absence review meetings (SAR) held, 61 referrals to occupational health and 12 health capability hearings (HCH), as well as 624 return to work interviews (RTW).</p> |                |                |        |               |       |
| PR11: Council spend on apprenticeships as a % of apprenticeship levy (Quarterly Cumulative)   | 74.65%         | Monitor        | N/A    | 58.14%        | ↑     |
| <p>Commentary: We continue to invest in apprenticeships, with a range of apprenticeships offered to current staff employed at the Council with a new recruit into the Finance team joining in January 2024 to undertake an apprenticeship.</p>  |                |                |        |               |       |

| Performance Measure  | 2023/24 Actual | 2023/24 Target | Status | 22/23 Outturn | Trend |
|--|----------------|----------------|--------|---------------|-------|
| PR12: % of Audit days delivered (of the annual plan) (Quarterly cumulative)  | 60%            | 100%           | R      | 89%           | ↓     |
| <p>Commentary: A large number of audits remain outstanding at the year-end. Although it is expected that some audit work will cross years, too much is outstanding. The contractor has had staffing issues and sickness and maternity leave and has failed to escalate to the HOIA when there have been issues with responses early on in the year.</p> <p>A Protocol, a way of working together document, has been developed and issued to all those involved in audit planning meetings with the HOIA at GYBC. This outlines AD and client audit lead tasks and responsibilities, timescales to respond and escalations, to ensure that for 24/25, audits proceed without delay. To commence Q1 audits for 24/25, another Team within TIAA, the contractor, has been assigned to us whilst our current Team finishes 23/24 audits.</p> |                |                |        |               |       |
| PR13: Internal Audit recommendations   |                |                |        |               |       |
| a) Number of priority 1 Internal Audit recommendations outstanding   | 8              | 3              | R      | New Measure   | N/A   |
| b) Number of priority 2 Internal Audit recommendations outstanding   | 32             | 9              | R      | 32            | ↔     |
| <p>Commentary: A full breakdown of the outstanding recommendations has been received from Internal Audit, these have been referred to Audit &amp; Risk Committee to examine and discuss the steps required to resolve these recommendations.</p>   |                |                |        |               |       |
| PR14: Corporate Property Portfolio Revenue Growth per annum (Quarterly Cumulative)   | 9.91%          | 2.50%          | G      | 13.29%        | ↓     |
| <p>Commentary: The growth represents 9.91% based upon new totals of £107,963 against previous total of increase of £98,232.</p> <p>Excluded = New leases where no previous occupants charged or terminations where new occupants have not been found. Figures therefore based upon increases / decreases in lease rental where premises is continually leased and not effected by occupancy changes.</p>   |                |                |        |               |       |

| Performance Measure   | 2023/24 Actual | 2023/24 Target | Status | 22/23 Outturn | Trend |
|---|----------------|----------------|--------|---------------|-------|
| PR15: Corporate Property Portfolio  |                |                |        |               |       |
| a) % Arrears per annum  | 8.8%           | 7.5%           | R      | 4.05%         | ↓     |
| b) Total Arears amount in £'s   | £273,938       | £100,000       | R      | £208,086      | ↓     |
| <p>Commentary: Since January, the Service has reviewed the current process in place for arrears collection and management. Management has communicated to the wider team that this must be complied with at all times, whilst attempting to engage with tenants to resolve any debt. The recent cost of living crisis has meant that some tenants have suffered financial difficulties, however the team understand that the service should not allow the accrual of aged debt and that all matters must be resolved as quickly as possible.</p> <p>The debt is largely ongoing historic debt and requires ongoing engagement and management by property and sundry debts. This position will improve with the renewed focus on arrears collection and management implemented since January 2024.</p> |                |                |        |               |       |
| PR16: Corporate Property Overall Occupancy levels per annum (Quarterly Cumulative)  | 88%            | 90%            | A      | 97.01%        | ↓     |
| <p>Commentary: The results for 2023/24 show a decrease from the figure reported in 2022/23 as a result of the data cleanse being undertaken on the asset management database. We do expect this figure to increase into 2024/25 as a result of further data cleansing as opposed to new leases. The 12% unoccupied properties represents 69 assets.</p>   |                |                |        |               |       |
| PR17: Payment of Invoices within 30 days (%) (Quarterly Cumulative)   | 95%            | 90%            | G      | 91.6%         | ↑     |
| <p>Commentary: Performance on this measure is above target with 11,603 invoices being received during 2023/24, an increase of 881 over 2022/23. Of the 11,603 invoices received 10,990 were paid within 30 days.</p>  |                |                |        |               |       |

## PERFORMANCE INDICATORS – ANNUAL REPORT 2023/24

### DEVELOPMENT CONTROL MEASURES

| Performance Measure  | 2023/24 Actual | 2023/24 Target | Status | 22/23 Outturn | Trend |
|--|----------------|----------------|--------|---------------|-------|
| ED01: Planning applications: Major applications determined within 13 weeks or as agreed extension (Quarterly Cumulative)   | 100%           | 80%            | G      | 96%           | ↑     |
| Commentary: 22 'Major' applications determined in the period. 22 within determined within Government target (13 weeks) or an extension to this timeframe agreed with the Applicant.                          |                |                |        |               |       |
| ED02: Planning applications: Non Major (Minor or Other) applications determined within 8 weeks or as agreed extension (Quarterly Cumulative)   | 85%            | 80%            | G      | 84%           | ↑     |
| Commentary: 370 'Minor' and 'Other' applications determined in the period. 316 within determined within Government target (8 weeks) or an extension to this timeframe agreed with the Applicant.             |                |                |        |               |       |
| ED03: Percentage of Major planning applications processed within 13 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)  | 98%            | 80%            | G      | 90%           | ↑     |
| Commentary: 47 'Major' applications determined in the period April 2022 to March 2024. 46 within determined within Government target (13 weeks) or an extension to this timeframe agreed with the Applicant. |                |                |        |               |       |
| ED04: Percentage of Non Major planning applications processed within 8 weeks or as agreed extension over the last 24 months (Quarterly Cumulative)   | 84%            | 80%            | G      | 80%           | ↑     |
| Commentary: 855 'Minor' and 'Other' applications determined in the period. 720 within determined within Government target (8 weeks) or an extension to this timeframe agreed with the Applicant.             |                |                |        |               |       |
| ED05: Percentage of Major planning applications overturned on appeal over the last 24 months (Quarterly Cumulative)  | 2%             | 3%             | G      | 2%            | ↔     |
| Commentary: Only 1 Major appeal was upheld.  |                |                |        |               |       |

| Performance Measure   | 2023/24 Actual | 2023/24 Target | Status | 22/23 Outturn | Trend |
|---|----------------|----------------|--------|---------------|-------|
| ED06: Planning Appeals: Percentage of Non Major Planning applications overturned on appeal over the last 24 months of an authority's total number of decisions on applications (Quarterly Cumulative) | 0.6%           | 6%             | G      | 0.6%          | ↔     |
| Commentary: 855 non-major applications determined in the period April 2022 to March 2024. 25 appeals, of which 5 were upheld. 17 appeals dismissed and 3 withdrawn.                                   |                |                |        |               |       |
| ED07: Building Control: The percentage of building regulation applications where a decision notice is issued within the eight week statutory period. (Quarterly Cumulative)                           | 99%            | 100%           | A      | 87.5%         | ↑     |
| Commentary: 243 Total applications of which: 132 Building Notice; 81 Building Regulation (Full Plans) application; and 30 Regularisation certificates.  |                |                |        |               |       |
| ED08: Percentage of Land Charges search returns sent within 10 working days. (Quarterly Cumulative)   | 88%            | 90%            | A      | 78.4%         | ↑     |
| Commentary: Significant improvement on 2022/23 which was 78.4%, preceding period 2021/22 was 35.71%.  |                |                |        |               |       |
| ED09: Enterprise Zone: Beacon Park: % of empty floor space across Beacon Park (Quarterly Snapshot at last day of quarter)   | 0.74%          | 3%             | G      | 0.74%         | ↔     |
| Commentary: Outturn is well below the target figure. It is only the marketing suite which is currently unoccupied, with this figure remaining static for some time due to long leases.                |                |                |        |               |       |



## PERFORMANCE INDICATORS – ANNUAL REPORT 2023/24

### ENVIRONMENTAL MEASURES

| Performance Measure   | 2023/24 Actual | 2023/24 Target | Status | 22/23 Outturn | Trend |
|---|----------------|----------------|--------|---------------|-------|
| EN01: Food Hygiene  |                |                |        |               |       |
| a) % of food premises scoring 3 star food hygiene ratings or above (Snapshot at last day of quarter)  | 97.9%          | 90%            | G      | 96.6%         | ↑     |
| b) % of scheduled Cat A food premises inspections completed (Snapshot at last day of quarter)   | 100.0%         | 100%           | G      | New Measure   | N/A   |
| c) % of scheduled Cat B food premises inspections completed (Snapshot at last day of quarter)   | 100.0%         | 100%           | G      | New Measure   | N/A   |
| d) % of new food premises inspections completed (Snapshot at last day of quarter)   | 96.8%          | 100%           | A      | New Measure   | N/A   |
| <p>Commentary: The team met the requirements of the Food Standards Agency completing 100% of all risk category A and B premises which are the highest risk. Only 7 new food premises have inspections outstanding, these are all seasonal outlets. Inspections for these premises will be prioritised and completed within the next two months.</p>   |                |                |        |               |       |
| EN02: Garden waste service: Number of households taking up garden waste bin service. (Quarterly Cumulative)   | 11,250         | 10,500         | G      | 10916         | ↑     |
| <p>Commentary: The garden waste service continues to be successful with numbers slowly growing year on year. Analysis work carried out when the service was being developed suggested that maximum potential take up of properties with a garden was in the region of 12,000 so we have now achieved in the region of 94% take-up.</p> <p>Work does continue to promote the service through advertising. The move of subscriptions to annual direct debit which should reduce churn at the point of renewal and save officer time in processing these. This should be in place during the early part of 24/25 financial year.</p> |                |                |        |               |       |
| EN03: Percentage of total domestic waste collected which is sent for recycling (Quarterly Cumulative)   | 32.33%         | 35%            | A      | 32.5%         | ↑     |
| <p>Commentary: This figure has plateaued over the past few years and has remained fairly static in the region of 30-33%. This is a national trend with the amount and weight of packaging being reduced by manufacturers.</p>   |                |                |        |               |       |

| Performance Measure   | 2023/24 Actual | 2023/24 Target | Status | 22/23 Outturn | Trend |
|---|----------------|----------------|--------|---------------|-------|
| EN04: Number of Flytips reported<br>(Quarterly Cumulative)  | 1153           | Monitor        | N/A    | 1171          | ↑     |
| Commentary: Flytipping figures for this year have remained relatively stable only showing a small reduction on 22/23. This shows a similar trend to the national average.   |                |                |        |               |       |
| EN05: Number of streets in the Borough meeting street cleanliness levels for:   |                |                |        |               |       |
| a) Litter (formerly NI195a)   | 99%            | 95%            | G      | 100%          | ↓     |
| b) Detritus (formerly NI195b)<br>(Snapshot at last month of quarter)  | 94%            | 95%            | A      | 92.3%         | ↑     |
| <p>Commentary: The figure is derived from adhoc audits carried out to the old BV195 street cleanliness standards which grades a street on an A-D scale.</p> <p>Streets graded at A or B are considered as acceptable. This year's figures have seen a slight reduction in litter standards but a slight increase on detritus standards against last year's figures. This is partly due to the transition to the new company and the fact that due to other project there has been reduced number of audits completed by GYS in the final quarter.</p> |                |                |        |               |       |
| EN06: Contamination rate in dry recycling<br>(Quarterly Cumulative)   | 22.9%          | 19%            | R      | 19.4%         | ↑     |
| Commentary: As performance has not met target in this area, a separate report will be prepared for Cabinet. The report will include an improvement plan detailing the actions that will be taken during 2024/25 to meet the current year target.  |                |                |        |               |       |

## PERFORMANCE INDICATORS – ANNUAL REPORT 2023/24

### HOUSING MEASURES

| Performance Measure   | 2023/24 Actual | 2023/24 Target | Status | 22/23 Outturn | Trend |
|---|----------------|----------------|--------|---------------|-------|
| HN01: Great Yarmouth Housing rent: GYBC rent collection rate  |                |                |        |               |       |
| a) Rent collected as % of rent and arrears (snapshot at end of quarter)   | Not Available  | 97%            | N/A    | 99.5%         | N/A   |
| b) Arrears as a % of rent debit (snapshot at end of quarter)  | Not Available  | 3%             | N/A    | 0.5%          | N/A   |
| c) Arrears of Rent and Service Charge (snapshot at end of quarter)  | Not Available  | £203,601       | N/A    | £122,367      | N/A   |
| d) Amount of arrears recovered (former years arrears from current tenants) in year £  | Not Available  | Monitor        | N/A    | £120,580      | N/A   |
| Commentary: No information has been reported above as it has been identified that there is a reporting issue which means that the arrears amount for the 2023/4 year is not being accurately reported. The Council is implementing a new integrated Housing Asset and Management System, the first part of the system is due to go live in June which will replace the use of OHMS for charging and collecting rents and service charges. The new system will improve reporting and resolve the issue identified with the current OHMS reports. |                |                |        |               |       |
| HN02: Number of Number of Social housing applicants on Housing Register   | 946            | Demand led     | N/A    | 326           | ↓     |
| Commentary: This is a demand led indicator which fluctuates dependant on applications received and properties nominated to.   |                |                |        |               |       |
| HN03: Average Time to Re-let Local Authority Housing (Quarterly Cumulative)   | 23 days        | 25 days        | G      | 32 days       | ↑     |
| Commentary: Overall standard void relet performance was very good, 2 days ahead of 25 day target. The relet timeframe included a 19 day repairs completion period that exceeded 14 day target and further improvement in the overall void relet performance in the next financial year will be subject to reduction in this area if achievable.   |                |                |        |               |       |

| Performance Measure   | 2023/24 Actual | 2023/24 Target | Status | 22/23 Outturn | Trend |
|---|----------------|----------------|--------|---------------|-------|
| HN04: Average cost of a standard Void repair (Housemark Indicator) (Quarterly Cumulative)   | £4,301         | £3,051         | R      | £3,341        | ↑     |
| <p>Commentary: The total number of completed voids for the period Q1-Q4 was 335.</p> <p>Of those, 83 needed significant works, pushing the standard pricing over the average house mark target figure and 28 of those were 'larger standard' voids, where although no capital elements were required during the void process, there was still a significant amount of works to bring it back to a lettable standard. The Housemark definition is used to measure the average cost of reletting standard voids. For 2024/25, the larger cost voids will be delivered through a separate budget and therefore this KPI will be more reflective of the Housemark definition and comparable to the approach of other social landlords.</p> <p>Removing the 111 'larger voids' from the data for the current year, the total average per standard void property is £2934.28. The Hosuemark median quartile benchmark for 24/25 English LA's under 10k excluding London is £3,678.</p> <p>The higher costs of the voids will continue to be addressed by the team in particular where it relates to tenant abuse or misuse – graffiti on walls, leaving possessions in the property. It is anticipated that in the next few months, the service will introduce pre-tenancy termination visits where the assets team are clear about how the property shall be left when the outgoing tenant leaves.</p> |                |                |        |               |       |
| HN05: Percentage of residents:  |                |                |        |               |       |
| a) very or fairly satisfied with the repairs service they received (Social Housing Regulator TP02 measure)  | 79%            | Monitor        | N/A    | Not Available | N/A   |
| b) very or fairly satisfied with the condition of their new home  | 70%            | Monitor        | N/A    | New Measure   | N/A   |
| <p>Commentary: This measure was introduced in 2023/24 to monitor applicants' satisfaction of their new home and performance overall is good. Where applicants state that they are not satisfied with the condition of their home when it is let to them, the main reasons for this are related to cleanliness of the property and condition of decoration. The Council does not routinely redecorate properties when void and instead provides decoration vouchers to assist the applicant to decorate their home – which also provides them with a choice of colours.</p>  |                |                |        |               |       |
| HN06: Average cost of a standard responsive repair (Housemark Indicator) (Quarterly Cumulative)   | £134.97        | £167.53        | G      | New Measure   | N/A   |
| <p>Commentary: Performance for this measure has exceeded target and the Housemark benchmark.</p>  |                |                |        |               |       |

| Performance Measure  | 2023/24 Actual | 2023/24 Target | Status | 22/23 Outturn | Trend |
|--|----------------|----------------|--------|---------------|-------|
| HN07: Customer Perception - Total number of repairs completed first time as a % of total repairs completed (Quarterly Cumulative)  | 86%            | 85.00%         | G      | 86.12%        | ↓     |
| Commentary: There has been a slight reduction in the 2023/4 outturn level of satisfaction compared to performance in 2022/3 (86.12%), however, performance is above the target of 85% and reflected higher performance in February and March.                    |                |                |        |               |       |
| HN08: Number of Disabled Facilities Grant (DFGs)   |                |                |        |               |       |
| a) Number of completions   | 63             | Monitor        | N/A    | 77            | ↓     |
| b) Number of calendar days from GYBC receipt of D(OT)2 recommendation to works complete in the quarter.  | 234            | Monitor        | N/A    | New Measure   | N/A   |
| Commentary: There has been an 18% reduction in the number of completed Disabled Facilities Grant (DFG) funded adaptations this year compared to 2022/23's out turns figure; however, this year's figure is comparable with that for 2021/22 (64 completed DFGs). |                |                |        |               |       |
| HN09: Percentage of tenants either very satisfied or fairly satisfied with the service they received (Social Housing Regulator TP01 measure) (Quarterly)   | 76%            | Monitor        | N/A    | New Measure   | N/A   |
| HN10: Percentage of tenants either very satisfied or fairly satisfied with the time taken to complete their most recent repair after reporting it (Social Housing Regulator TP03 measure) (Quarterly)  | 81%            | Monitor        | N/A    | New Measure   | N/A   |
| HN11: Percentage of tenants either very satisfied or fairly satisfied that their home is well maintained (Social Housing Regulator TP04 measure) (Quarterly)   | 76%            | Monitor        | N/A    | New Measure   | N/A   |
| HN12: Percentage of tenants either very satisfied or fairly satisfied that their home is safe (Social Housing Regulator TP05 measure) (Quarterly)  | 81%            | Monitor        | N/A    | New Measure   | N/A   |
| HN13: Percentage of tenants either very satisfied or fairly satisfied that their views are listened to and acted upon (Social Housing Regulator TP06 measure) (Quarterly)  | 67%            | Monitor        | N/A    | New Measure   | N/A   |

| Performance Measure  | 2023/24 Actual   | 2023/24 Target     | Status     | 22/23 Outturn              | Trend      |
|--|------------------|--------------------|------------|----------------------------|------------|
| HN14: Percentage of tenants either very satisfied or fairly satisfied that they are kept informed about things that matter to them (Social Housing Regulator TP07 measure) (Quarterly)               | 76%              | Monitor            | N/A        | New Measure                | N/A        |
| HN15: Percentage of tenants either very satisfied or fairly satisfied that they are treated fairly and with respect (Social Housing Regulator TP08 measure) (Quarterly)                              | 81%              | Monitor            | N/A        | New Measure                | N/A        |
| HN16: Percentage of tenants either very satisfied or fairly satisfied that their communal areas are kept clean and well maintained (Social Housing Regulator TP10 measure) (Quarterly)               | 78%              | Monitor            | N/A        | New Measure                | N/A        |
| HN17: Percentage of tenants either very satisfied or fairly satisfied that GYBC makes a positive contribution to their neighborhood (Social Housing Regulator TP11 measure) (Quarterly)              | 72%              | Monitor            | N/A        | New Measure                | N/A        |
| HN18: Percentage of tenants either very satisfied or fairly satisfied with GYBC's approach to handling anti-social behavior (Social Housing Regulator TP12 measure) (Quarterly)                      | 67%              | Monitor            | N/A        | New Measure                | N/A        |
| HN19: Percentage of GYBC homes that do not meet the Decent Homes Standard (Social Housing Regulator RP01 measure) (Quarterly)  | 7.65%            | Monitor            | N/A        | New Measure                | N/A        |
| HN20: Percentage of repairs completed<br>a) within the 28 day timescale we publish (excluding emergency repairs)<br>b) Emergency repairs only<br>(Social Housing Regulator RP02 measure) (Quarterly) | 90.09%<br>93.60% | Monitor<br>Monitor | N/A<br>N/A | New Measure<br>New Measure | N/A<br>N/A |
| Commentary: These are new measures introduced for 2023/4, we have now established a baseline performance to measure against in the forthcoming year. <div>Page 78 of 209</div>                       |                  |                    |            |                            |            |

| Performance Measure   | 2023/24 Actual | 2023/24 Target | Status | 22/23 Outturn | Trend |
|---|----------------|----------------|--------|---------------|-------|
| HN21: Engage at least 500k 'active' customers per annum across both Freedom Leisure sites (Quarterly Cumulative)  | 533,117        | 500,000        | G      | New Measure   | N/A   |
| Commentary: Customer engagement continues to be strong with both Freedom Leisure sites seeing good participation. |                |                |        |               |       |

**URN:** 24-067  
**Report Title:** 2023/24 Annual Action Plan End of Year Update Report  
**Report to:** Cabinet  
**Responsible Cabinet Member:** Cllr Carl Smith, Portfolio Holder for Governance, Finance and Major Projects  
**Report by:** James Wedon - Information Lead and Data Protection Officer  
**Is this a key decision:** No

#### **SUBJECT MATTER**

This report provides an end of year update on the projects and activities detailed within the Council's 2023/24 Annual Action Plan.

#### **RECOMMENDATION**

##### **That Cabinet**

(1) Review, comment and approve the report.

## **1. Introduction**

The Council's 2023/24 Annual Action Plan was approved by Cabinet on 25<sup>th</sup> July 2023, this plan detailed the individual activities that would be progressed through the year which would combine to achieve the Council's strategic vision and priorities.

The approved plan was highly ambitious with seventy-three individual actions aligned to the Council's four strategic priorities.

## **2. Work to Date**

Throughout the year members and council staff have worked relentlessly to deliver the council's corporate priorities, enabling the impressive delivery of 96% of the plan and demonstrating once again the council's ability to achieve positive outcomes at both local and national levels. Some of the highlights of the year included, in April, the successful launch of Great Yarmouth Services Ltd, a Local Authority trading company now responsible for refuse collection and recycling, street cleaning, public toilet cleaning and maintenance, buildings cleaning, grounds maintenance services, vehicle maintenance, arboriculture, leisure, burial services and pest control.



May, saw the Council partnering with East Coast College to announce the launch of a new supported-internship collaboration with DFN Project SEARCH, building on the success of the scheme's 10-year partnership with the James Paget University Hospital.

In addition, Great Yarmouth Borough Council's legal action relating to the use of hotels to house asylum seekers successfully concluded with a ruling that protects the town's economically vital seafront area hotels from being used as hostels.

In June, work to transform the tennis courts along Gorleston's cliff top completed with the courts open to the public from 1<sup>st</sup> July. The works included the resurfacing and refurbishment of all six courts, new perimeter fencing and the installation of a 'smart gate', with all bookings now to be made online.

June, also saw the official reopening of the upgrade Wellesley recreation ground which has been transformed into a state of the art facility with a new floodlit 9 v 9 3G artificial grass football pitch and renovation works to the Grade II listed tennis pavilion building, bringing the building back into use by providing changing and meeting facilities to support the new pitch.

The official opening of largest Council homes project in nearly 20 years took place in July. The development of 18 thoughtfully designed homes were built on land next to the Beach Coach Station car park in Great Yarmouth and created with the needs of the community in mind.

In August, the Council was awarded £6.5 million from the Government's Home Upgrade Grant scheme (HUG), to carry out energy efficiency upgrades to over 300 homes across the borough, making these homes more comfortable and helping to lower their energy bills.

September saw construction work starting at The Place, Great Yarmouth's £17m new library and learning centre which is scheduled to open in October 2024.

In December, the Council and Norfolk Police received an award of £149,000 from the latest round of the Government's Safer Streets Fund. This money will be used to help target areas disproportionately affected by neighbourhood crime, VAWG and ASB.

An award of £12.3 million funding was received in February from the National Lottery Heritage Fund, this funding will enable the Council to deliver its vision for the Winter Gardens, the last surviving Victorian ironwork glass house on a seaside promenade in the UK. The restoration of the Winter Gardens - Reimagining the People's Palace, is a bold and inspiring programme which will restore a unique historic building to its former glory.

At the end of the year, in March, eleven pieces of art were commissioned to create a major new cultural trail for the town. The new public art trail will be an excellent addition to the town that enhances our public spaces for the community and improves our tourism offer.

Appendix 1 provides a final update on each of the actions detailed within the Council's 2022/23 Annual Action Plan, for ease a key has also been added to categorise each action into one of the following areas:

|  |  |
|--|--|
|  | New action for 2023/24   |
|  | Planned 2023/24 action completed, further work scheduled in 2024/25 Annual Action Plan |
|  | Project / activity completed   |
|  | Progress made towards completing action, but some work carried over to 2024/25         |
|  | Action not delivered   |

### 3. Financial Implications

None

### 4. Risk Implications

None

### 5. Legal Implications

None

### 6. Conclusion

ELT are asked to review and approve the 2023/24 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 2023/24  | Lead Officer(s)                        | 2023/24 End of Year Progress 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. | Deliver Phase 1 infrastructure, secure a partner & end user operator for the development of the Great Yarmouth Operations & Maintenance facilities opening 2026. Continue to attract Phase 2 end users.   | Executive Director - Major Projects    | Great Yarmouth O&M phase 1 planning consent granted. Infrastructure development began in September 2023 with quay piling and pontoon design. RWE engagement ongoing. Operation strategy for the facility to be concluded before the end of 2024. Promotion of the facility ongoing through GENERATE. |     |
|   |  | Ongoing strategic joint working and active engagement with partners and internal, external, and industrial stakeholders to facilitate inward investment opportunities and participate in wider cluster support. In addition, resourcing for GENERATE from 2024/25 onwards will be reviewed and planned for. | Head of Inward Investment              | 2023/24 progress reported to ELT in Feb 2024, with approval for funding for a reduced-budget GENERATE programme for 2024/25.   |     |
| 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.   | Continue delivery of the GENERATE marketing strategy  | Head of Inward Investment              | Draft GENERATE 2024/25 Delivery Plan, KPIs and budget drafted by East Suffolk Council, Norfolk County Council and Suffolk County Council.  |     |
|   |  | Commence project planning to deliver the “Riverside Gateway” through the regeneration of the North Quay area using the successful £20 million Levelling Up Fund and £5m Town Deal Fund.   | Executive Director - Major Projects    | Land Acquisition Strategy implemented. Prior Information Notice issued in August 2023 initiating procurement of a strategic development partner.   |     |
|   |  | Deliver Year 2 of the Council’s UK Shared Prosperity Fund Programme across its three investment priorities: ‘communities and place’, ‘supporting local business’ and ‘people and skills’ – the latter coming onstream in 2024/25.   | Head of Inward Investment              | Launched delegated grant schemes in line with eligibility guidance and delegations. Business Advisors’ ongoing provision of signposting and one-to-one support to pre-start, new and established businesses. ‘People & Skills’ reported separately under Item No.11.                                 |     |
| 3 | Shape our town centres to make them places where people will choose to visit, shop, learn, socialise and live.   | Complete covered Market Place redevelopment with all units open and trading.  | Executive Director - Major Projects    | Completed September 2023   |     |
|   |  | Complete the regeneration and landscaping of the Market Place public realm.   | Executive Director - Major Projects    | Detailed design and Bill of Quantity completed and issued to contractors for pricing December 2023, completion due end 2024.   |     |
|   |  | Complete Options Agreement and commission RIBA 1 feasibility incl. business case for Future High Street Fund Densification project to deliver 21 new residential units in the town centre.  | Executive Director - Major Projects    | The viability assessment proved the delivery of this project was not feasible within the funding available, so our funding partners have agreed to re-allocate funds to other committed projects.  |     |
|   |  | Appraise options to deliver digital transformation for Great Yarmouth town centre.  | Head of IT, Communications & Marketing | Identified additional areas for free public Wi-fi. Currently being installed and will be complete by May 2024.   |     |
|   |  | Continue to deliver and monitor the nine Town Deal Intervention   | Head of Inward Investment              | Monitoring & Evaluation submissions made according to contracted schedule and claim submissions filed according to contracted schedule.  |     |

|   | Corporate Plan  | Action 2023/24   | Lead Officer(s)                     | 2023/24 End of Year Progress Update  | Key |
|---|---|--|-------------------------------------|--|-----|
|   |   |  |                                     | <p>Officer and Members Working Groups convened and continue managed.</p> <p>Ongoing engagement with, and communication to key stakeholder groups, including the Town Deal Board.</p> <p>Successful approval of Project Variation Request process(es) by DLUCH achieved.</p>  |     |
|   |   | Progress the development of the new University Campus & Learning Centre in Great Yarmouth town centre.   | Executive Director - Place          | <p>RIBA stage 4 Construction commenced on site in November 2023, with a topping out ceremony planned for 29<sup>th</sup> March 2024.</p> <p>Several Students have undertaken work experience and training opportunities</p>  |     |
| 4 | Continue to assemble land along North Quay for regeneration purposes to deliver an improved gateway to the town through appropriate redevelopment.                          | Continue engagement with property owners to prepare for the scheme. (TOWN DEAL)  | Chief Executive                     | <p>Land Acquisition Strategy implemented and land assembly progressed.</p> <p>Levelling Up Funding secured.</p>  |     |
| 5 | To transform The Conge as the key linkage between the railway station and town centre by delivering a mix of new residential as well as improving the physical environment. | Commission demolition of the south side of The Conge. Develop full planning application.   | Executive Director - Major Projects | <p>Vacant possession of all interests on the south of The Conge secured.</p> <p>Utility disconnections initiated and roof structures removed.</p> <p>Strategic development partners procured and Development Agreement concluded.</p> <p>Professional team appointed to commence the masterplanning and preparation of the planning application.</p> |     |
| 6 | Strengthen our tourism and culture offer to provide greater year-round attractions and facilities for a more integrated visitor experience.                                 | Ongoing delivery of 'Freshly Greated', the Creating People & Places initiative, to continue to build a resident producer network to help residents plan, produce and promote cultural activities on their doorsteps. | Head of Inward Investment           | Project completed in Summer 2023   |     |
|   |   | Produce specification of works and cost plan for Town Wall restoration and repair. Develop delivery model, training and carry out engagement activities.   | Head of Inward Investment           | Ongoing repairs conducted to the Town Wall by GY Preservation Trust in partnership with Historic England   |     |
|   |   | Develop Wayfinding Sculpture Trail program, establishing governance model and conduct procurement  | Executive Director - Place          | Commissioning exercise completed with 11 Sculptures chose and approved by Public Arts Panel and Town Deal Board.   |     |
| 7 | To continue to develop our heritage offer through the promotion and development of our own assets across the borough.   | Complete Winter Gardens RIBA 3 and submit National Lottery application Stage 2 Permission to Start the delivery phase.   | Executive Director - Major Projects | <p>Listed planning consent granted October 2023.</p> <p>Full Heritage Lottery grant awarded for the delivery of the Winter Gardens January 2024.</p>   |     |
|   |   | Continue oversight of the redevelopment of 160 King Street, NW Tower & St. John's Church by Great Yarmouth Preservation Trust.   | Executive Director - Place          | 160 King Street and Northwest Tower complete and operational   |     |
| 8 | Extend Beacon Park Enterprise Zone and encourage growth in the South Denes Enterprise Zone  | Continue to enact the Local Development Orders for both Enterprise Zones (Beacon Park & South Denes) to attract additional inward investment to the borough. Explore an extension to Beacon Park.                    | Head of Growth & Capital Projects   | Beacon Park and South Denes Local Development Orders both used to encourage inward investment at multiple offshore energy events. Beacon Park extension retained within the review of the Great Yarmouth Local Plan.   |     |

|    | Corporate Plan   | Action 2023/24   | Lead Officer(s)                     | 2023/24 End of Year Progress Update   | Key |
|----|--|--|-------------------------------------|---|-----|
|    | to support new businesses establishing themselves as well as attracting existing businesses to expand.   | The Town Board has reprioritised Town Deal interventions/ projects in response to emerging funding gaps resulting from unprecedented inflationary pressure on capital schemes. Subject to Government approval, the allocated funding for development of a Business Incubator on South Denes under Town Deal Intervention No.1 will be refocused on other priorities and refocused on the preparation of a detailed masterplan and feasibility study.           | Head of Growth & Capital Projects   | The Business Incubator project in South Denes has reached RIBA stage 3 in terms of design and received Local Development Order certification in December 2023. A South Denes masterplan and associated promotional material are now being progressed, following the opening of the Herring Bridge across the river Yare.  |     |
| 9  | Convert greater numbers of planning permissions into developed-out sites.  | Local Plan Part 2 was adopted Dec 2021. An increase in development being implemented has ensured that the Council now exceeds the 5-year Housing Land Supply   | Head of Planning                    | As of December 2023 the Council could demonstrate a 6.34 year supply of housing. The housing delivery test results for 2022 (published December 2023) show that housing delivery in the Borough is at 127% above target over the three year monitoring period.  |     |
| 10 | Support the completion of the Great Yarmouth Third River Crossing and the dualling of the A47.   | Continue engagement with Norfolk County Council in the delivery of the Great Yarmouth Third River Crossing to project completion.  | Head of Growth & Capital Projects   | The Herring Bridge opened on 1 <sup>st</sup> February 2024 to complete the delivery of £121million of bridge investment.  |     |
|    |  | Complete Harfreys roundabout capacity improvements. Preliminary works on Vauxhall roundabout underway with full scheme delivery in 2024.   | Head of Growth & Capital Projects   | The Harfreys roundabout capacity improvements were completed in January 2024 in advance of the new Third River Crossing opening. National Highways have instigated preliminary works on Vauxhall roundabout.  |     |
|    |  | Implement land acquisition strategy, & procure a Development Partner, for North Quay Riverside Gateway.  | Executive Director - Major Projects | Council approved the Land Acquisition & Early Engagement Strategy 2023<br>Lambert Smith Hampton appointed as the delivery agents.   |     |
| 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. | Use £1.26m UK Shared Prosperity Fund award to deliver the investment plan approved on 5 Dec 2022, including the recruitment of a new Skills Manager and the commissioning of two pieces of research:<br>a) identification and characterisation of local barriers to skills and education attainment and the critical success factors required to address them, and<br>b) strategic assessment of current/projected workforce and workforce segmentation needs. | Head of Inward Investment           | The two primary pieces of research were commissioned and provided.<br><br>Coordination of the Skills Taskforce and associated stakeholder engagement continues.<br><br>Mapping and engagement of skills provision and providers is ongoing.<br><br>The draft Skills & Employability Strategy Action Plan includes the integration of research and stakeholder engagement. |     |

# Improved Housing and Strong Communities

|    | Corporate Plan  | Action 2023/24  | Lead Officer(s)                                | 2023/24 End of Year Progress Update   | Key |
|----|---|---|--|---|-----|
| 12 | 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. | Complete build and handover of 18 new 1-bed affordable homes on the Beach Coach Station site.   | Head of Housing Assets                         | Project is complete. All 18 homes were handed over in July 2023 and the homes are now occupied. Homes were delivered within budget.   |     |
|    |   | Adopt a Design Code for the Borough and individual sites/ areas.  | Head of Planning                               | Design Code adopted in January 2024 as a Supplementary Planning Document.   |     |
|    |   | Equinox Property Holdings Ltd to acquire at least ten high quality private sector rental properties.                                  | Equinox Homes –Lead Officer                    | 10 properties have been purchased and tenanted.   |     |
|    |   | Equinox Enterprises Ltd to commence construction of 61 sustainable homes known as East Wood Phase 2.                                  | Equinox Homes - Lead Officer                   | Having tendered for a construction partner in 2023/24 Qtr 1 & 2 without success, due to the instability of market conditions for housing, Equinox Enterprises continues to monitor market conditions with the aim of re-starting procurement for East Wood Phase 2 in Qtr1 of 2024/25.  |     |
| 13 | Better quality private rental accommodation will be available for residents by tackling substandard provision and ensuring the roll- out of the selective licensing scheme.             | Complete business case viability assessment to extend the Selective Licensing scheme.   | Head of Environment and Sustainability         | <p>The current scheme ended in January 24 with an audit and review of the scheme taking place, findings to be shared with Cabinet.</p> <p>Data compilation has been completed for viability assessment.</p>   |     |
| 14 | Providing decent homes to our existing tenants through a planned programme of improvement works and providing a responsive and quality repair service.                                  | Develop a Housing Investment Plan setting out delivery of strategic priorities for HRA investment.                                    | Executive Director - Property & Housing Assets | Work has progressed well in this area with a full appraisal of Sheltered Housing Schemes, with a view to establishing a Sheltered Housing Asset Standard, as well as the completion of a Stock Condition Survey to assist in the identification of the future housing investment needs of the Council's housing stock. Housing Investment Options are being fully cost modelled, using asset management software and a draft Housing Investment Plan has been developed.  |     |
|    |   | Develop a first class, fit for purpose Health and Safety Management regime for the Council Housing Stock and the Corporate Portfolio. | Executive Director - Property & Housing Assets | In the last 12 months, there has been real progress made with developing a highly effective H & S management regime for Council Housing. Firstly, the introduction of a new management system - True Compliance - ensures that all data is held in a singular place - therefore, all safety checks, remedial actions and relevant documentation are maintained in a singular system. The system also provides regular management information reports which report performance across all compliance workstreams. H & S Compliance is now incorporated into the Corporate Performance Framework which will ensure the Council leadership are aware and monitoring performance in this critical area. At an operational level, there is much closer working between the Council and GYN where there has been a review and revision of all processes including enforcement to ensure all safety actions have been complete. Also, the Council and GYN are employing competent contractors to deliver all compliance-related works. These activities and changes led to the Regulator for Social Housing (in January 2024) lifting the Regulatory Notice on the Council which had been in place since October 2022 - a clear sign that the RSH has confidence in the successful implementation of the changes made over the last 15 months. |     |



|    | Corporate Plan  | Action 2023/24  | Lead Officer(s)                                | 2023/24 End of Year Progress Update  | Key |
|----|---|---|--|--|-----|
| 15 | To understand the issues facing our largest housing estates and where appropriate bring forward regeneration plans.   | Continue viability work to understand the costs of Middlegate regeneration and impact on Housing Revenue Account of regeneration.<br><br>Explore options to develop a pilot regeneration scheme. Conduct discussions with funders re grant funding. | Head of Housing Assets                         | Work has been progressing to understand the costs of regeneration through the establishment of a baseline cost – the costs of works to homes on the estate if regeneration did not happen. This information is being derived from the Stock Condition Survey and cost modelling from the survey.   |     |
| 16 | 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.  | Develop a proposal for an Invest and Lease scheme and consider use of Empty Dwelling Management Orders (EDMO).  | Head of Strategic Housing                      | Under an Invest and Lease Scheme the Council would take a 7-year lease with an owner, renovating the property and letting it for the period of the lease. The renovation costs are recovered through the rental income generated by the property when let.<br><br>To date, modelling of the Invest and Lease Scheme has shown that it is financial unviable, however, the approval to create the Council's own social lettings scheme, now provides a new opportunity to for a viable solution and therefore needs to be reconsidered.<br><br>The introduction of Empty Dwelling Management Orders would follow.<br><br>This is reflected in the draft Empty Homes Strategy. |     |
|    |   | Continue to bring empty homes back into use working with relevant partners.   | Head of Environment and Sustainability         | During the first three quarters of 2023-24, over 300 empty homes have been brought back into use.  |     |
| 17 | To support residents to live in high quality and warm homes.  | Continue delivery of the Social Housing Decarbonisation Fund (SHDF), Homes Upgrade Grant (HUG1) and Local Authority Delivery (LAD3) funded works  | Head of Housing Assets                         | Social Housing Decarbonisation Fund Wave 1 delivery is complete – 123 homes improved. HUG1 delivery complete – 99 homes improved. LAD3 complete – 131 homes improved.  |     |
|    |   | Deliver energy efficiency works to off gas network private sector properties, reflecting agreed targeting for funding.  | Head of Housing Assets                         | Delivering Homes Upgrade Grant 2 (HUG2), marketing campaign has supported uptake of grants. Completed installs for 2023/4 funding. Mobilising publicity and identification of eligible properties for 2024/5 delivery.   |     |
| 18 | Enable residents to remain in their own homes and live independent lives through a comprehensive adaptations programme and working closely with key health partners.  | Develop a Great Yarmouth Older Persons' Strategy incorporating a review of the Council's 'Be at Home' and Home Improvement Agency offer.  | Head of Strategic Housing                      | 'Be at Home' offer was reviewed and re-set with funders' support. Scoping work completed for a Great Yarmouth Older Persons' Strategy pending the NHS Norfolk & Waveney ICS new Ageing Well Strategic Framework  |     |
|    |   | Complete a review of the sheltered housing stock to ensure it meets the requirement of a modern, fit for purpose sheltered housing service (including accessibility standards).   | Executive Director - Property & Housing Assets | Review is underway with appraisals being undertaken of all schemes. Costings to meet the new sheltered housing standard are now being identified.  |     |
| 19 | 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 | In partnership with Active Norfolk develop and deliver the agreed 2023/24 actions in the Great Yarmouth Physical Activity Framework.  | Executive Director - Place                     | GY identified as a Sport England Place Expansion area and as a result of this the physical activity framework needs to be incorporated into a wider sports and physical activity strategy for the borough which will be done during 24/25.   |     |
|    |   | Deliver Year 3 of the Great Yarmouth Community Investment fund in partnership with the Norfolk Community Foundation   | Executive Director - People                    | Facilitated by the Norfolk Community Foundation, the Great Yarmouth Community Investment Fund awarded £74,000 to 8 community organisations delivering projects that support Great Yarmouth's Locality Strategy four priorities.  |     |

|    | Corporate Plan  | Action 2023/24   | Lead Officer(s)                     | 2023/24 End of Year Progress Update   | Key |
|----|---|--|-------------------------------------|---|-----|
|    |   | Complete land transaction for a new acute James Paget University Hospital.   | Head of Property & Asset Management | Legal documentation has been shared between parties; land sale has been held up awaiting funding approval from JPUH. Following further valuations on the land from JPUH we are holding firm on our previous valuations and awaiting a response from JPUH  |     |
| 20 | To continue to develop our partnership approach to Early Help and preventative services to support our most vulnerable residents. | Implement the Great Yarmouth Locality Strategy Action Plan in collaboration with multi-agency partners as part of the Great Yarmouth Health and Wellbeing Partnership.                           | Executive Director - People         | Great Yarmouth Health & Wellbeing Partnership's collective funding and collaborative working across HWP partners is delivering the Great Yarmouth Community Hub operating model, eight HWP workstreams funded by Norfolk Public Health, and a pilot Community Falls Prevention scheme funded by iBCF. |     |
|    |   | Develop plans with multi-agency partners for a co-funded integrated neighbourhood / locality team to deliver on prevention and inequalities outreach.  | Executive Director - People         | Scoping meetings undertaken led by East Coast Community Health. Great Yarmouth Community Hub continues to strengthen offer to residents and partner practitioners. Family Hub for Great Yarmouth (at Shrublands, Gorleston) now in place led by NCC Children's Services.                              |     |
|    |   | Work through the Great Yarmouth & Waveney Place Board to understand the ICB Community Services Review and opportunities that present for further co-working and integration in council delivery. | Executive Director - People         | ICB Community Services Review remains underway.   |     |



## A Quality and Sustainable Environment

|    | Corporate Plan   | Action 2023/24   | Lead Officer(s)                        | 2023/24 End of Year Progress Update  | Key |
|----|--|--|--|--|-----|
| 21 | To ensure all year round we have a clean and attractive borough, including our streets, green spaces and beaches.  | Commence Trees for Cities Phase 2 planting and identify further planting sites to ensure all trees are planted in line with contracted outputs.  | Executive Director - Major Projects    | The Trees for Cities project was completed in QTR 1 2023.  |     |
| 22 | 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.   | Complete a refresh of the Anti-Social Behaviour Strategy and Action Plan and implement upon ratification.  | Head of Environment and Sustainability | ASB Strategy drafted and going to April Cabinet.   |     |
| 23 | 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. | Continue trial of E-Scooters in line with Department for Transport regulations. Monitor usage and increase fleet size, parking bays to be monitored and added/removed when required. Report ongoing operation of trial to the Great Yarmouth Transport & Infrastructure Members Working Group. In addition, completion of the approvals process for an expansion and extension of the scheme with Government, local stakeholders and the provider, Ginger. | Head of Growth & Capital Projects      | E-Scooter trial in Great Yarmouth has been a success with Ginger (on a national scale) in terms of the number of users and carbon emissions saved. The fleet size has been increased and parking bays monitored / adapted. The Department for Transport have extended the trial period, which has been a challenge for the current operator who ceased operation at 11.59pm 31st January 2024. |     |
|    |  | Continue collaboration with NCC to agree final locations to increase Electric Vehicle Charging Points in coastal, rural and tourism areas across the borough to be funded from the NCC led Office of Zero Emissions LEVI Pilot scheme.   | Head of Customer Services              | Initial locations identified and in scope for identification of existing power supplies to upgrade (where required) pending sign off 'Plug-in Norfolk' Terms & Conditions  |     |
|    |  | Conduct investigation to identify suitable solution/supplier to further expand Electric Vehicle Charging Points across the Borough, initially focussing on GYBC car parks and on-street tourism/commercial locations. This includes a potential pilot for solar powered car port charging on a seafront car park funded through the Norfolk Investment Fund, Office of Zero Emissions LEVI Main Scheme.  | Head of Customer Services              | Initial locations identified and in scope for identification of existing power supplies to upgrade (where required) pending sign off 'Plug-in Norfolk' Terms & Conditions in relation to GYBC owned land   |     |
|    |  | Continue investigation with NCC into suitable location and Supplier for installation of an EV Charging Hub funded by a combination of Norfolk Investment Fund/Supplier Contribution and potential landowner  | Head of Customer Services              | Discussions ongoing between GYBC and NCC Officers to locate suitable site near to Herring Bridge Crossing  |     |
| 24 | Environmentally sustainable long-term management of our high-quality coastal environment.  | Continue to identify opportunities for financing of the full rock berm scheme for Hemsby. Work on development options for adaptation solutions for the coastline.  | Head of Property & Asset Management    | Emergency Works were completed in March 2023, full scale scheme is currently on pause to agree long term solutions and limited funding to be able to implement anything substantial. Adaptation working group are working towards identifying a long-term solution for Hemsby.   |     |
|    |  | Obtain approval of business case and identification of funding to deliver the recommended scheme of repair for the South Denes sea wall.   | Head of Property & Asset Management    | High level assessment was completed by Atkins, application for funding for studies to inform the outline business case were completed.   |     |

|    | Corporate Plan  | Action 2023/24  | Lead Officer(s)                                 | 2023/24 End of Year Progress Update   | Key |
|----|---|---|---|---|-----|
| 25 | Play an important local role in enhancing environmental sustainability, using resources more efficiently, recycling more and promoting the use of 'green energy'.                                 | Implement Year 2 of the Council's Sustainability Strategy towards a pathway to net zero by 2035 including a pilot Net Zero Community.   | Head of Environment and Sustainability          | Officer working group setup and review of actions takes place on regular basis.   |     |
|    |   | Introduce and promote a commercial waste recycling service via GYS Limited.   | Director of Operational Services                | Holiday Let owners to be written to March/April.<br>Further to being awarded GYBID Business Recycling tender, GYBID and Visit Great Yarmouth have sent a questionnaire to all of their members.   |     |
|    |   | Implement Bio-Diversity Net Gain requirement of the Environment Act 2021. Government response to consultation on new Regulations published Feb. 2023.   | Head of Planning                                | Biodiversity Net Gain introduced by Government for large sites from 12th February 2024. Addressed through determination of planning applications.   |     |
|    |   | Complete audit of communal waste to inform future collection rounds.  | Director of Operational Services                | Project team working through workstreams since June 2023, infrastructure funding request submitted for approval Cabinet 22FEB24. Roll out plan being worked through for April 2024 go live.   |     |
|    |   | To agree data requirements in preparation for the introduction of national policy changes for waste.  | Head of Environment and Sustainability          | DEFRA have released a deadline for delivery of weekly food waste collection. This is set for April 2026. They have released capital funding proposal for this scheme which is currently being challenged by the Council as it will not cover our costs. |     |
| 26 | 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. | Deliver the final Heritage Action Zone (HAZ) year, including the completion of key projects 145 King Street, and Town Wall restoration.   | Head of Inward Investment                       | Project now completed, ongoing liaison with delivery partners and Historic England (HE) to address historic mismatch between HE and match funding to enable formal closure.   |     |
|    |   | Develop and review the Council's website to comply with new WACG 2.2 accessibility guidelines.  | Head of IT, Communications & Marketing          | Accessibility has improved considerably, moving from being ranked 227 <sup>th</sup> to 13 <sup>th</sup> of the most accessible council owned websites. Accessibility training is underway for web authors.  |     |
|    |   | Explore measures to increase digital inclusivity and ensure services are available to all.  | Head of IT, Communications & Marketing          | Focus groups undertaken to understand barriers to engagement and to ensure website is accessible to our communities, further groups planned to 2024.  |     |
| 27 | Working with local tourism businesses to improve the sustainability of our visitor economy and promoting our green credentials to visitors.   | Promote Circular Economy opportunities for businesses to prevent, reduce or reuse waste as a resource e.g., reusable cups, re-manufacture, reuse and recycling of plastics and food waste reduction services. | Head of Sustainability & Environmental Services | FACET project all completed and assets all projects delivered.  |     |

# An Efficient and Effective Council

|    | Corporate Plan   | Action 2023/24  | Lead Officer(s)                        | 2023/24 End of Year Progress Update   | Key |
|----|--|---|--|---|-----|
| 28 | 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 | Continue development and roll out of apprenticeships and the National Graduate Development Programme (NGDP).<br><br>Deliver the People Strategy Action Plan.  | Head of Organisational Development     | Apprenticeships continued throughout 2023/24 with 14 on programme as at 20/02/2024, and 4 successful completions throughout the year. Unfortunately, despite participating in the NGDP this year we had no suitable candidates. Apprenticeships are well embedded in business as usual now.<br><br>All actions scheduled for 23/24 are either completed or well under way. Following results from the Best Employers Survey, work is ongoing, taking into consideration staff feedback, on actions for 24/25 and a refresh of the people strategy in 25/26. |     |
| 29 | A constitutional system and processes which support sound governance which are widely understood and support transparency and accountability.  | Create new website pages to increase public accessibility and promote the Council's new model of governance.  | Head of Legal & Governance             | New website pages created explaining the Council's new model of governance. Webpages designed to make the democratic processes of the Council more understandable and accessible to the Public.   |     |
|    |  | Improve procurement support via an external service and build officer awareness and understanding of procurement processes and contract management.   | Head of Legal & Governance             | East Suffolk Council have been secured as the new procurement service provider. Bespoke guidance on procurement processes and contract management has been commissioned from an EELGA consultant and will be published on the Council's intranet. Lead officers are now required to submit planned procurements as far in advance as possible for inclusion in a procurement pipeline document shared with ESC and to create a procurement plan for submission to ESC ahead of the instruction.   |     |
| 30 | Continue to develop a robust approach to business planning and project management which underpins good decision-making.  | Conduct a detailed review of all base budgets and income opportunities to deliver a sustainable budget from 2024/25.<br><br>Actively lobby the Government for fair funding in response to the inflationary funding pressures.   | Executive Director – Resources         | The 2024/25 budget was approved with the inclusion of £1.7million additional income and savings to be delivered in the 2024/25 and future years.<br><br>The Council has continued to actively lobby for a fair allocation of resources both individually and jointly with other organisations.  |     |
| 31 | 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.                                    | Finalise upgraded asset management database and deliver the Operational Asset Management Plan.  | Head of Property and Asset Management  | Implementation of Concerto has begun, all assets have been updated and data cleansed and now located within Concerto. Aquisition's and disposals will be defined by condition reviews in 2024.  |     |
|    |  | Conduct feasibility study and produce a report considering options for the location of GYS depot.   | Executive Director - Place             | Feasibility study complete. Tender for consultant to identify locations and cost to deliver.  |     |
| 32 | 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.                                | Continue to increase online transactional services and proactively encourage customers to use these services where provided.<br><br>Proactively work with IT & Digital Improvement Manager to review and improve current customer website platform and 'my account' provision for a more user-friendly and effective customer experience. | Head of Customer Services              | Expanded Revs & Bens Customer Portal with more online transaction services relating to Council Tax, Business Rates and Benefits now available.<br><br>Initial discussions underway to consider user friendly and effective solutions.   |     |
|    |  | Carry out the phased implementation of a new IT system for Environmental Services & Licensing.  | Head of Environment and Sustainability | Soft market testing completed and business case to be signed off for procurement in early 24/25. Some delays to the project due to now including planning and building control.   |     |

|    | Corporate Plan  | Action 2023/24   | Lead Officer(s)                    | 2023/24 End of Year Progress Update  | Key |
|----|---|--|------------------------------------|--|-----|
| 33 | 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, accountability and governance across the organisation and to deliver an internal finance training programme.                 | Executive Director - Resources     | Some training provided in relation to the use of the Centros system, wider training programme to be delivered.<br>PDR objectives included for all managers covering good governance around financial management.   |     |
|    |   | Develop a HRA Income Management Strategy incorporating a link to a HRA Business Plan for 2023/24 to 2027/28 focusing on housing priorities and financial position. | Head of Housing Assets             | Draft HRA Income Strategy developed. This action also relates to work on the housing investment plan is in hand - see above.   |     |
| 34 | Meet our equalities responsibilities by ensuring that equality sits at the heart of our decision-making.  | Continue with delivery of year 1, review and update the Action Plan and deliver Year 2 of the Equality, Diversity and Inclusion Action Plan.                       | Head of Organisational Development | Significant progress on ED&I was reported to Cabinet October 2023. The report identified success in accessibility within the Borough and to events, a revitalised strategy & policy, as well as a good understanding of our Borough and workforce profile, development of an Equality Impact Assessment tool which is being used across the council, training for our staff, achieving Disability Confident Leader status, one of only 2 in the Borough, and the launch of project search.<br><br>Key achievements so far include sector-defining work to contribute to the Government's ambition to make the UK the most accessible tourism destination for disabled people in Europe.<br><br>The report included a summary of the Council's workforce profile. There is good evidence that the workforce represents the local population, particularly in relation to ethnicity. This is an excellent indicator that recruitment practices promote race equality, and it also means that the Council performs strongly on workforce representation compared to other UK local authorities. |     |

**URN's:** 24-039, 24-040, 24-041, 24-042, 24-044, 24-045, 24-046

**Report Title:** Family Friendly Policies

**Report to:** Cabinet

**Date of meeting:** 11 June 2024

**Responsible Cabinet Member:** Councillor Carl Smith

**Responsible Director / Officer:** Karen Sly/Sarah Tate

**Is this a Key decision?** No

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

#### **EXECUTIVE SUMMARY / INTRODUCTION FROM CABINET MEMBER**

This report presents the new and/or reviewed suite of family friendly policies which have been updated to meet new legislative requirements. All policies have been fully consulted with the Executive Leadership Team (ELT), UNISON and the Joint Consultative Working Group (JCWG).

#### **RECOMMENDATIONS:**

That Cabinet

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

## **1. Introduction**

The policies presented include those which have been amended due to changes in legislation as of 6th April 2024, where indicated, and new policies which aim to provide managers and employees with relevant information.

The policies have been drafted with reference to XperthHR and Acas and have already been consulted on with JCWG, UNISON, Unite and GMB.

### **1.1 Paternity Leave Policy – URN 24-039 - new policy - change in legislation as of 6 April 2024**

Greater flexibility has been introduced to statutory paternity leave for employees where the expected week of childbirth (EWC) is after 6 April 2024, or the expected date of placement for adoption is after this date.

The Paternity Leave (Amendment) Regulations 2024 introduced changes to statutory paternity leave including that employees can choose to take either two consecutive weeks' paternity leave, or a single period of either one or two weeks; the period in which paternity leave must be taken is extended to 52 weeks after the birth or adoption placement (previously 56 days) and notice of entitlement to take paternity leave must be given in or before the 15th week before the EWC, followed by at least 28 days' notice of their intention to take leave (or seven days of being matched in cases of adoption) for each period of leave.

The draft policy reflects these changes.

### **1.2 Flexible Working Policy – URN 24-046 – reviewed - change in legislation as of 6 April 2024**

On 6 April 2024, the right to request flexible working became a day one right. As a result, all employees now have the right to request flexible working regardless of their length of service (previously you needed 26 weeks' service).

In addition, regulations introduced at the end of March also confirmed the commencement of changes from 6 April: Employees can make two flexible working requests in 12 months (but only one at a time), employers have two months in which to respond, employers must consult with employees before refusing a request and employees no longer need to explain the impact of their request.

The draft policy reflects these changes.

### **1.3 Carer's Leave Policy – URN 24-042 - new policy - reflecting new legislation.**

The Carer's Leave Act 2023 provides for one week of unpaid leave per year for employees who are providing or arranging care for a dependant.

The draft policy reflects the new legislation.

### **1.4 Maternity Policy – URN 24-040 – reviewed.**

The Maternity Policy, which was due for review in September 2023, has now been reviewed. No significant changes were made.

The Protection from Redundancy (Pregnancy and Family Leave) Act 2023 was implemented on 6 April 2024 and provides for greater protection against redundancy during pregnancy and on return to work from maternity leave, adoption leave and shared parental family-related leave. This will be included in the Change Management Policy, as it is the policy which is referred to for change management, including redundancy, and which will be reviewed shortly.

### **1.5 Time off for Dependants Policy – URN 24-041 – new policy reflecting new legislation**

Employees are allowed time off to deal with an emergency involving a dependant. The policy has been drafted to provide information to employees and managers on requesting and authorising time off for dependants.

The draft policy reflects the new legislation.



### **1.6 Unauthorised Absence Policy – URN 24-044 – new policy – information for managers and employees**

The policy has been drafted to enable managers to manage employees who do not report for work and who have not contacted them and for employees to be aware of the steps which will be taken to try and contact them. Primarily this is about supporting employees and checking on their welfare.

### **1.7 Annual Leave Policy – URN 24-045 – new policy - information for managers and employees**

The policy has been drafted to provide employees and managers with information on requesting, recording, and taking annual leave and management expectations.

## **2. Work to date/proposal**

The policies have been drafted, or amended, with reference to XpertHR and Acas.

The Head of OD has reviewed all the policies; the HR Manager and HR colleagues have reviewed some of the policies. We have consulted with UNISON, Unite, GMB and JCWG and where appropriate, policies have been updated to reflect their comments.

It is proposed that Cabinet approve the policies.

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

## **3. Impact / Next Steps**

Once the policies have been approved, they will be made available to employees i.e. via the Loop, and training will be provided as and when required.

## **4. Financial Implications**

None.

## **5. Risk Implications**

The risk of not approving the policies is that we will be working with outdated policies and will not have provided our employees with the information required.

## **6. Legal Implications**

The revised policies consider and are compliant with all relevant employment legislation, ACAS guidance and case law.

## **7. Background Papers**

| Consultations                     | Comment                                     |
|-----------------------------------|---|
| Monitoring Officer Consultation:  | Considered                                  |
| Section 151 Officer Consultation: | Considered                                  |
| Existing Council Policies:        | Flexible Working Policy<br>Maternity Policy |
| Financial Implications:           | Considered                                  |
| Equality Issues/EIA:              | Considered                                  |

DRAFT





# Paternity Leave Policy

|  |  |
|--|--|
| <b>Author</b>  | Human Resources  |
| <b>Version No.</b>   | 2  |
| <b>Updated by</b>  | AS   |
| <b>Date of update</b>  | April 2024   |
| <b>Description of changes to this version</b>                              | <b>Change to legislation</b> in relation to children who are expected to be born after 6 April 2024 or are expected to be placed for adoption with the adopter (or enter Great Britain for adoptions from overseas) on or after 6 April 2024. Allows paternity leave to be split into two blocks of one week at any point in the first year after the birth or adoption of their child and allows parents to give 28 days' notice instead of 15 weeks. |
| <b>Document Status</b>   | DRAFT  |
| <b>Review date</b> (other than legislative changes, errors, and omissions) | April 2027   |

## **1. Introduction and scope**

- 1.1 We are committed to supporting a positive work-life balance for all our employees and recognise that time with your children is important.
- 1.2 This policy sets out the rights of employees to paternity leave and pay in relation to children who are expected to be born after 6 April 2024 or are expected to be placed for adoption with the adopter (or enter Great Britain for adoptions from overseas) on or after 6 April 2024.
- 1.3 This policy has been agreed with Unison, Unite and GMB.
- 1.4 This policy applies to employees employed by us. It does not apply to workers, contractors, consultants, or any self-employed individuals working for the organisation.
- 1.5 The policy does not form part of your contract of employment, and we reserve the right to amend it at any time.
- 1.6 The following definitions are used in this policy:

"Expected week of childbirth" means the week, starting on a Sunday, during which the mother's doctor or midwife expects them to give birth.

"Adopter" means the person with whom the child has been or is to be placed for adoption, or where two people have been matched jointly, whoever has elected to be the child's adopter for the purposes of adoption leave.

"Matched for adoption" means an adoption agency deciding that a person would be a suitable adoptive parent for a child either individually or jointly with another person. A person is notified of having been "matched for adoption" with a child on the date on which the person receives notification of the adoption agency's decision.

"Official notification" means written notification, issued by or on behalf of the relevant domestic authority, that it is prepared to issue, or has already issued, a certificate to the overseas authority concerned with the adoption of the child, confirming that the adopter is eligible to adopt and has been assessed and approved as being a suitable adoptive parent.

"Partner" includes someone, of whatever sex, who lives with the mother, expectant mother, or adopter of the child in an enduring family relationship but who is not the mother's or adopter's child, parent, grandchild, grandparent, sibling, aunt, uncle, niece or nephew.

"Placed for adoption" means placed for adoption under UK adoption laws, including placement with a local authority foster parent who is also a prospective adopter ("foster to adopt").

## **2. Employee Assistance Programme - provided by Norfolk Support Line (Vivup)**

All our employees have free and confidential access to our Wellbeing and Employee Assistance Programme, provided by Norfolk Support Line (Vivup). Whatever mental health, physical, financial or personal issue you may be facing, you can access expert help and support 24/7, 365 days a year. There's no limit on the support you can receive. To access the service call [0800 169 7676](tel:08001697676), or go to the [Norfolk Support Line](#) website.

### **3. Entitlement to paternity leave (birth)**

You can take paternity leave for the purpose of caring for the child or supporting the child's mother if:

- you are the child's biological father and have or expect to have responsibility for the child's upbringing; or
- you are the spouse, civil partner, or partner of the child's mother or nominated carer and have or expect to have the main responsibility (apart from the mother) for the child's upbringing.

For the purposes of paternity leave only, Council employees will not be required to have the 26 weeks continuous employment by the 15<sup>th</sup> week before the expected week of childbirth.

To exercise your right to take paternity leave in a birth situation, you must comply with the notification procedure set out below (see *Notice to take paternity leave (birth)*).

### **4. Entitlement to paternity leave (adoption)**

You can take paternity leave for the purpose of caring for the adopted child or supporting the child's adopter if:

- you are the spouse, civil partner, or partner of the child's adopter, and have or expect to have the main responsibility (apart from the adopter) for the child's upbringing.

For the purposes of paternity leave only, Council employees will not be required to have the 26 weeks continuous employment with us at the end of the week in which the child's adopter is notified of being matched for adoption (or received the official notification for adoptions from overseas).

If you are one of a couple jointly adopting a child, only one of you will be entitled to take adoption leave and the other parent may elect to take a period of paternity leave, provided that the relevant qualifying conditions are met.

You are not entitled to take paternity leave if you have taken paid time off to attend an adoption appointment in respect of the same child.

To exercise your right to take paternity leave in an adoption situation, you must comply with the notification procedure set out below (see *Notice to take paternity leave (adoption in the UK)* or *Notice to take paternity leave (adoption from overseas)*).

### **5. Amount of paternity leave you can take**

You can take up to two weeks' paternity leave. You do not have to take your leave in one single period, but the leave must be booked in blocks of at least one week.

This means that you can take the leave in one single block of one week if you want to, or as one single block of two weeks, or two separate blocks of a week each.

A week of paternity leave is the same duration as your normal working week, meaning that if you are a full-time employee, one week is five days. If you are contracted to work four days per week, one week is four days and so on.

You can take only two weeks' paternity leave per pregnancy or adoption, even if more than one child is born as a result of the pregnancy or more than one child is placed under the same adoption arrangement.

## 6. Timing of paternity leave

You can start your paternity leave on any day from the child's birth, but it must end within 52 weeks of the birth (or the expected week of childbirth if the child is born early).

In the case of an adopted child, the 52-week period runs from the date on which the child was placed for adoption with the adopter (or the child's entry into Great Britain for adoptions from overseas).

If you wish to take shared parental leave, you must take your paternity leave first. You cannot take paternity leave if you have already taken a period of shared parental leave in relation to the same child.

## 7. Notice to take paternity leave (birth)

### ***Notice of entitlement (birth)***

Before you can take paternity leave, you will need to give your line manager notice in writing, at least 15 weeks before the expected week of childbirth, of:

- the expected week of childbirth; and
- your declaration confirming that you meet the eligibility requirements to take paternity leave.

You should submit your notice and declaration using *Form to provide notice of entitlement to paternity leave (birth after 6 April 2024)* available from the HR department.

### ***Period of leave notice (birth)***

For each occasion that you wish to take a period of paternity leave, you must give your line manager further notice in writing of:

- when you want to start your leave (you can choose to take this in one single block or two separate blocks).
- whether you wish to take one- or two-weeks' leave; and
- your declaration that the purpose of the leave is to care for the child or support the child's mother.

You have three options for when to start a period of paternity leave:

- **On the date of your child's birth:** Your period of leave notice should be received by us at least 28 days before the first day of the expected week of childbirth.
- **A set number of days after your child's birth:** Your period of leave notice should be received by us at least 28 days before the date falling that set number of days counted from the first day of the expected week of childbirth.
- **On a predetermined date (which must be no earlier than the first day of the expected week of childbirth):** Your period of leave notice should be received by us at least 28 days before that predetermined date.

You should submit your notice of leave and declaration using *Form to provide period of leave notice to take paternity leave (birth after 6 April 2024)* available from the HR department.

## **8. Notice to take paternity leave (adoption within the UK)**

### ***Notice of entitlement (adoption within the UK)***

Before you can take paternity leave, you will need to give your line manager notice in writing, within seven days after the date on which the child's adopter is notified that they have been matched for adoption, of:

- the date on which the adopter was notified that they have been matched for adoption.
- the date on which the child is expected to be placed for adoption with the adopter (or, if they have already been placed for adoption, the date of the placement); and
- your declaration confirming that you meet the eligibility requirements to take paternity leave.

You should submit your notice and declaration using *Form to provide notice of entitlement to paternity leave (adoption within UK on or after 6 April 2024)* available from the HR department.

### ***Period of leave notice (adoption within the UK)***

For each occasion that you wish to take a period of paternity leave, you must give your line manager further notice in writing within seven days after the date on which the child's adopter is notified of having been matched for adoption, of:

- when you want to start your leave (you can choose to take this in one single block or two separate blocks);
- whether you wish to take one- or two-weeks' leave; and
- your declaration that the purpose of the leave is to care for the child or support the child's adopter.

You have three options for when to start a period of paternity leave. You can start the leave:

- on the date on which the child is placed for adoption.
- a set number of days after the child is placed for adoption; or
- on a predetermined date, which must be no earlier than the first day of the child's placement for adoption.

You should submit your notice of leave and declaration using *Form to provide period of leave notice to take paternity leave (adoption within UK on or after 6 April 2024)* available HR.

## **9. Notice to take paternity leave (adoption from overseas)**

### ***Notice of entitlement (adoptions from overseas)***

Before you can take paternity leave, you will need to give your line manager notice in writing within 28 days after the date on which the child's adopter receives the official notification (or the date on which you complete 26 weeks' continuous employment with us if that is later), of:

- the date on which the adopter received the official notification.
- the date on which the child is expected to enter Great Britain (or, if they have already entered Great Britain, the date of entry); and
- your declaration confirming that you meet the eligibility requirements to take paternity leave and that the child's adopter has received the official notification.

You can submit your notice using *Form to provide notice of entitlement to paternity leave (adoption from overseas on or after 6 April 2024)* available from HR.

### ***Period of leave notice (adoption from overseas)***

For each occasion that you wish to take a period of paternity leave, you must give your line manager further notice in writing of:

- when you want the leave to start (you can choose to take this in one single block or two separate blocks).
- whether you wish to take one- or two-weeks' leave; and
- your declaration that the purpose of the leave is to care for the child or support the child's adopter.

You have two options for when to start a period of paternity leave:

- **On the date of your child's entry into Great Britain:** Your period of leave notice should be received by us at least 28 days before the date on which the child is expected to enter Great Britain.
- **On a predetermined date (which must be no earlier than the date of your child's entry into Great Britain):** Your period of leave notice should be received by us at least 28 days before that predetermined date.

You should submit your notice of leave using *Form to provide period of leave notice to take paternity leave (adoption from overseas on or after 6 April 2024)*. This form contains a declaration that will need to be signed by you.

You must also give your line manager written notice of the date your child entered Great Britain within 28 days of entry, or written notice that the child will not be entering Great Britain, as soon as possible after you become aware of this fact.

### **10. Late notice**

If extenuating circumstances mean that it is not possible for you to meet the deadlines for giving notice as set out in this policy, we will accept later notice than this. Examples of extenuating circumstances include if you have been absent from work on sick leave or if a pregnancy is discovered very late.

In these circumstances, you should let us know that you would like to take paternity leave as soon as you reasonably can.

If there are no extenuating circumstances, you will be unable to take paternity leave. However, we will discuss other options with you, including you and your partner switching to shared parental leave, taking annual leave or flexitime, or taking unpaid ordinary parental leave.

## 11. Changing your paternity leave plans

If you have submitted a period of leave notice but wish to cancel or vary the timing of your paternity leave, you must usually inform your line manager at least 28 days before the original date stated in your period of leave notice, or the revised start date, whichever is earlier.

However, we appreciate that in some circumstances you might need to change the date you start paternity leave when it may not be possible for you to give 28 days' notice of the change, including if your baby is born early; if your baby is born prematurely (before 37 weeks) and/or needs to stay in hospital for a time after birth. For example, you might decide to start paternity leave once your baby is home from hospital. You will need to tell us of the new date you are starting paternity leave. We will be supportive of any difficult circumstances and request that you (or a friend or family member) let us know as soon as possible.

If your baby is born late, you must inform your manager of the new date you are starting your paternity leave as soon as you can. If you want to take time off before the birth, you could agree with your manager to take another type of leave, for example holiday, or flex leave.

Under normal circumstances please use our *Form for employee to cancel or vary dates of paternity leave (birth after 6 April 2024)*, *Form for employee to cancel or vary dates of paternity leave (adoption within UK on or after 6 April 2024)* or *Form for employee to cancel or vary dates of paternity leave (adoption from overseas on or after 6 April 2024)*.

## 12. Paternity pay

**Statutory Paternity Pay** - To benefit from paternity pay and/or maternity/adoption support leave pay you must be eligible for statutory paternity leave and you must:

- have at least 26 weeks continuous employment by the 15th week before the expected week of childbirth, or:
- have at least 26 weeks' continuous employment with us at the end of the week in which the child's adopter is notified of being matched for adoption (or received the official notification for adoption from overseas)
- and
- be the spouse, civil partner, or partner of the child's adopter, and have or expect to have the main responsibility (apart from the adopter) for the child's upbringing.

**Maternity / Adoption Support Leave** is an Occupational (enhanced) benefit provided by the Council to eligible employees which can be used to replace one week of the paternity pay and leave period.

Eligible employees may qualify for one week of Paternity Leave (pro rata) or one week of Maternity / Adoption Support Leave (pro rata), or a combination of the two. If they wish to take the combined total of 2 weeks Paternity Leave the first week will be paid at the occupational enhanced rate and the second week will be paid at the statutory rate; for a total maximum of two weeks:

### ***Week 1 – Maternity / adoption support leave – occupational enhanced paternity pay***

If an employee is eligible for Paternity Leave and Pay, they may choose to 'top up' their first week of statutory Paternity Leave by taking Maternity / Adoption Support Leave. This means that their first week of leave (5 days or pro rata if less than 5 days) is at full pay.

You will continue to be paid your normal rate of pay for one week (pro rata) of your paternity leave while taking paternity leave, and the remaining week will be paid at statutory paternity pay, provided:

- you are entitled to take statutory paternity leave

- you remain in continuous employment with us on the date the child is born (in a birth situation), is placed for adoption (for adoptions within the UK) or entered Great Britain (for adoptions from overseas); and
- you have complied with the notice and evidential requirements and are able to provide the declarations as set out in this policy.

### ***Week 2 - statutory paternity pay***

Statutory paternity pay is payable during your paternity leave period, if you are entitled to statutory paternity leave and statutory paternity pay.

The rate of statutory paternity pay is set by the Government for the relevant tax year, or at 90% of your average weekly earnings (whichever is lower).

You will qualify for statutory paternity pay if:

- you are entitled to take statutory paternity leave.
- your average weekly earnings are not less than the lower earnings limit for national insurance contributions.
- you remain in continuous employment with us on the date the child is born (in a birth situation), is placed for adoption (for adoptions within the UK) or entered Great Britain (for adoptions from overseas).
- you have complied with the relevant notice and evidential requirements and are able to provide the declarations as set out in this policy; and
- you confirm when you wish to start receiving statutory paternity pay within the relevant Form to provide period of leave notice to take paternity leave.

Eligible employees can only claim two weeks paternity leave and pay in total, which includes Maternity Support Leave.

### **13. Further information**

We may ask you to confirm the date of the child's birth, placement for adoption or entry into Great Britain if you have not already provided this information. You must respond to our request within 28 days, or as soon as is reasonably practicable.

### **14. Your rights during paternity leave**

During paternity leave, all the terms and conditions of your contract except normal pay will continue. Your pay will be replaced with statutory paternity pay or enhanced paternity pay if you are eligible for it. However, other benefits such as holiday entitlement will continue to accrue and pension contributions will continue to be paid.

### **15. Returning to work after paternity leave**

Following your paternity leave, you generally have the right to resume working in the same job as before on terms and conditions that are no less favourable than the terms that would have applied had you not been absent. Your continuity of employment is not affected.

### **16. Time off for antenatal appointments**

If you have a qualifying relationship with a person who is pregnant, you have a statutory right to take unpaid time off to accompany that person at up to two antenatal appointments.



This could be you if you are the spouse or civil partner of the pregnant person, or you could be living with the pregnant person in an enduring family relationship (and you are not their parent, grandparent, sister, brother, aunt, or uncle). In addition, you will be eligible for the time off if you are the biological parent of the expected child.

To make a request for time off to accompany someone to an antenatal appointment, you will need to complete *Form to request time off to accompany pregnant individual to antenatal appointment* and give this to your line manager.

The antenatal appointment must be made on the advice of a registered medical practitioner, midwife, or nurse. The right to time off work is limited to a maximum of six-and-a-half hours for each appointment.

You should give your line manager as much notice as possible of when you need the time off for the antenatal appointments and, wherever possible, try to arrange them outside your core hours/as near to the start or end of the working day.

#### **17. Time off to attend adoption appointments**

If you are adopting a child jointly, one of you can elect to take paid time off to attend up to five adoption appointments. The other adoptive parent is entitled to take unpaid time off to attend up to two adoption appointments.

The parent who takes paid time off is not entitled, later, to take paternity leave in respect of the child.

To make a request for time off to attend an adoption appointment, you will need to complete *Form for joint adopter to request time off to attend adoption appointment* and give this to your line manager.

The appointment must have been arranged by or at the request of the adoption agency. The right to time off work is limited to a maximum of six-and-a-half hours for each appointment.

You should give your line manager/the HR department as much notice as possible of when you need the time off for the adoption appointment and, wherever possible, arrange them as near to the start or end of the working day as possible.

#### **18. Supporting the Parents of Premature or Sick Babies**

The Council will adopt the approach outlined by ACAS in their help and advice on Workplace support for parents with premature or sick babies recognising this can be a very difficult and worrying time for them.

The guidance covers the encouragement of careful communication, approaching parents to make sure they are comfortable being contacted by colleagues from work with offers of help and asking parents what they would like their colleagues to be told about their situation. The Council recognises the need to approach this situation with compassion and flexibility and assumptions will not be made about the parent's return to the workplace.

#### **19. Other policies**

- Shared Parental Leave Policy
- Time off for Dependents
- Annual Leave Policy
- Carers Leave Policy
- Parental Bereavement Leave Policy
- Grievance Policy
- Flexible Working Policy
- Data Protection Policy

## **20. Administration of the Policy**

HR is responsible for the administration of the Policy. Should you have any feedback, please contact [HR@great-yarmouth.gov.uk](mailto:HR@great-yarmouth.gov.uk)

## **21. Data protection**

The Council processes any personal data collected during the paternity leave process in accordance with its Data Protection Policy. Any data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of completing the procedure. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Council's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the disciplinary procedure.

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# Flexible Working Policy & Procedure

|   |  |
|---|--|
| <b>Author</b>   | Human Resources  |
| <b>Version No.</b>  | 2  |
| <b>Updated by</b>   | AS   |
| <b>Date of update</b>   | April 2024   |
| <b>Description of changes to this version</b>                             | <b>Change to legislation.</b><br>Updated to reflect changes in legislation and simplification of process |
| <b>Document Status</b>  | DRAFT  |
| <b>Review date</b> (other than legislative changes, errors, or omissions) | April 2027   |

## **1. Introduction and scope**

- 1.1 The Council believes that flexible working can increase staff motivation, promote work-life balance, enrich employee wellbeing and improve performance and productivity.
- 1.2 This policy sets out our approach to flexible working requests under the statutory procedure.
- 1.3 This policy has been agreed with Unison, Unite and GMB.
- 1.4 This policy applies to employees employed by us. It does not apply to workers, contractors, consultants or any self-employed individuals working for the organisation.
- 1.5 This policy does not form part of your contract of employment, and we reserve the right to amend or withdraw it at any time.

## **2. Employee Assistance Programme - provided by Norfolk Support Line (Vivup)**

All our employees have free and confidential access to our Wellbeing and Employee Assistance Programme, provided by Norfolk Support Line (Vivup). Whatever mental health, physical, financial or personal issue you may be facing, you can access expert help and support 24/7, 365 days a year. There's no limit on the support you can receive. To access the service call [0800 169 7676](tel:08001697676), or go to the [Norfolk Support Line](#) website.

## **3. Eligible employees**

All employees have the statutory right to request flexible working. Under the statutory procedure, you can make two requests in every 12-month period. If you have submitted a flexible working request, you must wait until that one has been considered and any appeal has been dealt with, before submitting another.

## **4. Types of flexible working**

We will consider requests for any type of flexible working with an open mind. Examples of flexible working include:

- Agile/hybrid working, where staff split their time between attending the workplace/office and working remotely. We have a separate agile working policy, which sets out our approach to agile working.
- part-time working – working reduced hours compared to full-time.
- staggered hours – having a different start and finish time to other employees.
- homeworking.
- flexible hours - having flexible start and finish times, within agreed limits.
- job sharing – when 2 people do one job and split the hours. Employees might need to cross over so they can hand over work or work together some of the time.
- compressed hours – working the same total hours over fewer days.

## **5. Making a request for flexible working**

All requests must be made in writing by email or letter, or by filling in our form for submitting a flexible working request, which is available from HR or on The Loop. This should be submitted to your line manager and copied to the HR department.

Any request made under this policy must include:

- the date of the request.
- the anticipated duration, if applicable.
- the changes that you are seeking to your terms and conditions of employment.
- the date on which you would like the change to come into effect.
- a statement that this is a statutory request.
- if and when you have made a previous application for flexible working; and
- if you have made a previous request, when you made that application.

If your request does not contain all the required information, you will be asked to resubmit it with the necessary additional information. Any request that is incomplete or contains errors will not be automatically rejected.

### **Asking for a change related to a disability.**

A disabled employee might need to ask for adjustments to where, when or how they work because of their disability. They can decide what is best for their circumstances and make either:

- a reasonable adjustment request, under the Equality Act 2010
- a statutory flexible working request, under the Employment Rights Act 1996

## **6. Timescales**

Once you submit your flexible working request, it will be dealt with as soon as possible. However, all requests will be dealt with within two months, from receipt of the request to notification of any appeal decision.

The timescales within this policy may be extended where this is mutually agreed and will be confirmed in writing.

## **7. Consultation meeting**

Your line manager will arrange a consultation meeting to discuss your flexible working request unless it can be agreed without the need for a meeting. The consultation meeting will be held as soon as reasonably practicable and usually within seven days of receiving your request, however, if this is not possible, you will be informed of the reason for any delay. The meeting should be held privately, either in person or remotely via Teams, or where neither of those are possible, via telephone call. HR may attend the meeting.

You may, if you wish, be accompanied by a colleague, a trade union representative, or a trade union official. You should let us know in advance the name of your companion where possible and whether they are a colleague or trade union official or representative.

The consultation meeting can help to make sure that all relevant information is understood before a decision is made. It can also make clear whether a request may relate to a reasonable adjustment for an employee's disability. It will usually be helpful to discuss, for example, the potential benefits or

other impacts of accepting or rejecting the request, and any practical considerations involved in implementing the request.

Where your original request cannot be accepted in full, we will discuss with you if it may be possible to secure some of the benefits that the original request sought, for example, any potential modifications to the original request, or any alternative flexible working options that may be available and suitable to you and us. We may discuss whether a trial period may be appropriate to assess the feasibility of an arrangement.

At the consultation meeting, we urge you to be as open as possible about your needs so that we can engage in a constructive discussion about what is feasible.

If your line manager can agree to your request without a meeting, they will write to you.

## **8. Considering your request**

After the meeting, your line manager will consider your proposed flexible working arrangements carefully, weighing up:

- the potential benefits to both you and the organisation; and
- any adverse impact of implementing the changes.

Each request will be considered on a case-by-case basis; agreeing to one request will not set a precedent or create the right for another employee to be granted a similar change to their working patterns.

## **9. Notifying you of the decision**

Your line manager will inform you in writing, usually within 7 days after the consultation meeting, of their decision, taking into account the statutory two-month period for deciding request including any appeal. Your manager will inform HR of any changes.

## **10. Where your request is granted**

If we can agree to your request, or if a modified or an alternative arrangement is agreed after consulting with you, the written decision will confirm the details of the agreed arrangement. Your line manager can meet with you to discuss how and when the changes might be implemented.

Any changes to your terms and conditions of employment, whether permanent or temporary, will be put in writing and sent to you as an amendment to your contract of employment.

## **11. Reasons for rejecting a request**

If we reject your request, the written decision will clearly explain the business reason(s) and will set out any additional information to help explain the decision.

While we are committed to encouraging flexible working patterns, we need to remain realistic. In some cases, it may not be possible for us to accommodate a request because of:

- the burden of additional costs.
- an inability to reorganise work among existing staff.
- an inability to recruit additional staff.
- a detrimental impact on quality.
- a detrimental impact on performance.
- a detrimental effect on ability to meet customer demand.
- insufficient work for the periods the employee proposes to work; and
- a planned structural change to the business.

We will not reject your request for any other reason.

## **12. Appeal**

You can appeal if your request for flexible working is rejected or only agreed in part.

Your appeal should be sent in writing to [hr@great-yarmouth.gov.uk](mailto:hr@great-yarmouth.gov.uk) within seven days of receiving our decision. Your letter should set out the grounds on which you are appealing.

Once we have received your letter/email of appeal, we will arrange an appeal hearing without unreasonable delay, which will usually be within seven days of receipt of your appeal. An Appeal Officer, who did not make the original decision, will be appointed to hear your appeal. This will usually be a Head of Service, supported by HR.

You may, if you wish, be accompanied by a colleague, a trade union representative, or a trade union official. You should let us know in advance the name of your companion where possible and whether they are a colleague or trade union official or representative.

Following the appeal meeting, the appeal chair will inform you in writing, usually within seven working days, of the outcome. The outcome of the appeal is final.

## **13. Treating your application as withdrawn**

If we arrange a meeting to discuss your request, including any appeal, and you fail to attend both this meeting and a rearranged meeting without good reason, we may treat your application as withdrawn. If we do consider the request withdrawn, we will inform you of this in writing.

## **14. Other policies**

- Shared Parental Leave Policy
- Paternity Leave Policy
- Maternity Leave Policy
- Time off for Dependents
- Annual Leave Policy
- Carers Leave Policy
- Parental Bereavement Leave Policy
- Grievance Policy
- Data Protection Policy

## **15. Administration of the policy**

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HR is responsible for the administration of this policy. Should you have any feedback, please contact [hr@great-yarmouth.gov.uk](mailto:hr@great-yarmouth.gov.uk)

## **16. Data Protection**

The Council processes any personal data collected during the request for flexible working process in accordance with its Data Protection Policy. Any data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of completing the flexible working procedure. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Council's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the disciplinary procedure.

DRAFT





# Carers Leave Policy

|  |   |
|--|---|
| <b>Author</b>  | Human Resources                                   |
| <b>Version No.</b>   | 1   |
| <b>Updated by</b>  | AS  |
| <b>Date of update</b>  | April 2024  |
| <b>Description of changes to this version</b>                                | Carers policy – new legislation from 6 April 2024 |
| <b>Document Status</b>   | DRAFT   |
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## **1. Introduction and scope**

1.1 We recognise the challenges that carers face while trying to balance the demands of caring, work, and looking after their own health. As an organisation, we are committed to doing what we can to help to ensure that the health and wellbeing of employees with caring responsibilities is looked after.

1.2 This policy sets out the statutory right of employees to carer's leave to provide or arrange care for a dependant with a long-term care need, and other support that we offer to combine work with care.

If you need to look after someone in an emergency, you can take time off for this without giving a notice period – please refer to our Time off for family and Dependants Policy.

1.3 This policy has been agreed with Unison, Unite and GMB.

1.4 This policy applies to employees employed by us. It does not apply to workers, contractors, consultants or any self-employed individuals working for the organisation.

1.5 This policy does not form part of your contract of employment, and we reserve the right to amend or withdraw it at any time.

## **2. Employee assistance programme**

All our employees have free and confidential access to our Wellbeing and Employee Assistance Programme, provided by Norfolk Support Line (Vivup). Whatever mental health, physical, financial or personal issue you may be facing, you can access expert help and support 24/7, 365 days a year. There's no limit on the support you can receive. To access the service call [0800 169 7676](tel:08001697676), or go to the [Norfolk Support Line](#) website.

## **3. Being a carer**

A carer is anyone with caring responsibilities who provides care, assistance and support to any other individual who may be seriously ill or unable to care for themselves.

Carers might find it difficult to distinguish their caring role from the personal relationship they have with the individual they are caring for, be it a relationship with a spouse, civil partner, child, parent, or friend. Therefore, some employees may not immediately identify themselves as a carer.

The activities that carers undertake are wide ranging, including, but not limited to:

- help with personal care.
- help with mobility.
- managing medication.
- practical household tasks.
- emotional support and
- help with financial matters or administration.

#### **4. Requesting support**

We recognise that caring can be unpredictable and emotionally upsetting. An employee may acquire caring responsibilities overnight or caring responsibilities may develop over time.

We realise that caring is a subject that not everyone finds it easy to talk about. However, we urge you to be as open as possible about any issues that you are experiencing to ensure that you are provided with the right level of support.

You are encouraged to speak to your line manager about your caring responsibilities to explore how we can help you with any challenges that you are facing. If for any reason you are unable to approach your line manager, you can speak to the HR department. Any information disclosed by you during discussions with your line manager or the HR department will be treated sensitively and in strict confidence.

#### **5. Entitlement to carer's leave**

Whatever your length of service, you have a statutory right to take carer's leave to provide or arrange care for a dependant if they have a long-term care need.

In the context of statutory carer's leave, a dependant means:

- your spouse, civil partner, child or parent.
- any person who lives in the same household as you (other than as a lodger, tenant, boarder or employee) or
- any other person who would reasonably rely on you to provide or arrange care.

A dependant has a long-term care need if they:

- have an illness or injury (whether physical or mental) that requires, or is likely to require, care for more than three months
- have a condition that amounts to a disability under the Equality Act 2010; or
- require care for a reason connected to their old age.

This statutory right to carer's leave applies to a wide range of caring situations, but excludes general childcare, except where your child meets the definition of a dependant with a long-term care need. If you are a parent, you can take up to 18 weeks' unpaid parental leave to look after your child. This is separate to carer's leave.

#### **6. Other types of leave**

The statutory right to carer's leave is intended to be for planned and foreseen caring commitments. If you need to take time off to manage an unexpected or sudden problems relating to a dependant and make any necessary longer-term caring arrangements, please see our Time off for Dependants Policy.

We recognise that you may need a longer period of time off work that goes beyond your statutory entitlement to carer's leave under this policy. In such cases, you should speak to your line manager to request the time off work as annual leave and/or flexitime (if you want to), or ordinary parental leave, if applicable.

#### **7. Amount of carer's leave you can take**

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The amount of carer's leave that you can take is up to one week in any 12-month rolling period.

A week of carer's leave is the same duration as your normal working week, meaning for example that a full-time employee normally working a five-day week is entitled to five days' carer's leave in any 12-month rolling period. If you are contracted to work four days per week, you will be entitled to four days of carer's leave in any 12-month rolling period, and so on. If you work an irregular number of days and hours each week, the leave entitlement will be calculated by adding up the total number of hours worked in the previous 12 months and dividing by 52 (or however many weeks since you started employment if employed less than a year). To work out how much carer's leave you can take if your working hours change each week: <https://www.gov.uk/carers-leave>

You can take the leave in one continuous block, as individual days, or as half days. There is not a separate entitlement if you are caring for more than one dependant.

## **8. Notice to take carer's leave**

If you want to take carer's leave, you need to give your manager notice before you want your leave to start. You should submit your request in writing to your manager, by email or completing the 'Request for carer's leave' form, and provide a copy to HR. All carer's leave must be approved in advance by your line manager.

We ask that you give as much notice as possible when requesting carer's leave so that we can plan for your absence. If the request is for half a day or a day, the notice period must be at least 3 days. If the request is for more than one day, the notice period must be at least twice as long as the requested leave. For example, if the request is for 2 days, the notice period must be at least 4 days.

The notice period needs to be in full days, even if the request includes half day amounts.

## **9. Pay during carer's leave**

You do not have a statutory right to be paid during carer's leave. Therefore, any leave taken as carer's leave is unpaid.

While sums payable by way of salary will cease, all other benefits will remain in place. For example, holiday entitlement continues to accrue. Pension contributions will continue to be paid.

## **10. Postponing your carer's leave**

We will not refuse a request for carer's leave, and while every effort will be made to meet your request, we may ask you to take it at another time if we consider that your absence would cause serious disruption to the organisation.

If your line manager makes a decision to postpone / delay your leave, they will consult with you to find an alternative leave period within one month of the carer's leave period originally requested. Your line manager will write to you within seven days of receiving your notice (your original request), and before the requested start date of the leave, clarifying the reason for the postponement and the revised dates on which the carer's leave can be taken.

## **11. Cancelling your carer's leave**

You can cancel your carer's leave and take it at a different time as long as you let your line manager know before your leave has started.

You cannot normally cancel any carer's leave that has already begun, unless your manager agrees to it. Please discuss with your line manager if required.

## **12. Returning to work after carer's leave**

Following your carer's leave, you have the right to resume working in the same job as before on terms and conditions that are no less favourable than the terms that would have applied had you not been absent. Your continuity of employment is not affected.

## **13. Our commitment to you**

You have the right not to be subjected to any detrimental treatment (including being unfairly penalised, disciplined or dismissed) because you have taken, sought to take, or made use of the benefits of carer's leave.

If you are told or it is implied that you do not take or request carer's leave, or you believe that you have been subjected to detrimental treatment because you have taken or requested carer's leave, you should discuss it with your manager or Head of Service. Alternatively, you can raise it under our Grievance procedure.

Any such behaviour will not be tolerated and will be investigated in line with the Council's Disciplinary Policy.

## **14. Requesting flexible working**

We realise that flexible working can help navigate the challenges of caring while also working. We enable a wide range of flexible working practices within the workplace.

If you feel that you would benefit from a permanent change to your working arrangements to help balance your work and caring responsibilities, we encourage you to look at our Flexible Working Policy.

We appreciate that the option to work flexibly on a temporary (rather than permanent) basis may be enough for you to balance work and your caregiving responsibilities. This could include working from home, hybrid working or changing your start and finish times.

If you feel that you would benefit from a temporary change to your working arrangement on an ad hoc basis, you should discuss and agree this with your line manager.

We will try to facilitate temporary flexible working arrangements wherever this is possible and will continue to review these to ensure that they meet your needs.

## **15. Other support**

How we support an employee with caring responsibilities will vary depending on their specific needs and individual circumstances. Support that we may be able to offer includes:

- access to a private space to make/receive calls in connection with any caring responsibilities.
- help and support through our employee assistance programme, which offers information and advice on some of the practical issues that carers may face, or a referral to Occupational Health.

You may contact HR if you have any issues regarding combining work with care that you do not wish to discuss with your line manager.

## **16. Other information and sources of help**

The following internal policies contain additional information and guidance and are available on the Loop, along with other HR policies which might be useful:

- Time off for Dependants Policy
- Flexible Working Policy
- Annual Leave Policy
- Bereavement Leave Policy
- Data Protection Policy
- Grievance Policy

There are various external organisations that provide help and support to carers, including:

- [Carers UK](#), which provides help and advice for carers on employment rights, benefits and tax credits, assessments, and other practical matters for carers.
- the [NHS website](#), which provides a wealth of information and advice for carers;
- [Grace Care Consulting](#), which provides advice and support on care, special needs and neurodiversity; al needs and neurodiversity.
- [Age UK](#) and [Independent Age](#), which offer information and support to anyone providing informal unpaid care to an older person through a range of local services;
- [Contact a Family](#), which provides support, advice and information to families with disabled children; and
- [Carers Trust](#), which works with other organisations to provide access for carers to breaks, information, advice, education, training, and employment opportunities.
- <https://carents.co.uk/> which provides help and advice for carers who are supporting an elderly relative

## **17. Administration of the Policy**

HR is responsible for the administration of this Policy. Should you have any feedback, please contact [HR@great-yarmouth.gov.uk](mailto:HR@great-yarmouth.gov.uk)

## **18. Data protection**

The Council processes any personal data collected in accordance with its Data Protection Policy. Any data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of managing carers leave including requests. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Council's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the disciplinary procedure.

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# Maternity Policy

|   |                 |
|---|-----------------|
| <b>Author</b>   | Human Resources |
| <b>Version No.</b>  | 3               |
| <b>Updated by</b>   | AS              |
| <b>Date of update</b>   | April 2024      |
| <b>Description of changes to this version</b>                             | Policy reviewed |
| <b>Document Status</b>  | DRAFT           |
| <b>Review date</b> (other than legislative changes, errors, or omissions) | April 2027      |



## **1. Introduction and scope**

1.1 This policy outlines the statutory rights and responsibilities of employees who are pregnant or are new parents and details arrangements relating to maternity leave and maternity pay.

1.2 The policy has been agreed with Unison, Unite and GMB.

1.3 The policy applies to employees employed by us. It does not apply to workers, contractors, consultants or any self-employed individuals working for the organisation.

1.4 This policy does not form part of your contract of employment, and we reserve the right to amend or withdraw it at any time.

1.5 The following definitions are used in this policy:

- "Expected week of childbirth" means the week, starting on a Sunday, when your doctor or midwife expects you to give birth.
- "Qualifying week" means the 15th week before your expected week of childbirth.

## **2. Employee Assistance Programme - provided by Norfolk Support Line (Vivup)**

All our employees have free and confidential access to our Wellbeing and Employee Assistance Programme, provided by Norfolk Support Line (Vivup). Whatever mental health, physical, financial, or personal issue you may be facing, you can access expert help and support 24/7, 365 days a year. There's no limit on the support you can receive. To access the service call [0800 169 7676](tel:08001697676), or go to the [Norfolk Support Line](#) website.

## **3. Notification of pregnancy**

3.1 On becoming pregnant, an employee should inform their line manager and HR as soon as possible, but no later than 15 weeks before the baby is due. This is important, including in respect of health and safety considerations as their line manager will work with them to assess and manage any health and safety risks during their pregnancy.

3.2 Employees and managers should refer to Appendix 4 and the New and Expectant Mothers Policy on the Loop. It is the responsibility of managers to ensure that risks to new and expectant mothers are managed in areas under their control.

3.3 If an employee is having a difficult pregnancy, including if it is affecting their work, they should inform their line manager or HR. It may be possible for an employee to change their working arrangements, for example different start and finish times, time working from home and/or extra breaks for when you're feeling unwell. Employees who want to make more permanent changes to their job, should make a flexible working request (see Flexible Working Policy). They may also wish to contact the Council's Employee Assistance Programme.

#### **4. Ante-Natal Care**

- 4.1 Once an employee has informed the Council about their pregnancy, they can take paid time off to attend ante-natal care appointments on the advice of a registered medical practitioner, midwife, nurse or health visitor. Antenatal care can include antenatal or parent craft classes, if recommended by a doctor or midwife. Time off for an antenatal appointment includes the length of the appointment or class and travel to and from it.
- 4.2 Employees are requested to give their line manager as much notice as possible of antenatal appointments and, wherever possible, try to arrange them as near to the start or end of the working day. If the appointment is in the middle of a working day, employees should talk with their line manager about how long it will take and, if, for example, it will take too long to get back to work, consider requesting a change to their start and finish times on the day of the appointment or to work from home for the remaining time, if this would be possible.
- 4.3 After the first appointment the employee may be requested to produce evidence of appointments (i.e. an appointment card or an email confirming a class booking) to their line manager.
- 4.4 An employee who is the expectant father or the partner of a pregnant person will be entitled to take unpaid time off work to accompany the person to up to two of their antenatal appointments, for a maximum of 6.5 hours for each appointment, including travelling time and attendance at the appointment. Employees are requested to give their line manager as much notice as possible of such appointments. Also see Paternity Leave Policy, Parental Leave Policy and Shared Parental Leave Policy.

#### **5. Maternity Leave – Eligibility and procedure**

- 5.1 All pregnant employees, regardless of their service, are entitled to take Statutory Maternity Leave and to resume work afterwards. Statutory Maternity Leave is a minimum level of entitlement of up to 52 weeks: the first 26-week period of maternity leave entitlement is known as Ordinary Maternity Leave (OML) and the remaining 26-week period of maternity leave entitlement is known as Additional Maternity Leave (AML). If taken, AML must follow immediately after OML.
- 5.2 You can decide how much of the maternity leave you wish to take. However, you must take at least two weeks of compulsory maternity leave immediately after your child is born.
- 5.3 Whilst there is no qualifying period for maternity leave, there is a qualifying period for statutory maternity pay and occupational maternity pay. See section 5.0 for details of Maternity Pay.
- 5.4 To take Maternity Leave, the employee must:
  - inform HR and their line manager that they are pregnant as soon as reasonably possible, and no later than 15 weeks before the due date. The employee should complete and submit the Employers Notification Form Mat E1 (Appendix 2) to HR by the specified time, stating the dates they wish to start and end maternity leave and
  - provide HR with a medical certificate or MAT B1 form, issued by their doctor or midwife from the 20<sup>th</sup> week of pregnancy.

If it is not possible for the employee to comply with the above, (for example, because they did not know they were pregnant), they must inform HR as soon as possible.

5.5 Once HR have received the completed Mat E1 form from the employee, they will reply in writing, within 28 days, confirming that they are entitled to 52 weeks' maternity leave and their return-to-work date, assuming they will be taking 52 weeks, unless otherwise advised. The employee may change it later if they want to take less but must give notice to do so.

5.6 During maternity leave an employee has a right to benefit from the terms and conditions that would have applied to her had they been at work, the only exception being salary.

## **6. When maternity leave will start / informing of birth of baby**

6.1 Maternity leave will start on whichever date is the earlier of:

- the employee's chosen date – which can be at any time after the beginning of the 11<sup>th</sup> week before their expected week of childbirth (as long as she is fit to continue working and it does not contravene health and safety guidelines).
- the day after the employee gives birth if the baby is early.
- the day after any day on which the employee is absent for a pregnancy-related reason in the four weeks before the expected week of childbirth, irrespective of anything agreed previously; in this case maternity leave will start automatically.

6.2 If the employee gives birth before their maternity leave was due to start, they (or their partner or a member of their family) must let the Council know that the baby has arrived early and when, as soon as possible, by contacting their line manager or HR. Following this and as soon as practicably possible, HR will write to the employee confirming the new end date for their leave.

6.3 If the baby is late and the employee gave a specific date, they wanted maternity leave to start, they can still start the leave from that date but must inform the Council of the date they gave birth so that they start their compulsory maternity leave from then.

## **7. Changing the date maternity leave starts**

7.1 If an employee wishes to change their maternity leave start date, they must give the Council 28 days' notice in writing. If they are unable to give 28 days' notice (for example, if it is late in the pregnancy) they should speak to their line manager, agree the new date with them and confirm it in writing to the line manager and HR. The revised date to start maternity leave cannot be before the start of the 11th week before the expected week of childbirth.

7.2 HR will write to the employee within 28 days of the commencement of the employee's ordinary maternity leave, to acknowledge the employee's intentions and to inform of the date on which the 52-week maternity leave entitlement will end.

## **8. Compulsory maternity leave following the birth**

8.1 Although an employee can decide how much maternity leave, they wish to take (up to a maximum of 52 weeks), the law requires that they take a minimum of two weeks maternity leave immediately following the birth, starting with the day of the birth, for health and safety reasons. This is called compulsory maternity leave, applies in all circumstances and forms part of the period of Ordinary Maternity Leave.

8.2 The employee can decide how many of the remaining 50 weeks they wish to take.

## **9. Multiple births**

Employees will receive the same amount of maternity leave and pay whether they have one baby or more than one, for example twins.

## **10. Contact during maternity leave**

10.1 The Council is required by law to tell employees on maternity leave about important changes or news at work, including promotion or other job opportunities, redundancies and/or any reorganisation that could affect their job. Therefore, before maternity leave starts, the line manager and employee should agree the best way to keep in touch and whether they prefer email to phone calls or vice-versa.

10.2 Employees may also want to be told about things such as staff bulletins, social events and colleagues who are leaving or joining. Employees should discuss this with their line manager and agree what they would like to hear about, how they'd like to communicate, for example by email, phone or keeping in touch (KIT) days and how often they would like to be in touch (unless the contact is about things, we must tell them about).

10.3 Employees may also wish to make contact with their line manager during their maternity leave, for example, to discuss and discuss arrangements for their return to work, Keeping In Touch (KIT) days for attendance at meetings or training for example, without bringing an end to or jeopardising the right to maternity pay. Employees will be paid equivalent to their full pay for any KIT days. Employees may also discuss with their line manager any flexible working arrangements that they may wish to request.

## **11. Changing the date of the return to work**

11.1 Unless otherwise notified or agreed, the employee will return to work on the date which they are due to return to work, which will normally be the first working day 52 weeks after their maternity leave began or as per the date specified on their Mat E1 form. Employees are requested to contact their line manager or HR to confirm that they will be returning to work as expected, in the 8 weeks before returning.

11.2 Where the employee wishes to curtail part of their leave to enable her partner to take SPL, or to return to work earlier than planned, they should give at least eight weeks' notice in writing.

- 11.3 If the employee wishes to return earlier than eight weeks, they should discuss it with their line manager first and if agreed, confirm it in writing.
- 11.4 If less than eight weeks' notice is given, and the line manager has not agreed to it, the Council may postpone the employee's return to work to ensure 8 weeks' notice is given, but not beyond the end of the maternity leave period.
- 11.5 In any event, maternity leave cannot be extended beyond the maximum entitlement of 52 weeks.
- 11.6 If an employee becomes pregnant while on maternity leave, they are entitled to another 52 weeks' maternity leave, and are required to notify their line manager and HR in line with this policy. By law, the employee cannot start their next maternity leave until the 11th week before their baby is due, so if their first maternity leave ends before that point, they will be required to return to work until at least the 11th week before the baby is due or submit a request to their line manager and HR to remain off work by taking another type of leave (i.e. annual leave). If agreed, the employee is required to give the Council the correct notice.

## **12. Keeping in touch (KIT) days**

- 12.1 Employees have up to 10 optional keeping in touch (KIT) days which can be worked by them during their maternity leave (but not within the first two weeks of giving birth), if the line agrees, without it affecting maternity leave and pay. KIT days can be worked one at a time, or in blocks of several days in a row, for example to attend training sessions, appraisal meetings and team meetings.
- 12.2 Before working a KIT Day, the line manager and employee should discuss and agree when the KIT Day(s) will be worked, what work the employee will do/what training they will be attending, whether they wish to use the KIT days consecutively, singly or in blocks and how many hours they wish to work on those days.
- 12.3 Employees should be aware that any work on a day (even as little as an hour) will count as a whole KIT Day and they will only be able to claim for, and be paid for, the hours they work, in units of ¼ hour, at the normal contractual rate of pay, agreed with their line manager in advance.
- 12.4 Employees will be paid for work carried out on a KIT Day a month in arrears. Their manager must submit a KIT Form (Appendix 3) by the third working day of the month for inclusion in that month's payroll.
- 12.5 If an employee works more than 10 KIT days their maternity leave and pay will automatically end.
- 12.6 As well as taking up to 10 KIT days, an employee taking Shared Parental Leave (SPL) might be able to take 20 extra days for keeping in touch, known as Shared Parental Leave in touch days (SPLIT days). The employee and their manager can agree on up to 20 Shared Parental Leave keeping in touch (SPLIT) days, which work in a similar way to keeping in touch ('KIT') days. SPLIT days can be useful for the employee to keep up to date with work, go to a work-related activity or training session, work part of a week to help the team, return from leave in a gradual way, for example taking 2 SPLIT days and working 3 days a week to start with. The line manager and employee should agree whether to use SPLIT days and how many of the 20 to use.

### **13. Returning to work after maternity leave**

- 13.1 An employee may take her full period of maternity leave entitlement and return to work at the end of this period.
- 13.2 Alternatively, an employee may return to work at any time during ordinary maternity leave or additional maternity leave, except during the first two weeks from the day of childbirth (see compulsory maternity leave) if they have given the appropriate notification.
- 13.3 New mothers should refer to the New and Expectant Mothers Policy, on The Loop or available from Health & Safety or HR, which includes information for new mothers who are breastfeeding.
- 13.4 Where the employee has taken maternity weeks of 26 weeks or less, Ordinary Maternity Leave (OML), they have the right to return to the same job.
- 13.5 Where the employee has taken more than 26 weeks maternity leave Additional Maternity Leave (AML) she will still have the right to return to the same job on the same terms as before they left, but if it is not reasonably practicable for her to return to the same job because there have been significant changes, they could be offered a suitable alternative job, on terms and conditions which are not less favourable i.e. pay, benefits, holiday entitlement, seniority, and where the job is. In such a scenario the council will clearly demonstrate why it is not reasonably practicable for the employee to return to their original job.
- 13.6 If the employee fails to return to work by the end of maternity leave without notification or good reason, it may be treated as an unauthorised absence unless the employee is absent due to ill health and produces a current medical certificate before the end of the maternity leave period.
- 13.7 If the employee decides during maternity leave that they do not wish to return to work, they should give written notice of resignation to the Council as soon as possible and in accordance with the terms of her contract of employment. The same principles apply to an employee who does not intend to return after a period of shared parental leave.
- 13.8 An employee who has received Occupational Maternity Pay and decides not to return to work after their maternity leave, may be liable to repay the Occupational Maternity Pay portion of their pay.
- 13.9 If an employee wants to change their hours when they return from maternity leave, they should consider making a flexible working request; see Flexible Working Policy on The Loop.

### **14. Maternity Pay**

- 14.1 Qualification for maternity pay depends on a number of factors including how much local government continuous service an employee has and also their average weekly earnings in the relevant earnings period. Employees who do not qualify for maternity pay may be able to claim Maternity Allowance (MA).

14.2 For employees who qualify for maternity pay, there are two types of maternity pay which they may be eligible for – SMP for weeks 1 to 39 or SMP for weeks 1-6 inclusive and Occupational Maternity Pay for weeks 7 to 39. Weeks 40-52 are unpaid.

14.3 Maternity pay starts as soon as the employee commences maternity leave. SMP / OMP is paid into the employee's bank account on the 15th of every month and is subject to Tax and National Insurance Contributions. It is payable only for complete weeks; there is no daily rate. For the purposes of Occupational Maternity pay, a week's pay is calculated by dividing annual gross salary by 52.142.

14.4 HR will send the employee a schedule of the maternity pay.

## **15. Statutory Maternity Pay (SMP)**

15.1 To qualify for SMP the employee must:

- have been continuously employed by GYBC for at least 26 weeks, ending with the 15<sup>th</sup> week before the week the baby is due and,
- their average weekly earnings must be over the National Insurance Lower Earnings Limit up to the end of the 15<sup>th</sup> week before the baby is due.

## **16. Occupational Maternity Pay (OMP)**

16.1 To qualify for OMP an employee must:

- have at least 12 months continuous service with local government by the 11th week before EWC and earn over the National Insurance Lower Earnings Limit
- provide a Mat B1 to the HR Department at least 28 days prior to the start of their maternity leave and return to work for a minimum of 3 months immediately after maternity leave.

16.2 Payment of OMP is made by the Council during maternity leave on the understanding that the employee will return to local authority employment for a period of at least three months which may be varied by the local authority on good cause being shown. In the event of the employee not returning, they will be required to refund the monies paid, or such part thereof, as the authority decides. If an employee is unsure whether they want to return to work, they may postpone the receipt of OMP until they have returned to work for 3 months.

## **17. Maternity Allowance (MA)**

17.1 An employee who is not entitled to SMP may be able to get Maternity Allowance instead, which is payable directly by the Government.

17.2 If an employee is not entitled to SMP, the Council will provide the employee with an SMP1 form to enable her to pursue a claim for maternity allowance through Job Centre Plus.

| Eligibility   | Timescale     | Pay   |
|---|---------------|---|
| <b>1. Maternity Allowance (MA)</b>  |               |   |
| <b>Maternity Allowance</b> may be payable where an employee has less than 26 weeks continuous service at the 15 <sup>th</sup> week before the EWC and/or earnings less than the National Insurance Lower Earnings Limit.<br><br><a href="https://www.gov.uk/maternity-allowance/how-to-claim">https://www.gov.uk/maternity-allowance/how-to-claim</a> – for details of how to claim maternity allowance | Weeks 1-39    | Employees will not qualify for SMP but can claim Maternity Allowance, paid at the current flat rate (or 90% of average weekly earnings if this is less) for 39 weeks.<br><br>Maternity Allowance is not processed by our Payroll, but by your local Job Centre Plus office, claimed on form SMP1.<br><br>A copy of the Maternity Allowance form is available from Payroll or <a href="http://www.dwp.gov.uk">www.dwp.gov.uk</a> . |
|   | Weeks 40 - 52 | Unpaid  |
| <b>2. Statutory Maternity Pay (SMP)</b>   |               |   |
| <b>Statutory Maternity Pay (SMP)</b><br><br>Payable where an employee has more than 26 weeks continuous service at the 15 <sup>th</sup> week before the EWC (but less than 1 year's continuous service at 11 <sup>th</sup> week before EWC) and earns over the National Insurance Lower Earnings Limit.   | Weeks 1 – 6   | Employees who are eligible for SMP will be paid:<br><br>9/10ths of their average earnings for six weeks'  |
|   | Weeks 7 – 39  | SMP rate (or 9/10 <sup>th</sup> of a week's pay if this is less) for 33 weeks   |
|   | Weeks 40 – 52 | Unpaid  |
| <b>3. Occupational Maternity Pay (OMP)</b>  |               |   |
| <b>Occupational Maternity Pay (OMP)</b><br><br>Payable where an employee has at least 1 year's continuous service at 11 <sup>th</sup> week before EWC.  | Weeks 1 – 6   | Employees who are eligible for OMP will be paid:<br>9/10ths of a week's pay for 6 weeks   |
|   | Weeks 7 – 18  | SMP for 12 weeks if they have indicated they <i>do not</i> intend to return <i>OR</i><br><br>If the employee has indicated their intent to return, SMP, plus 12 weeks Occupational Maternity Pay, which is equal to half pay. However, this will not exceed 100% of contractual weekly salary including SMP.  |
|   | Weeks 19 – 39 | SMP for a further 21 weeks  |
|   | Weeks 40 – 52 | Unpaid  |



## **18. Other information**

### **18.1 Annual Leave**

18.1.1. Employees are advised and encouraged to take any annual leave which they have accrued, but have not taken, before the commencement of their maternity leave.

18.1.1 Although annual leave continues to accrue during maternity leave, it cannot be taken during maternity leave and can only be taken at the start or end of the maternity leave period. It is usual for employees to take the annual leave they have accrued during maternity leave before returning to work and employees should discuss this with their manager prior to going on maternity leave or during maternity leave, before they return to work.

18.1.3 On return-to-work employees will also be given substitute days of paid leave for all bank holidays that have fallen during the maternity leave.

### **18.2 Health and Safety**

18.2.1 The Council has a duty to take care of the health and safety of all employees and is required to carry out a risk assessment to assess the workplace risks to employees who are pregnant or have recently given birth.

18.2.2 A New and Expectant Mothers risk assessment (see Appendix 4 for links to form and Policy) should be carried out by the employee and their manager at the initial stage of informing the Council that they are pregnant and then again during the pregnancy if appropriate. Risk assessment should also be carried out on return to work if this is within six months of childbirth and/or on return to work if the employee is breastfeeding.

18.2.3 Consideration will be given to any health and safety implications for pregnant or breastfeeding employees.

18.2.4 Risks can be caused by heavy lifting or carrying, standing or sitting for long periods without adequate breaks, exposure to toxic substances and long working hours. Where there are risks, the Council will take reasonable steps to remove them, for example by offering the employee different work or changing their hours.

18.2.5 If it is not possible for the Council to alter the employee's working conditions to remove the risks to their health and there is no suitable alternative work available to offer them on a temporary basis, the employee may be suspended from work on maternity grounds until such time as there are no longer any risks to their health. During this time the employee will be entitled to their normal salary and contractual benefits, unless they have unreasonably refused an offer of alternative employment. Suspension on maternity grounds may be for the remainder of an employee's pregnancy until the commencement of their maternity leave. Where an employee is suspended in these circumstances, their employment will continue during the period of the suspension and will not affect her statutory or contractual employment and maternity rights.

- 18.2.6 If a pregnant employee thinks they are at risk they should speak to their line manager, health and safety advisor or HR as soon as possible.

### **18.3 Sickness absence**

- 18.3.1 If an employee is absent from work during pregnancy owing to sickness, they will receive pay in the same manner as they would during any other sickness absence, provided that they have not yet begun ordinary maternity leave and it is not in the 4 weeks before the baby is due.
- 18.3.2 If the employee is absent from work due to a pregnancy-related illness after the beginning of the fourth week before their expected week of childbirth, their maternity leave will start automatically.
- 18.3.3 Employees are not entitled to sick pay whilst on maternity leave.
- 18.3.4 Where an employee is unable to return to work on the expected day after maternity leave due to sickness, the sickness absence policy will apply.
- 18.3.5 In all cases of sickness absence employees are required to comply with the Sickness Management Policy, including notification of absence and provision of fit notes.

### **18.4 Statutory Paternity Leave / Maternity Support Leave**

Employees should refer to the Paternity Leave Policy on The Loop for further information about paternity leave and maternity support leave or contact HR.

### **18.5 Parental Leave**

Employees should refer to the Parental Leave Policy for more information or contact HR.

### **18.6 Shared Parental Leave (SPL)**

Employees should refer to the Shared Parental Leave Policy for eligibility and further information or contact HR.

### **18.7 IVF / fertility treatment**

We acknowledge the emotional impact that IVF can have on employees and their partners who are undergoing it and recognize that different legal rights apply at different stages of the process.

Whilst there is no statutory right to take time off work in connection with infertility investigations or treatment before the stage at which they are pregnant, employees can request to take flextime, annual leave or unpaid leave or a combination of different types of leave and are requested to give as much notice as possible.

Employees can also make a request for flexible working, for example altering the hours worked on a temporary basis, part-time working or working from home for some of their hours, depending on the needs of their needs and those of the workplace.

The employee's line manager will be responsible for managing the flexibility that is required to attend appointments for treatment. Employees must provide as much notice as possible and evidence must be given of appointments made if requested. All cases will be treated individually, and confidentiality will be maintained at all times.

There may be times in the course of the IVF process when an employee is unable to work due to the effects of the treatment and is signed off by an appropriate person (fit note). Prior to implantation of the fertilised ova, this will be treated like any other sickness absence, reason and managed in accordance with the Council's Sickness Management Policy. Sickness absence associated with infertility treatment will not be classified as 'pregnancy related', until following implantation a woman is regarded as being pregnant, from the point of implantation.

From the point of implantation of the fertilized ova, an employee is regarded as pregnant, and the employee has the same rights. The Maternity Policy will apply, including the right to paid time off for antenatal appointments and absence being recorded and managed as pregnancy related. The employee should inform their line manager and HR when they reach the implantation stage of the treatment to avoid any uncertainty. If this subsequently changes and the IVF was unsuccessful, the employee should inform their manager and HR as soon as possible.

The Equality Act 2010 provides that unfavourable treatment of a woman at work during the 'protected period' because of their pregnancy, or because of illness suffered by them as a result of pregnancy, constitutes pregnancy discrimination. Section 18(6) provides that the 'protected period' begins 'when the pregnancy begins' and ends when the woman returns to work after maternity leave, or if they do not have the right to maternity leave, 'at the end of the period of two weeks beginning with the end of the pregnancy'. In the case of IVF treatment, the protected period begins with implantation of the fertilised ova. A pregnancy test is usually taken at two weeks after implantation; if that is negative the pregnancy is at an end and the protected period would end two weeks after that.

#### **18.8 Tax free childcare**

For more information, please visit [www.gov.uk/tax-free-childcare](http://www.gov.uk/tax-free-childcare).

#### **18.9 Pensions**

Employees will continue to pay the same percentage contributions to the pension scheme during their paid maternity leave. On their return they will have the option to make up pension contributions for any period of unpaid leave.

If an employee has any queries about how their pension may be affected by their maternity leave, they can contact Norfolk Pension Fund on 01603 495923 or [pensions@norfolk.gov.uk](mailto:pensions@norfolk.gov.uk)

#### **18.10 Sensitive information regarding miscarriage, stillbirth or death of a child**

We recognise that, while dealing with any bereavement is difficult, the death of a child, a stillbirth or a miscarriage, are among the most devastating events that an employee can ever face. We are very sorry if this applies to you, and we wish to assure you of our commitment to support you and all bereaved parents through your grief and to make you aware of the leave and support available to you. The following information is provided to help, when you feel able to read it. Alternatively, please contact HR. Help and support is also available from Norfolk Support Line, which is

confidential and free to employees: Our employee assistance programme provides support and advice to employees, including counselling, on a confidential basis. See 2.0 for details.

### **Miscarriage, stillbirth or the baby dies soon after birth**

Where a baby sadly dies before 24 weeks (miscarriage) the Council will give sympathetic consideration to the circumstances and may will grant paid compassionate special leave to mothers, fathers, partners or nominated carers. Employees should speak to Human Resources.

When a baby is stillborn after the 24th week of pregnancy or dies soon after birth, the employee will still be able to take their maternity leave and pay. In these circumstances, we ask that they, or a friend or family member, contact their line manager or HR, as soon as reasonably possible. If it would be helpful to the employee, we can arrange to contact a friend or family member, for a limited time, regarding work related matters, upon request, including leave and flexibility around their return to work i.e. phased return.

The employee will also be able to take Statutory Parental Bereavement Leave after they finish their maternity leave if they wish to.

### **Statutory Parental Bereavement Leave (SPBL)**

Where their child dies under the age of 18 or is stillborn after 24 weeks of pregnancy, employees will be able to take two weeks statutory Parental Bereavement Leave, to be taken in the 56 weeks following their child's death; eligible employees will also be entitled to two weeks SPBL pay.

We would encourage employees to refer to the Parental Bereavement Leave Policy, which is available on the Loop, for further information and seek guidance from HR if needed.

### **18.11 Retaining records of proof provided**

The Council is required to keep records of the proof the employee provides.

### **18.12 Other useful information and contacts**

The following internal policies, which can be found on the Loop, contain additional information and guidance.

- Flexible Working Policy
- Sickness Management Policy
- Annual Leave Policy
- Time off for Dependents Policy
- Parental Bereavement Leave Policy
- Data Protection Policy
- Grievance Policy

[www.gov.uk/maternity-pay-leave/pay](http://www.gov.uk/maternity-pay-leave/pay) – for details of the current rate of SMP, ShPP, SAP and SPP  
<https://www.gov.uk/maternity-allowance/how-to-claim> – for details of how to claim maternity allowance.

### **18.12.3 Administration of the Policy**

HR is responsible for the administration of this Policy. Should you have any feedback, please contact [HR@great-yarmouth.gov.uk](mailto:HR@great-yarmouth.gov.uk)

## **19. Data protection**

The Council processes any personal data collected in accordance with its Data Protection Policy. Any data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of managing maternity etc. under this policy. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Council's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the disciplinary procedure.



# Time off for Dependants Policy

|   |                 |
|---|-----------------|
| <b>Author</b>   | Human Resources |
| <b>Version No.</b>  | 1               |
| <b>Updated by</b>   | AS              |
| <b>Date of update</b>   | April 2024      |
| <b>Description of changes to this version</b>                                 | New policy      |
| <b>Document Status</b>  | DRAFT           |
| <b>Date for review:</b> (other than legislative changes errors, or omissions) | April 2027      |

## **1. Introduction and scope**

- 1.1 This policy sets out the rights of employees to time off work to manage unexpected or sudden problems relating to a dependant and make any necessary longer-term arrangements.
- 1.2 The policy has been agreed with Unison, Unite and GMB.
- 1.3 The policy applies to employees employed by us. It does not apply to workers, contractors, consultants or any self-employed individuals working for the organisation.
- 1.4 This policy does not form part of your contract of employment, and we reserve the right to amend or withdraw it at any time.
- 1.5 "Dependant" in this policy, means:
  - your spouse, civil partner, child, grandchild or parent.
  - any person who lives in the same household as you (other than as a lodger, tenant, boarder or employee);
  - any other person who will reasonably rely on you for assistance if they fall ill or are injured or assaulted, or who would rely on you to make arrangements for the provision of care in the event of illness or injury; or
  - in relation to the disruption or termination of care for a dependant, any other person who reasonably relies on you to make arrangements for the provision of care.

## **2. Employee assistance programme**

All our employees have free and confidential access to our Wellbeing and Employee Assistance Programme, provided by Norfolk Support Line (Vivup). Whatever mental health, physical, financial or personal issue you may be facing, you can access expert help and support 24/7, 365 days a year. There's no limit on the support you can receive. To access the service call 0800 169 7676, or go to the Norfolk Support Line website.

## **3. Entitlement to time off for dependants**

You have a statutory right to a reasonable amount of time off during working hours to take necessary action:

- to provide assistance when a dependant falls ill, gives birth or is injured or assaulted. This does not have to be life threatening or need full time care – it could be an existing condition that has worsened.
- to make arrangements for the provision of care for an ill or injured dependant
- in consequence of the death of a dependant
- because of the unexpected disruption or termination of arrangements for the care of a dependant and
- to deal with an incident that involves their child and occurs unexpectedly while the child is at school/other educational establishment or in the care of another.

#### **4. Requesting time off for dependants**

- 4.1 If you need to take time off for dependants, you should contact your manager at the earliest opportunity. If you become aware of an emergency while at work, you should immediately speak to your manager about leaving work early. You should explain:
- the reason for the absence; and
  - how long you expect to be absent from work.
- 4.2 If your manager is unavailable, you must speak to an equivalent or more senior manager.
- 4.3 If you are unable to contact your manager before taking time off for dependants, you should inform an equivalent or more senior manager know and contact your manager as soon as possible.
- 4.4 You must inform your manager as soon as possible of any change in the anticipated date of your return to work.

#### **5. Pay during time off for dependants**

- 5.1 Employees are entitled to take 'reasonable' time off, to deal with specific circumstances involving a dependant. In most cases, the amount of leave is expected to be one or two days. There is no set amount of time as it depends on the situation. As with Parental Leave, the legal entitlement is to unpaid leave. Employees can request annual leave and/or flexitime, as well as flexible working.
- 5.2 Employees can if they wish, consider using annual leave and/or flexitime, as well as flexible working, subject to manager authorisation.
- 5.3 Up to one-week pro rata special leave with pay may be requested, if, as a result of illness, or some other emergency, it is necessary\* for an employee to give assistance to a close relative. In the case of illness, the necessity for the presence of the employee after the third calendar day must be certified by a medical practitioner (the Council will reimburse to the employee the cost of the certificate if the medical practitioner makes a charge, provided a receipt is submitted). "Close relative" in this and succeeding paragraphs would normally be deemed to be the partner/spouse or an immediate blood relative (i.e. son, daughter, brother, sister, mother or father). However, discretion to broaden the category may be exercised when the individual family circumstances of the employee concerned make it appropriate.

\*Employees must be realistic in determining how much Special Leave is claimed and must consider other means of providing the assistance or a proportion of it. In the interests of equity, the responsibility of caring should be shared across carers, to ensure that the costs do not fall only on the Council. HR can give further advice if required.

- 5.4 Further dependants leave will be unpaid unless flexitime or annual leave is taken.



## **6. How much time off can be taken?**

The right to time off for dependants will, in most cases, be one or two days. You must actively seek alternative longer-term arrangements for the care of a dependant as soon as possible after the emergency occurs. If you are unable to make alternative arrangements, you must contact your manager and explain why further absence is required.

## **7. Other types of leave**

Time off under this policy is intended to be for you to deal with emergency situations involving dependants. Once the immediate emergency has been taken care of, you are expected to return to work or, if further time off is necessary, to request to take it as annual leave, flexitime, or other leave, as appropriate.

## **8. Providing false information**

If an employee knowingly provides false information in relation to taking time off for dependants, this may be treated as a disciplinary matter, which could potentially amount to gross misconduct, rendering the employee liable to dismissal.

## **9. Other information**

The following internal policies contain additional information and guidance and are available on the Loop, along with other HR policies which might be useful:

- Carers Leave Policy
- Annual Leave Policy
- Data Protection Policy
- Grievance Policy
- Parental Leave Policy
- Flexible Working Policy

<https://www.gov.uk/time-off-for-dependants>

## **10. Administration of the Policy**

HR is responsible for the administration of the Policy. Should you have any feedback, please contact [hr@great-yarmouth.gov.uk](mailto:hr@great-yarmouth.gov.uk)

### **11.0 Data protection**

The Council processes any personal data collected in accordance with its Data Protection Policy. Any data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of managing dependants leave including requests. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Council's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the disciplinary procedure.



# Unauthorised Absence Policy

|  |                                      |
|--|--------------------------------------|
| <b>Author</b>  | Human Resources                      |
| <b>Version No.</b>   | 1                                    |
| <b>Updated by</b>  | AS                                   |
| <b>Date of update</b>  | April 2024                           |
| <b>Description of changes to this version</b>                                | New policy for established procedure |
| <b>Document Status</b>   | DRAFT                                |
| <b>Date of review</b> (other than legislative changes, errors, or omissions) | April 2027                           |

## **1. Introduction**

- 1.1 This policy will be followed if an employee has not arrived for work at the time they were expected and has not contacted their line manager to let them know. It outlines the steps employees should take if they are late for work or unable to attend work and the actions managers will take.
- 1.2 Our primary concern is about the wellbeing of our employees, and we will take immediate steps to contact the employee, and where this is unsuccessful, their Emergency Contact. We will also conduct a home visit if required. If our attempts to contact the employee are unsuccessful, in exceptional circumstances and where we have reasonable grounds to suspect a situation of an emergency nature, we will contact the Police and request that they conduct a Welfare Check. We will always respond proportionally to the situation and information at hand at the time.
- 1.3 This policy has been agreed with Unison, Unite and GMB.
- 1.4 This policy applies to employees employed by us. It does not apply to workers, contractors, consultants, or any self-employed individuals working for the organisation.
- 1.5 This policy does not form part of your contract of employment, and we reserve the right to amend or withdraw it at any time.

## **2. Employee assistance programme**

All our employees have free and confidential access to our Wellbeing and Employee Assistance Programme, provided by Norfolk Support Line (Vivup). Whatever mental health, physical, financial or personal issue you may be facing, you can access expert help and support 24/7, 365 days a year. There's no limit on the support you can receive. To access the service call [0800 169 7676](tel:08001697676), or go to the [Norfolk Support Line](#) website.

## **3. Employee responsibilities**

- 3.1 If you are, or think you may be, late for work, you should let your manager know as soon as possible, by phone (please ensure you are safe to call and do not phone when driving), and the time you expect to arrive at work.
- 3.2 If you are unable to attend work when you are scheduled to, you should contact your line manager by phone and let them know as soon as possible. You should tell them the reason(s) why you can't attend work, when you expect to attend work and provide them with a phone number on which they can contact you. If you can't attend work due to illness, you should also follow the Sickness Management Policy, including maintaining contact with your manager. If there are other reasons you can't attend work such as an emergency relating to a dependent for example, other policy provisions may apply.

If, in *exceptional circumstances*, you are unable to telephone (for example you are receiving treatment in hospital), initial contact can be made by a friend or family member on your behalf, or you may send a text message to your manager. In either case, an explanation

must be provided as to why you are unable to telephone your manager and the reason for your absence. You must then take steps to contact your line manager by phone as soon as reasonably possible.

- 3.3 A failure to promptly inform your line manager of lateness or absence, persistent lateness and/or failing to follow Council policies may lead to your absence being considered unauthorised and could result in loss of pay / deduction from pay and disciplinary action in accordance with the Disciplinary Policy.
- 3.4 If you have contacted your line manager and they have not answered and/or your line manager is unavailable themselves due to absence, then please contact another manager, a more senior manager, or HR.

#### **4. Line manager responsibilities**

- 4.1 You must keep a diary record of all attempts to contact the employee, their Emergency Contact, and Police (in exceptional circumstances), along with the responses received.
- 4.2 If an employee has not reported for work within 30 minutes of their expected start time, or by 9.30am at the latest (unless the employee is due to start work later when the times should be adjusted accordingly), line managers must act promptly to check on their welfare and must attempt to contact them to ascertain:
- Are they alright?
  - The reason(s) why they are late or have not reported for work.
  - When they expect to arrive / attend work.
  - If they are unwell, how long they anticipate being absent for and then follow the Sickness Absence Policy.
- Also:
- Provide the employee with details of our confidential Employee Assistance Program.
  - If the employee does not respond to this initial call, leave a voicemail and send them a text and email, asking them to contact you urgently and within the next 30 minutes.
  - Consider if there may be any other reason why the employee may have mistakenly not reported for work.
- 4.3 If, within the next 30 minutes (i.e., one hour of start time or by 10am at the latest, unless the employee is due to start work later than this in which case the timing can be adjusted) you have not been able to contact the employee or have not had a response from them, phone them again and if no response, leave a message telling them that you will be conducting a welfare visit to their home address. Then:
- o Inform HR.
  - o Go to the employee's home address if appropriate (accompanied if possible) and attempt to make contact with them and ascertain the information in 4.2 above.
  - o If you are unable to contact them at their home address, contact their Emergency Contact (details can be accessed via HR), regarding the employee's welfare.
  - o If there is no response from either the employee or their Emergency Contact if you hold reasonable grounds that the situation is likely of an emergency nature you should contact HR to seek agreement, then contact the Police. You must usually have taken all reasonable steps to contact the employee before calling the police, this includes a home visit. Explain that you are concerned for the employee's welfare

- and of the attempts you have made to contact the employee and their Emergency Contact. Request that they conduct a Welfare Check and let you know if / when they have been able to make contact with the employee.
- o Keep HR and your Head of Service informed.
- o Further actions:
- If there has been no response by the end of the first day of unauthorised leave, including from the Police:
  - o Write to the employee (hand-delivered and/or 'signed for'), informing them of the attempts made to contact them, any actions that have been taken (i.e., attempts to contact their Emergency Contact, home visit(s) conducted, Police Welfare Check) and the concerns you have for their welfare. Include:
    - o details of our Employee Assistance Program, Norfolk Support Line
    - o details of how to contact you, (or your deputy/other in your absence), as soon as possible.
    - o Keep your Head of Service and HR informed.
  - Actions to be taken by the Manager – Days 2 and 3.
- If there is no response (or an unsatisfactory response) from the employee, you should:
  - o Repeat your attempts to contact the employee, both by telephone and email again, including by attempting to contact their Emergency Contact and conduct a second home visit.
  - o Establish whether the Police have managed to engage with them.
  - o Liaise with your Head of Service and HR to discuss actions taken to date, employee response (or not) and next steps, i.e., carry out, or arrange for an investigation to be carried out promptly into the employee's unauthorised absence.
  - o Send a further letter informing the employee Requesting their immediate contact by reply.
- 5. Action to be taken where the employee continues to fail to engage without good reason.**
- If the employee does not respond or continues to fail to attend work, refer again to Head of Service and HR for further guidance.
- Consider whether it is the employees first occasion of lateness/unauthorised absence, a one-off event or a regular occurrence/pattern of behaviour and any warnings on file. Lateness/unauthorised absence and/or a pattern of behaviour should be investigated, and consideration given as to whether it should be managed under the Disciplinary Policy.
- If an employee informs you that they have resigned or intend to resign, request that they confirm their resignation in writing to you as soon as possible, including the date of their resignation and the date notice is to take effect (where notice is given it should be worked and/or accounted for. Managers should seek HR advice). Once received it will be treated as a formal resignation and managed accordingly.
- Keep your Head of Service and HR updated.

## **6. Unauthorised leave following a request for annual leave.**

6.1 If an employee has reasonably been refused annual or other leave but declares that they intend to take the time off, anyway, speak to them as soon as possible. Carefully consider the reasons why the employee has requested the leave and if there are alternative statutory or contractual leave policies applicable in the circumstance. Unless there are mitigating factors or other application leave provisions that may apply, inform them that they are required to attend work and that failure to do so will be a disciplinary matter.

- Consult with HR throughout and confirm in writing:
  - the specific date(s) of the leave request, the date it was requested and the date it was legitimately declined.
  - that the employee is required to attend work as usual.
  - A failure to attend work without authorisation will be considered unauthorised absence, will be unpaid and may result in disciplinary action, up to and including dismissal for gross misconduct.
  - invite the employee to reconsider their expressed intention to be absent.

6.2 If an employee has been refused a request for annual leave and fails to attend work investigate it as a potential unauthorised absence, in accordance with the Disciplinary Policy and consider suspending pay. If the employee calls in sick on the same day/period as applied for leave, follow the sickness absence policy which includes provisions if there are suspected concerns regarding its validity.

## **7 Other information**

The following internal policies contain additional information and guidance and are available on the Loop, along with other HR policies which might be useful:

- Time off for Dependants Policy
- Carers Leave Policy
- Flexible Working Policy
- Sickness Management Policy
- Annual Leave Policy
- Disciplinary Policy
- Grievance Policy

## **8 Administration of the policy**

HR is responsible for the administration of this policy. Should you have any feedback, please contact [hr@great-yarmouth.gov.uk](mailto:hr@great-yarmouth.gov.uk).

## **9 Data Protection**

The Council processes any personal data collected in accordance with its Data Protection Policy. Any data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of managing absence including unauthorised absence. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Council's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the disciplinary procedure.



# Annual Leave Policy

|   |             |
|---|-------------|
| <b>Author</b>   | HR          |
| <b>Version No.</b>  | 1           |
| <b>Updated by</b>   | HR          |
| <b>Date of update</b>   | April 2024  |
| <b>Description of changes to this version</b>                                     | New Policy. |
| <b>Document Status</b>  | Draft       |
| <b>Next review due (except for changes to legislation, errors and omissions):</b> | April 2027  |



## **1.0 Introduction and scope**

- 1.1 The Council considers it important that you take regular holidays for your wellbeing and to achieve a work/life balance. We encourage you to take your full annual leave entitlement and to spread your holiday throughout the year to prevent building up an excessive period of leave at the end of each holiday year.
- 1.2 This policy aims to ensure employees are aware of their holiday entitlements and their responsibilities and the protocols around applying for leave. Managers should also consider this policy before authorising employee's annual leave.
- 1.3 This policy has been agreed with Unison, Unite and GMB.
- 1.4 This policy applies to employees employed by us. It does not apply to workers, contractors, consultants or any self-employed individuals working for the organisation.
- 1.5 This policy does not form part of your contract of employment, and we reserve the right to amend or withdraw it at any time.

## **2. Employee assistance programme**

All our employees have free and confidential access to our Wellbeing and Employee Assistance Programme, provided by Norfolk Support Line (Vivup). Whatever mental health, physical, financial or personal issue you may be facing, you can access expert help and support 24/7, 365 days a year. There's no limit on the support you can receive. To access the service call [0800 169 7676](tel:08001697676), or go to the [Norfolk Support Line](#) website.

## **3. Your annual leave entitlement**

- 3.1 The holiday year (annual leave period) runs from 1st of April to 31st of March each year.
- 3.2 The Council's annual leave is generous and is above the statutory minimum. Your annual leave entitlement will increase dependant on length of service, subject to a maximum.
- 3.3 Annual leave is calculated at the start of every leave year and each time a change in work pattern, or hours occurs. How much annual leave you receive will vary according to how many hours you work, your length of service and grade. If your employment starts or terminates part way through a holiday year, your holiday entitlement during that year will be calculated on a pro rata basis.
- 3.4 Your personal annual leave entitlement can be found on your contract of employment and on MyView.
- 3.5 You are responsible for recording and requesting your annual leave; your line manager is responsible for authorising your annual leave requests. You must not take holiday leave unless it has been authorised by your manager.
- 3.6 Except where set out in this policy and/or otherwise required by law, all holiday leave must be taken during the holiday year in which it is accrued otherwise it will be lost.
- 3.7 Where an employee has been transferred to the Council as part of a TUPE transfer, they should refer to their contract and MyView regarding their annual leave entitlement. For any queries following this, please contact HR.

#### **4. Carry over**

- 4.1 We encourage you to take all of your holiday entitlement in the current holiday year. It is important for your health and wellbeing to take your annual leave.
- 4.2 However, you may transfer up to 5 days leave (pro rata) automatically to the following leave year. You must take these 5 days before the Spring Bank holiday (which usually occurs on the last Monday in May) otherwise it may be lost. In exceptional circumstances, such as long-term sickness absence, long term suspension or similar, accrued annual leave will not be lost. This will be dealt with on a case-by-case basis.
- 4.3 You may, only in exceptional circumstances, be able to carry forward more than 5 days leave (pro rata), if the statutory entitlement was taken during the leave year, but you must get prior approval from the Head of Service. This may be particularly appropriate where the reason for the leave not being taken is attributable to the employee being absent on account of certified illness or other leave. Your Head of Service will need to inform HR of any additional authorised leave so that your entitlements can be updated on MyView.

#### **5. Requesting and booking annual leave.**

- 5.1 You should request leave in advance, by giving as much notice as is reasonably possible. You must normally give notice at least twice as many days in advance of the amount of leave you wish to take. For example, if you want to take 2 days annual leave, you must give at least 4 days' notice in advance.
- 5.2 Annual leave must be requested via MyView, our online system for booking holidays. You will be given the rights to request annual leave online and you will also be able to view your holiday entitlement online at any time. This is to give you the facility to easily plan your holidays throughout the year.
- 5.3 If you wish to book 2 weeks or more, please ensure you give your manager at least 1 month notice so they can ensure there is adequate cover to meet the demands of the service.
- 5.4 Managers may decline an employee's request for annual leave in exceptional circumstances if there is a valid business reason for this. In such a scenario the business reason will be communicated to the employee.
- 5.5 During the first year of your employment, the amount of leave that you receive may be limited to the amount of leave that you have accrued at that time.
- 5.6 If you feel that your request has been unreasonably refused for any reason, you should speak to your manager in the first instance. They will endeavour to ensure that you have every opportunity to take your holidays at the time you request them, but they will need to balance your requests with the needs of the department.
- 5.7 You must not book a holiday or make any firm holiday arrangements until your manager has authorised your leave request/your leave has been confirmed. Any costs incurred due to cancelling or changing prior arrangements will be your responsibility.
- 5.8 Requests for annual leave will usually be considered on a 'first come, first served' basis, except for certain periods of the year, for example, around the Christmas period or year-

end/peak work periods, when your manager may request that you and your colleagues submit requests for that period, when they will be considered as a whole and may take into account what leave you/your colleagues took the previous year for the same/similar period.

- 5.9 We reserve the right to require you to take leave on specified dates including periods of shut down, for example, at Christmas/New Year. The arrangements for leave between Christmas and New Year will be communicated in advance.
- 5.10 Generally, at least two thirds of your annual leave entitlement should be taken during the period April to December inclusive. For example, if your leave entitlement is 28 days (plus bank holidays), then at least 18 days should be taken between April to December.

## **7. Holiday pay**

- 7.1 You will receive normal pay during any day taken as part of your holiday entitlement.
- 7.2 No payment in lieu will be made in respect of untaken holidays other than in the event of termination of your employment.

## **8. Public holidays**

- 8.1 You are entitled to a holiday with a normal day's pay for each of the statutory, general and public holidays as they occur, unless otherwise advised i.e. you are required to work it. This will be pro rata for part time staff.
- 8.2 Employees who work part time are required to request the bank holidays which fall on their normal working days via MyView as bank holidays have been taken into account in their allocation of annual leave.
- 8.3 Employees who are required to work on a public or extra statutory holiday will be paid in accordance with the Green Book.

## **9. Sickness during periods of holiday leave or on a Bank Holiday**

- 9.1 If you fall sick or are injured while on holiday, and would have been incapable of work, you may request that the period is treated as sick leave and reclaim your annual leave subject to the following conditions:
  - The total period of sickness must be fully certificated by a qualified medical practitioner if greater than 7 days.
  - You must contact your manager (by telephone, if possible) as soon as you know that there will be a period of sickness during your holiday.
  - You must submit to your manager a written request no later than five days after returning to work setting out how much of your holiday was affected by sickness and the amount of leave that you wish to take at another time.
- 9.2 If you fall sick or are injured before a pre-booked holiday, you may request to cancel your holiday, and take any part that is interrupted by incapacity as sick leave subject to the following conditions:
  - The total period of sickness must be fully certificated by a qualified medical practitioner if greater than 7 days.
  - You must contact your manager by telephone, if possible, as soon as you know that there will be a period of sickness during your holiday.

You must submit to your manager a written request to cancel or change your pre-booked holiday, setting out the amount of leave that you wish to take at another time.

- 9.3 Any holiday leave that is adjusted to sick leave will be managed in accordance with our policy on sickness absence.
- 9.4 If your sickness coincides with leave that you had requested to take as annual leave, but was declined, your line manager will require you to provide evidence of sickness (the total period of sickness must be fully certificated by a qualified medical practitioner not self-certification) who will investigate the situation if they consider that the absence might not be genuine and if appropriate, will invoke formal disciplinary proceedings.

## **10. Holiday entitlement and sick leave**

- 10.1 You will continue to accrue your holiday entitlement during any period of sickness absence.
- 10.2 Subject to a request from you to use your paid holiday (annual leave) and approval from your line manager, you can use your paid holiday (annual leave) while off sick, for example if you:
- are not physically able to work but are physically able to take a holiday.
  - have a mental health condition that might be helped by a holiday.
  - are off sick long term, and a holiday might help with your recovery.
- 10.3 You should give your line manager as much notice as possible of your proposed holiday dates.
- 10.4 If your manager approves your holiday request, sick leave will be paused while you take a holiday, and you will instead receive holiday pay. After you have taken the holiday, sick leave will continue if you are still not well enough to return to work and provide a fit note(s) and will be managed in accordance with the Sickness Management Policy.
- 10.5 If your sickness lasts longer than 4 weeks, it is usually considered long term. If you have not been able to use your holiday because you have been on long-term sick leave, you can carry your unused holiday entitlement, which must be used within 18 months from the date it is carried over. Alternatively, you can choose to take your paid holiday during your sick leave, in which case you will be paid at your normal rate.
- 10.6 You might not need to carry over any unused holiday if for example you return from sick leave and still have enough of the holiday year left to use your holiday, by agreement.

## **11. Holiday entitlement and family leave**

- 11.1 The leave year and holiday entitlement (including bank holidays) are not affected by maternity, adoption, paternity, parental or shared parental leave and you will still accrue holiday over these periods.
- 11.2 Details of annual leave in relation to family leave can be found in the relevant policy.
- 11.3 Employees are advised to discuss leave with their manager as early as is reasonably possible and agree when it is going to be taken.

## **12. Holiday pay (or deduction of pay) on termination of employment**

- 12.1 In the event that the contract of employment is terminated (by either party):

If you have taken more than your entitlement to annual leave at the date of termination of employment, the corresponding amount will be deducted from your final salary payment. If your final salary is insufficient to cover this, we will invoice you.

We will pay you for annual leave you have accrued but not taken. However you may choose to take annual leave during the notice period, which has been booked in accordance with this policy.

We may in exceptional circumstances, where there is a business reason, request that you take all annual leave that you have accrued but not taken prior to your departure and will give you sufficient notice of this and outline the business reason.

You will receive a payment in lieu of accrued and untaken holiday for that holiday year, subject to the terms of your employment and this policy.

## **13. Failure to follow policy / falsification of leave**

- 13.1 A failure to follow this policy, including the requirement to request and record annual leave, and/or if leave is taken without authorisation, could result in disciplinary action being taken, including dismissal.
- 13.2 A deliberate falsification of annual leave recording/requests will be treated as gross misconduct.

## **14. Other relevant policies**

The following internal policies contain additional information and guidance and are available on the Loop, along with other HR policies which might be useful:

- Time off for Dependents Policy
- Maternity Leave Policy
- Paternity Leave Policy

- Parental Leave Policy
- Shared Parental Leave Policy
- Carers Leave Policy
- Absence Management Policy
- Disciplinary Policy
- Grievance Policy

#### **15. Administration of the Annual leave policy**

HR is responsible for the administration of this policy. Should you have any feedback, please contact [hr@great-yarmouth.gov.uk](mailto:hr@great-yarmouth.gov.uk)

#### **17. Data Protection**

The Council processes any personal data collected in accordance with its Data Protection Policy. Any data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of managing annual leave. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Council's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the disciplinary procedure.

# CABINET



**URN:** 24-084

**Report Title:** Draft Revised Allocations Policy and Scheme

**Report to:** Cabinet

**Date of meeting :** 11 June 2024

**Responsible Cabinet Member:** Cllr Emma Flaxman-Taylor, Portfolio Holder for Housing Health and Communities

**Responsible Director / Officer:** Melanie Holland, Head of Strategic Housing

**Is this a Key decision?** Yes

**Date added to Forward Plan of Key Decisions if a Key Decision:** 10 May 2024

## EXECUTIVE SUMMARY

The Council's current allocations policy and scheme was adopted in December 2019, since this time there has been increased demand for social housing, and reduced availability of housing stock. Therefore, a revised allocation policy and scheme has been produced to manage people's expectations and to ensure the best use of stock.

This report summarises the main proposed changes contained within the revised allocation policy and scheme which is attached at Appendix I.

## RECOMMENDATIONS:

That Cabinet approve that the revised allocation policy and scheme be subject to public consultation.

## 1. INTRODUCTION

- 1.1. Following a review of the Council's housing allocations policy and scheme, this report provides a summary of the proposed changes.

## 2. BACKGROUND

- 2.1. All local housing authorities are required to have an allocations policy and scheme. This must comply with the Housing Act 1996 and the statutory guidance issued by the Secretary of State. The Council's current allocations policy and scheme was adopted in December 2019 and

implemented in March 2023. In February 2024 it was decided that as the policy had been in place for 12 months that a review should be undertaken.

### **3. PROPOSED CHANGES**

- 3.1. Since the current policy was adopted, demand for social housing has increased, with many people choosing to apply to the Housing Register as social housing due to high open market rents. However, the limited availability of social housing, both Council housing and housing association properties, means that it is important to manage the expectations of those considering applying to the Housing Register and to ensure the best use of existing social housing stock.
- 3.2. A revised allocations policy and scheme is contained at Appendix I. The main proposed changes are summarised below.
- 3.3. The local connection residency qualification is proposed to be for a period of at least three years immediately prior to an application being made, as opposed to the current criteria of three out of the last five years. The only exemptions to local connection criteria are proposed to be those which are required under statutory guidance.
- 3.4. The revised policy and scheme contains a set of income and asset thresholds for disqualifying on financial grounds.
  - An increased number of bands, from five to seven, in order to:
  - ensure that there is greater parity for comparative levels of housing need;
  - support the Council to make best use of stock; and
  - comply with legislation and statutory guidance, whilst ensuring qualifying applicants with a local connection who are in a reasonable preference category are given a level of priority.
- 3.5. Places a limit on the number of suitable offers for all applicants (not just those with a homeless duty): it is proposed that applicants in the Emergency Band or Band A will only be made one suitable offer of accommodation; with all other applicants being made two suitable offers of accommodation.
- 3.6. The inclusion of new categories to support regeneration initiatives, promote the best use of stock and prevent homelessness.

### **4. NEXT STEPS**

- 4.1. In line with the Housing Act 1996 and Housing Act 1985, it is proposed that the revised allocations policy and scheme being subject to public consultation, for this to include it being sent to all Private Registered Providers operating in the borough, and seeking the views of Council tenants and applicants on the housing register. That the period of public consultation is eight weeks, following which a proposed final revised policy and scheme will be presented to Cabinet for approval and adoption.



## **5. FINANCIAL IMPLICATIONS**

- 5.1. The introduction of a revised allocations policy and scheme will require either the Council's current allocations management system provider or an alternative provider to undertake additional work. The fee for this work is not included in the existing contract.

## **6. RISK IMPLICATIONS**

- 6.1. An earlier draft has been considered by a barrister who is a leading expert on housing law, with the proposed revised allocation policy and scheme attached at Appendix I now reflecting feedback to ensure it fully complies with legislation, statutory guidance and is mindful of case law, therefore, minimising any risk of challenge.

## **7. LEGAL IMPLICATIONS**

- 7.1. As stated above the revised policy and scheme attached at Appendix I reflects the housing barrister's feedback to ensure that the document complies with legislation, statutory guidance and case law.
- 7.2. The Housing Act 1996 requires local housing authorities, before adopting an allocation policy and scheme, or altering a policy and scheme to reflect a major change of policy, to:
  - send a copy of the draft policy and scheme, or proposed alteration, to every Private Registered Provider with whom they have nomination arrangements, and
  - ensure they have a reasonable opportunity to comment on the proposals.
- 7.3. In addition, the Housing Act 1996 states that when a local housing authority makes an alteration to their policy and scheme reflecting a major change of policy, they shall within a reasonable period of time take such steps as they consider reasonable to bring the effect of the alteration to the attention of those likely to be affected by it.
- 7.4. Furthermore, the Housing Act 1985 requires the Council to consult with its secure tenants.

## **8. CONCLUSION**

- 8.1. Recent years have seen increased demand for social housing, the limited availability of stock means that it is important to manage people's expectations and to ensure the best use of stock.

## **9. BACKGROUND PAPERS**

- 9.1. Housing Allocation Scheme 2021

| <b>Consultations</b>              | <b>Comment</b>                 |
|-----------------------------------|--------------------------------|
| Monitoring Officer Consultation:  | Via ELT                        |
| Section 151 Officer Consultation: | Via ELT                        |
| Existing Council Policies:        | Housing Allocation Scheme 2021 |
| Equality Issues/EQIA assessment:  | Attached at Appendix II        |

# **Allocations Policy and Scheme**

DRAFT

**May 2024**

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## **1. Introduction**

- 1.1. This Housing Allocation Policy and Scheme applies to the Great Yarmouth Borough Council local authority area.
- 1.2. This document sets out Great Yarmouth Borough Council's Policy for applications to the Housing Register; the allocation of the housing stock owned by the Council and nominations to housing associations (including those in the Great Yarmouth Housing Partnership<sup>1</sup>), and other organisations, registered with the Regulator of Social Housing (for social and affordable rented and low-cost home ownership<sup>2</sup> properties) and to private landlords.
- 1.3. Officers act under delegated powers in accordance with this Policy. All allocations and nominations are made from the Housing Register.

## **2. Aims of the Allocation Policy and Scheme**

- 2.1. In the borough of Great Yarmouth the demand for social housing exceeds available supply. Therefore, this Housing Allocation Policy and Scheme seeks to meet the following aims:
  - Ensure people in the greatest housing need have the greatest opportunity to access suitable housing that best meets their needs;
  - To prevent and relieve homelessness;
  - To make best use of all social housing stock;
  - To help the Council meet statutory and strategic aims; and
  - To help contribute to the development of sustainable communities.
- 2.2. Whilst this Policy is intended to be comprehensive, the Council recognises that it is not possible to cover every eventuality. In special cases with exceptional needs, the Head of Strategic Housing has the discretion to award additional priority and approve offers of accommodation taking into consideration all factors relevant to the application.

## **3. Eligibility**

- 3.1. Applicants ineligible under Government regulations will not be eligible to be accepted onto the Housing Register. Eligibility is a question of immigration status. The rules regarding eligibility are complex and subject to regular changes in immigration law. Applicants who are not British citizens can request further information from the Council before making an application.

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<sup>1</sup> Appendix A provides detail on the Great Yarmouth Housing Partnership

<sup>2</sup> With the exception of Homes England grant funded shared ownership properties on non exception sites

- 3.2. Any applicant who has been excluded from the Housing Register on the grounds of ineligibility will be given written notice of the decision and the reasons for it and advised of their right of appeal (see section 38).

#### **4. Qualification Criteria**

- 4.1. The Council will usually only accept applicants onto the Housing Register who are in housing need. Housing need qualifying criteria is set out in Appendix B. Applicants deemed not to be in housing need will be placed in Band E.

##### ***Local Connection***

- 4.2. The Council will usually only accept applications to the Housing Register from an applicant with a local connection to the Great Yarmouth Borough Council area. Local connection means that the applicant or a person who might reasonably be expected to reside with them either:
- Is normally resident within the local authority area of the Borough; or
  - Has a local connection with the area by virtue of family association or current employment.
- 4.3. Normally resident means resident in accommodation for a period of at least three years immediately prior to an application being made. This does not include being detained in prison or resident in a bail hostel. Persons occupying holiday or other temporary accommodation (for example, hospital or student housing) are not considered as normally resident unless they can demonstrate that this has been their sole or main home for a period of at least five years. It is recognised that the residency qualify may place refugees, gypsies and travellers at a disadvantage, therefore, the Council will always consider disapplying the residence requirement in such cases.
- 4.4. Family association normally means that the applicant has parents, adult children, or adult sibling currently living in the Borough of Great Yarmouth and has been normally resident within the Borough for at least five years. In exceptional circumstances and where support is required family association may include extended family, each case will be determined on its own merits. Applicants will be required to provide proof of local connection by virtue of family association.
- 4.5. Current employment means the employment or self-employment of the applicant is physically in the Borough, for a minimum of 20 hours per week and for at least one year's duration.
- 4.6. Local connection requirements will not apply to the following applicants:
- a person who is serving in the regular forces or who has served in the regular forces within five years of the date of their application for an allocation of housing under Part 6 of the 1996 Act;

- a person who has recently ceased, or will cease to be entitled, to reside in accommodation provided by the Ministry of Defence following the death of that person's spouse or civil partner where -
    - the spouse or civil partner has served in the regular forces; and
    - their death was attributable (wholly or partly) to that service; or
  - a person who is serving or has served in the reserve forces and who is suffering from a serious injury, illness or disability which is attributable (wholly or partly) to that service.
  - existing social housing tenants in England who have a reasonable preference because of a need to move to the Borough of Great Yarmouth to avoid hardship and if they work or have been offered work in the Borough and have a genuine intention to take up that offer<sup>3</sup>;
  - persons who need to move from another local authority area to escape domestic abuse; and
  - persons who need to move from another local authority area to escape other forms of violence or harm.
- 4.7. Not having a local connection to Great Yarmouth Borough Council will not preclude those applicants identified to be within the class of person set out in section 13.1 of this Policy from being on the Housing Register. Such applicants will be placed in Band F unless exceptional circumstances apply (see section 4.18).

### ***Unacceptable Behaviour***

- 4.8. Applicants will not be accepted on to the Housing Register where it is decided that the applicant, or a member of the household with whom the applicant would usually reside, has behaved unacceptably.
- 4.9. Examples of unacceptable behaviour could include:
- Significant<sup>4</sup> rent or mortgage arrears or breach of tenancy obligations where no attempt is being made to repay the debt or remedy the breach;
  - Cautioned or convicted of a nuisance, anti-social or violent offence;
  - Subject to an injunction or equivalent under the Anti-social Behaviour, Crime and Policing Act 2014;
  - Conduct likely to cause serious nuisance, annoyance or harassment to neighbours;
  - Using accommodation or allowing it to be used for immoral or illegal purposes;

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<sup>3</sup> Employment must be physically located in the Borough, and cannot be short term or marginal or ancillary to work in another area or voluntary.

<sup>4</sup> For example, those with eight weeks rent arrears or amounts exceeding £1,000 may be disqualified from the Housing Register until the amount has been substantially reduced or consecutive payments for 26 weeks have been made, unless there are agreed extenuating special circumstances.

- Fraudulent or duplicitous behaviour to obtain accommodation;
- Serious damage to or neglect of a property by the tenant or other occupants; or
- Committing violent or anti-social behaviour, or domestic, racist or other abuse.

4.10. Cases will be considered on an individual basis. The following criteria will be applied in determining whether an applicant (this includes existing Council tenants) is excluded from being able to go on the Housing Register for rehousing because of their unacceptable behaviour:

- There must be reliable evidence of unacceptable behaviour;
- In normal circumstances the behaviour concerned should have occurred within the last two years. In cases of a more serious nature, for example, those involving criminal prosecution, a longer timescale may be appropriate; and
- There must be reasonable grounds for believing that the behaviour could continue or be repeated. For example, the applicant may have issued threats or there might be a history of repeat offending.

4.11. The decision as to whether to exclude an applicant from the Housing Register on the basis of unacceptable behaviour, be this due to the applicant's behaviour or the behaviour of a member of the household with whom the applicant would usually reside, will be made by the Housing Options Service Manager.

### ***Financial and Needs Assessment***

4.12. Persons will not qualify to join the Housing Register if they own a property in the United Kingdom or overseas.

4.13. Figure 1 below sets out the financial caps<sup>5</sup> where applicants with household gross income (including benefits and interest on savings) and/or savings and assets (including equity in a property), or both, above these levels will usually be considered as not being in housing need and will not qualify to join the Housing Register.

***Figure 1***

| <b>Dwelling size need</b> | <b>Annual gross income cap</b> | <b>Savings and assets cap</b> |
|---------------------------|--------------------------------|-------------------------------|
| One-bedroom               | £26,000                        | £16,000                       |
| Two-bedroom               | £32,000                        | £16,000                       |
| Three-bedroom             | £40,000                        | £16,000                       |
| Four-bedroom and above    | £50,000                        | £16,000                       |

4.14. In the scenario where an applicant **only** wishes to access low cost home ownership accommodation, the cap on household income will be raised to £80,000 gross per annum.

<sup>5</sup> These will be kept under review.



- 4.15. Lump sums awarded to Armed Forces service personnel injured or disabled in action will be disregarded.
- 4.16. The financial assessment will have regard to the financial resources of the applicant and the cost and availability of alternative suitable accommodation. Such applicants who can demonstrate that they have health or support needs that they are unable to meet in the open market will be considered on their individual merits by the Head of Strategic Housing. Examples include:
- an older person is committed to paying for care or support costs in order to remain living independently; and
  - an applicant who requires specific accommodation to meet their housing needs, for example, the needs of disabled dependent children, but this accommodation is not available in the private sector.
- 4.17. As with all other decisions made under this policy, any applicant who is deemed to have such resources as not to qualify to join the Housing Register will have a right of appeal against that decision (section 38).
- 4.18. Where an application to the Housing Register would not otherwise be accepted on the grounds of failing to meet the qualification criteria, as the Local Housing Authority, the Council will retain the discretion in exceptional circumstances where it is considered necessary to dis-apply the qualification criteria and / or place the applicant in any other Band as set out in this policy.
- 4.19. Any applicant who has been excluded from the Housing Register on the grounds of failing to meet the qualification criteria will be given written notice of the decision and the reasons for it and advised of their right of appeal (see section 38).

## **5. Age of Applicants**

- 5.1. Applicants must be at least 18 years of age.

## **6. Homeless Applicants**

- 6.1. Great Yarmouth Borough Council has a duty to secure suitable accommodation for homeless households who are eligible for assistance, in priority need, have a local connection and who are not intentionally homeless, in Council, other Registered Provider (housing associations registered by the Regulator of Social Housing) or suitable private rented accommodation. Discharge of the main homelessness duty to the private rented sector will be made in line with the Homelessness (Suitability of Accommodation) (England) Order 2012.
- 6.2. It is important that persons who are homeless or threatened with being made homeless seek advice from Great Yarmouth Borough Council, or their local council, at the earliest opportunity.

## **7. Transfer Applicants**

- 7.1. Existing tenants of Great Yarmouth Council will be subject to the provisions of the Allocation Policy and Scheme. Tenants wishing to transfer will not normally be considered for re-housing until they have been resident in their present home for one year. This includes tenants who have moved due to undertaking a mutual exchange.

## **8. Applying to the Housing Register**

- 8.1. Persons wishing to register must complete an Application Form. The application must be completed online through Great Yarmouth Borough Council's website and any outstanding supporting evidence must be provided within 28 days. Assistance will be provided to anyone who may have difficulty applying due to disability, illness, age, not speaking English as a first language, or any other reason (see Section 23.1).
- 8.2. The Application will then be assessed by Great Yarmouth Borough Council. Applicants will receive a written response confirming whether their application has been accepted. If accepted, the applicant will be provided with written notification of the Band in which they have been placed and given a registration date.
- 8.3. Where an applicant is not satisfied with the way their application has been assessed or determined they have a right of appeal (see Section 38).

## **9. Verification**

- 9.1. On completing the Application Form applicants give permission for Great Yarmouth Borough Council to verify (check) the information that they have provided or will re-provide prior to any offer being made or any change of circumstance. This includes permission to contact other Council departments, for example Council Tax and Social Services, and other people or organisations such as previous and current landlords, the UK Border Agency and the police. Applicants will not be accepted onto the Housing Register until all information requested has been provided and verified. Appendix C lists the information applicants are required to submit to verify their housing application.
- 9.2. Caseworkers may undertake home visits to assess applicants' living conditions and confirm residency of those listed in the application. This will include an inspection of the home, taking photos and/or measurements of the property.
- 9.3. Great Yarmouth Borough Council may share information as appropriate where this is legally required and when providing nominations to housing associations and private landlords.

## **10. False Statements and Withholding Information**

- 10.1. Ensuring all the information provided is true and accurate is the responsibility of the applicant. Verification checks will be undertaken at the point of offer to confirm the information on the application form is correct and up to date.
- 10.2. It is a criminal offence for applicants knowingly or recklessly to give false information; or to knowingly withhold information. It can carry a fine and in separate civil proceedings can lead to the loss of any accommodation let as a result of Great Yarmouth Borough Council relying on that false information.
- 10.3. Applicants are required to certify online applications confirming the details they have given are correct to the best of their knowledge.
- 10.4. This Scheme falls within the provisions of Part VI of the Housing Act 1996. Section 171 of the Act states:
  - (1) A person commits an offence if, in connection with the exercise by a local housing authority of their functions under this Part:
    - (a) they knowingly or recklessly make a statement which is false in material particular, or
    - (b) they knowingly withhold information which the authority has reasonably required them to give in connection with the exercise of those functions.
  - (2) A person guilty of an offence under this section is liable on summary conviction to a fine not exceeding level 5 on the standard scale.
- 10.5. Consequently, where Section 171 applies, Great Yarmouth Borough Council may bring a prosecution, which if successful, could result in a fine of an unlimited amount.
- 10.6. Where false information is found to have been given, the applicant may also be disqualified from the Housing Register on the grounds of unacceptable behaviour. Where false information has resulted in the applicant obtaining accommodation, the relevant Landlord may bring possession proceedings for recovery of the property.

## **11. Change in Circumstances**

- 11.1. If an applicant's circumstances change Great Yarmouth Borough Council must be informed straight away, or as soon as is reasonably practicable. Examples of changes include change of address, change in family size and change in financial circumstances.
- 11.2. If an applicant's circumstances change they may cease to be eligible for inclusion on the Housing Register, and their application will be disqualified. They will be informed if this is the case and advised of any right of appeal (see Section 38).

## **12. Worsening of Circumstances**

12.1. Applicants must not deliberately worsen their circumstances in order to be given a higher Banding on the Housing Register. If an applicant is found to have deliberately worsened their circumstances in order to be given a higher Banding, they will either be placed in the Band corresponding to their circumstances at the time of their original application or may be disqualified from the Housing Register on the grounds of unacceptable behaviour.

12.2. Examples of deliberate worsening of circumstances might include:

- Selling a property that is affordable and suitable for an applicant's needs;
- Disposing or gifting assets, including property;
- Deliberate depletion of capital;
- Moving from a secure Assured Tenancy to insecure, overcrowded accommodation, where there is no good reason for this move;
- Having allowed the condition of accommodation to deteriorate to a level considered beyond reasonable wear and tear; and
- Where there is evidence that it was reasonable for an applicant to have remained in their original accommodation.

12.3. Where an applicant has little or no control over their move to alternative accommodation, this will not be considered as a deliberate worsening of circumstances.

## **13. Statutory Requirements**

13.1. Under the Housing Act 1996 Great Yarmouth Council must ensure that when allocating and nominating to housing accommodation, reasonable preference is given to the following groups:

- people who are homeless within the meaning of Part 7 of the Housing Act 1996 (including those who are intentionally homeless and those not in priority need);
- people who are owed a duty by any housing authority under the Housing Act 1996 sections 190(2), 193(2) or 195(2) (or under section 65(2) or 68(2) of the Housing Act 1985) or who are occupying accommodation secured by any such authority under section 192(3);
- people occupying insanitary or overcrowded housing or otherwise living in unsatisfactory housing conditions;
- people who need to move on medical or welfare grounds, including grounds relating to a disability; and
- people who need to move to a particular locality in the district of the authority, where failure to meet that need would cause hardship (to themselves or to others).

13.2. The Housing Act 1996 also requires that housing authorities must give additional preference to the following categories of applicants who fall within one or more of the reasonable preference categories and who have urgent housing needs:

- former members of the Armed Forces;
- serving members of the Armed Forces who need to move because of a serious injury, medical condition or disability sustained as a result of their service;
- bereaved spouses and civil partners of members of the Armed Forces leaving Services Family Accommodation following the death of their spouse or partner; and
- serving or former members of the Reserve Forces who need to move because of serious injury, medical condition or disability sustained as a result of their service.

13.3. Those applicants who are in the above categories and are placed in Bands Emergency to D and are considered to have urgent housing needs will be given additional priority so that they are considered for re-housing ahead of other applicants in their respective Band.

#### **14. The Banding System**

14.1. The Allocations Policy is based on seven Bands with specific qualifying criteria (see Appendix B for more details). Each applicant's housing need and other circumstances are assessed on the information provided and the applicant is placed in the highest Band their circumstances allow. Within each Band applicants are ranked in date order from when they were registered into that Band.

#### **15. Statement of Choice**

15.1. Great Yarmouth Borough Council is committed to offering the greatest choice possible in the allocation of affordable housing in the Borough, whilst ensuring that housing is allocated to those with the greatest need.

15.2. As part of the application process, with the exception of applicants owed a homeless duty or in either the Emergency Band or Band A, applicants will be required to identify the areas in which they would like to be rehoused.

15.3. In some cases, where the Council deems there is a risk to the safety of the applicant or a member of their family or there is a risk to the safety of other people, the Council will restrict the ability of the applicant to choose which areas they want to be rehoused to those areas where there will be no risk or the risk can be appropriately mitigated.

15.4. Any applicant to whom the Council owes a homeless duty or in either the Emergency Band or Band A will be considered for any suitable property located across the

Borough. This will include a risk assessment to ensure that the property is in area where there will be no risk or the risk can be appropriately mitigated.

## **16. How the Scheme Operates**

- 16.1. All properties that become available for letting and all housing association properties where the Council has nomination rights will be offered to the applicant in the highest Band for whom the property is suitable and who has been within that Band for the longest period of time, unless otherwise provided by this Policy.

## **17. Bedroom and Bedspace Entitlement**

- 17.1. The number of bedrooms required for each household is calculated in accordance with age, sex, marital status composition and the relationship of the members to one another. A separate bedroom is required for each married or cohabitating couple, for any other person aged 16 years or over, for each pair of children aged 0 to 15 years of the same sex, and for each pair of children under 10 years of the same or opposite sex. If that is not possible, he or she is counted as requiring a separate bedroom, as is any unpaired child under the age of 10 years. Additional bedroom/s required because of a medical condition/s will be considered as part of the medical assessment procedure.
- 17.2. Single adults and persons aged 16 years or over will usually be allocated a bedroom with one bedspace.
- 17.3. Appendix D gives examples of what size and type of property an applicant can usually expect to be offered.

## **18. Access to Children**

- 18.1. In the case of divorced or separated parents / guardians, a child will typically be expected to reside with one parent / guardian as their main residence. Unless it is stated in a legal document that residency is 50% for each parent / guardian, the other parent / guardian will not receive any bedroom entitlement for access visits.

## **19. University / Full-time Study Away from Home**

- 19.1. Household members studying away from home in full-time courses will only be considered in bedroom entitlement if they are in accommodation provided by the university or other educational established and are required to vacate it out of term time.

## **20. Overnight Carers**

- 20.1. Where a household has formal evidence that an overnight carer or team of carers is needed three or more nights per normal week, where possible the Council will take account of the applicant's needs for a spare room.

## **21. Supported Accommodation**

21.1. Applicants can indicate whether they want to be considered for supported accommodation on the application form but will usually be offered one only if they meet the following criteria:

- Older persons' sheltered or independent living accommodation – applicants will usually be aged 60 or over.
- Older persons' housing with care or extra care sheltered accommodation – applicants aged 55 or over with support and/or care needs. Applicants require a referral from a social care manager to be considered for this type of housing. Applicants will be expected to sign-up to a support and care package.
- Other supported housing - applicants must meet the requirements set out in each scheme's eligibility criteria. Applicants will usually require a referral from a social care manager to be considered for this type of housing. Applicants will be expected to sign-up to a support and / or care package as appropriate.

21.2. Bungalows, ground floor flats, and flats with lift access will usually only be offered to applicants who have poor health and/or a disability who require accommodation on one level.

21.3. Certain properties may be designated, for a limited period of time, for applicants who fall into a particular age category to ensure the continued sustainability of a particular block or area of housing. These may be subject to local lettings policies (see below).

## **22. Support / Care Packages**

22.1. Some applicants (such as care leavers, and people with serious mental illness, dementia, or learning disabilities) will only be eligible for an offer of accommodation once it is confirmed that they have a recognised support/care package in place. This support/care package need not be provided through Social Services, but could include other forms of support, for example from family or friends. The support/care package will be reconfirmed before an offer of accommodation is made to ensure that applicants are supported to live successfully in their new home.

22.2. Notwithstanding the above, the Council will not accept persons on to the Housing Register, nor make an offer of accommodation to an applicant, who lacks mental capacity or the capacity to manage a tenancy independently.

## **23. Advice and Assistance**

23.1. Great Yarmouth Borough Council offers personal appointments. In addition, staff are able to signpost applicants to other sources of advice and assistance. In particular, assistance will be provided to anyone who may have difficulty applying due to disability, illness, age, not speaking English as a first language, or any other reason.



## **24. Information about the Allocation Policy and Scheme**

- 24.1. Anyone who wishes is entitled to a free copy of the Allocation Policy and Scheme, which can be obtained from Great Yarmouth Borough Council. A copy of this document is available to be downloaded from the Great Yarmouth Council website.
- 24.2. Applicants to the Housing Register are also entitled to request details of information that has been used to assess their application. Requests must be submitting in writing.
- 24.3. When each property has been successfully allocated, the banding and registration date of the successful applicant will be made available on the website on a quarterly basis. This information should be sufficient for applicants to determine their prospects of success in obtaining housing, and to estimate how long they are likely to have to wait to obtain such housing.

## **25. Local Lettings Plans and Policies**

- 25.1. Local Letting Plans are usually introduced to:
- Due to planning conditions;
  - Deliver specific local strategic outcomes; and
  - Balance communities to achieve sustainable neighbourhoods.
- 25.2. Where a Local Letting Plan or Policy is in place, priority will normally be given to applicants who directly meet the criteria of the Plan. A list of Local Lettings Plans and Policies is contained at Appendix E. Details of each Local Letting Plan or Policy will be available on request from the Council. Where a Local Letting Policy is required as part of planning conditions in relation to an exception site, the Section 106 agreement will set out how the shortlisting process will operate.

## **26. Transfer Quota**

- 26.1. Up to 20% of all dwellings will be allocated to applicants who are existing tenants of Great Yarmouth Borough Council and tenants of a Private Registered Provider who live in the Borough of Great Yarmouth. The properties that are allocated this way will be decided by the landlord.

## **27. Sensitive Lets**

- 27.1. There may be circumstances where properties will be identified for Sensitive Let by the landlord. This means specific criteria will be applied to individual properties to achieve wider objectives. Where a Sensitive Let is identified, priority may be given to applicants who directly meet the required criteria.



## **28. Direct Lets**

- 28.1. Great Yarmouth Borough Council may from time to time need to make a Direct Let of a property to an applicant in exceptional or urgent circumstances, for example to prevent risk of harm to the household, facilitate or maintain essential support arrangements, or for an applicant who has very specific housing requirements.
- 28.2. These lets will be requested by a landlord and agreed by a Team Leader in Great Yarmouth Borough Council. All requests will be supported by evidence.

## **29. Adapted Properties**

- 29.1. In order to ensure best use of stock, properties which have been or can be adapted to meet the needs of people with disabilities, will normally be given to the applicants requiring the adaptations provided.

## **30. Letting Privately Rented Accommodation**

- 30.1. Private landlords (this does not include housing associations registered with the Regulator of Social Housing) who offer affordable housing to households on the Housing Register may use additional criteria when selecting prospective tenants. The use of a Private Landlord's Letting Plan must be agreed with Great Yarmouth Borough Council. The Plan must also be available to applicants on request.

## **31. Offers of Accommodation**

- 31.1. Applicants have a responsibility to ensure their contact details are up to date including, change of address, contact telephone numbers and email addresses.
- 31.2. When a property is available for letting the Council will shortlist suitable applicants. Where the property is owned by a Private Registered Provider, the Council will provide a nomination to the Provider. The applicant may be required by the Private Registered Provider to complete a pre-tenancy qualification questionnaire or affordability/eligibility assessment prior to a decision being made on whether they are eligible for and able to afford the property. Where an initial nomination is rejected by the Private Registered Provider or refused by the nominated applicant, the Council will provide further nominations until the property is let.
- 31.3. Shortlisted applicants (including nominations accepted by Private Registered Providers) will be invited by the property's landlord to view the property.
- 31.4. Applicants will only be considered by the Council / nominated to a Private Registered Provider for one property at a time and will only be considered for that property until they refuse it, or the Provider decides they are not eligible or suitable.
- 31.5. Once an offer of a property has been made, unless the property will need to be adapted to meet the needs of the applicant or there is some other special

requirement for rehousing, the applicant will be expected to make a decision within 24 hours as to whether they will accept the property.

- 31.6. Where private rented properties are let through this scheme any applicant for whom it is deemed that the rent would be unaffordable, taking into account their income and level of likely assistance with the rent which will be available, will not be nominated for a property.
- 31.7. For all low-cost home ownership properties (for example, shared ownership or discounted for sale) any applicant for whom it is deemed that they would be unable to afford to purchase the share or value of the property being sold will be disregarded.
- 31.8. Those applicants with a homeless duty and/or in the Emergency Band or Band A, who have refused or have failed to make contact on **one** occasion when a suitable offer of accommodation has been made through the Allocation Policy and Scheme, will be deferred and therefore be declined further offers for a period of up to twelve months. All other applicants who have refused or have failed to make contact on **two** occasions within a twelve-month period when a suitable offers of accommodation have been made through the Allocations Policy and Scheme will be deferred and therefore be declined further offers for a period of up to twelve months. The Council will write to the applicant and inform them of the reason as to why they have been deferred.

## **32. Medical and Social Welfare Assessment Procedure**

- 32.1. Great Yarmouth Borough Council will assess and verify medical and social welfare need/s which are directly affected by the applicant's accommodation and where a move to more suitable accommodation is needed.
- 32.2. Information is taken from the applicant's supporting evidence to determine if there is a medical need and/or social welfare need and the level of this need. In addition, in considering whether an applicant needs to move on the grounds of medical or welfare reasons, the following will be considered:
- Whether an applicant has a housing needs report prepared by an appropriate professional setting out their requirements for adaptations needed for them to live independently.
  - Whether an applicant needs to move to give or receive support. This includes foster carers or those approved to adopt as well as Special Guardians, holders of a Residence Order and family/friends who have care of a child as the parent(s) are no longer able to provide care. In all cases written confirmation of status and support for a move from Social Services will be required. Where an applicant needs to move for them or a member of their household to give or receive support, for priority to be awarded on the grounds of welfare reasons, there must be no appropriate equivalent support in the area where the applicant currently resides.
  - Whether an applicant is residing in a refuge or is receiving support because of the effects of domestic abuse on their health and welfare.

- The impact of current housing on both the physical and mental health of the applicant as applicable.
- Whether an applicant is a Care Leaver and requires settled accommodation.
- Any other circumstances set out in statutory guidance where reasonable preference on the grounds of medical or welfare should be provided.

### **33. Joint Applications**

33.1. Joint applications can usually be made by:

- A married couple;
- A civil partnership couple; and
- Partners (including same sex couples)<sup>6</sup>.

33.2. Where a sole application becomes a joint application, the original or earliest registration date of the two will apply. Should the parties of the joint application then wish to separate their applications, the respective dates at which they each separately registered will then apply.

### **34. People in Prison**

34.1. Applications will be accepted from those currently in prison provided eligibility and qualification criteria are met. Great Yarmouth Borough Council works with a range of agencies to prepare people for release from prison and to prevent homelessness.

34.2. Upon release an update application will be required and if applicable, liaison with any support workers and agencies.

### **35. Pregnancy**

35.1. Where a household member is pregnant, the pregnancy will only be considered once a medical certificate such as a MATB1 is received. Until the birth and the sex of the child or children can be confirmed the bedroom entitlement assumption will be set at the minimum number according to the above criteria.

### **36. Applications from Employees, elected Members and their Relatives**

36.1. As part of the application process, applicants will be required to state whether they are related to a Council officer or elected Member or are currently employed by the Council.

36.2. No officer who is who is a friend of, in a relationship with or is related to an applicant directly or through their relationship with another person or who has a business or financial relationship with an applicant will be able to make any decision in relation to the applicant's housing application and will not view or update the housing application.

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<sup>6</sup> This does not include friends.

36.3. Officers will declare any such relationships with applicants as soon as they are aware an application will be/has been made.

36.4. Applications are monitored carefully to ensure that all allocations are made in line with this policy and no favour is given to those with close links to Great Yarmouth Borough Council or housing associations with housing stock in the Borough of Great Yarmouth.

### **37. Equal Opportunities Statement**

37.1. Great Yarmouth Borough Council believes that it is a fundamental right for everyone to be treated fairly, with respect and dignity; in the implementation of this policy it will ensure that this right is promoted and upheld. This includes the need to ensure that applicants' specific needs are recognised when they are being considered for offers of accommodation.

### **38. Right to Appeal**

38.1. Any applicant to Great Yarmouth Borough Council's Housing Register has a right to make an appeal if they disagree with a decision made by the Council, such as disqualifying them from registration, or the banding awarded.

38.2. All requests for appeal must be made in writing (including email) to the Allocations and Assessment Team Leader within 21 days of being notified of the decision which is being appealed. In exceptional cases, the Team Leader can extend the timescale for requesting a review. The request can be made by the applicant's representative where the applicant has explicitly confirmed in writing that they authorise the representative to act on their behalf. At the discretion of the Team Leader, information in support of the appeal can be made as verbal representations either recorded by the applicant or at an agreed meeting where the Council will take notes to capture the applicant's representations. Unless it is agreed that verbal representations can be provided, the request for appeal should include:

- Details of what decision is being appealed
- An explanation of why the Council's decision is wrong
- Details of any changes in their circumstances which are material to the original decision
- Additional information which was not originally provided in the housing application which is relevant; and
- Any letters of support (if applicable).

38.3. The appeal will be carried out by a reviewing officer who shall be an officer who is senior to the original decision maker and will most likely be a Team Leader. In all cases the reviewing officer will have relevant knowledge and will have had no prior involvement in the original decision.

38.4. As part of the appeal, the reviewing officer shall consider the information in the applicant's original application, the information provided in the review request, the Council's Housing Allocations Policy and Scheme and any relevant legislation or legal requirements. The reviewing officer may seek additional information or clarification of a particular point from the applicant to inform their review, such requests will be made in writing (including email). The appeal will be completed within 40 working days, unless the applicant has previously been advised in writing that an extension is required and the reasons for such an extension.

38.5. The applicant will be notified in writing of the outcome of the appeal and the reasons for the decision being made.

38.6. If still unhappy with the outcome of the appeal, the applicant may make a complaint to the Local Government and Social Care Ombudsman.

38.7. Where an offer of accommodation has been made to discharge the prevention, relief or main homelessness duty, this will be subject to a different review process.

## **39. Complaints**

39.1. Complaints about the policy should be made to Great Yarmouth Borough Council's Corporate Complaints Team.

39.2. A copy of the full complaints procedure is available from Great Yarmouth Borough Council.

## **40. Monitoring and Review**

40.1. Great Yarmouth Borough Council monitors all allocations and reports this in a 'Quarterly Monitoring and Statistics Report' which is published and available to download from the Great Yarmouth Borough Council's website.

40.2. This policy and scheme will be subject to annual review, seeking to ensure it reflects changes in legislation and meets its aims.

## **Appendix A: Great Yarmouth Housing Partnership**

The following Registered Providers are part of the Great Yarmouth Partnership Scheme and allocate all their affordable homes in the borough through this Housing Allocations Scheme:

- Broadland Housing Association Limited
- Clarion Housing Association Limited
- Cotman Housing Association Limited
- Flagship Housing Group Limited
- Orbit Group Limited
- Orbit Housing Association Limited
- Orwell Housing Association Limited
- Places for People Homes Limited
- Saffron Housing Trust Limited

The following Registered Providers also have affordable homes in the borough:

- East Midlands Housing and Regeneration Limited
- Anchor Hanover Group
- Golden Lane Housing Limited
- Herring House Trust (Great Yarmouth)
- Heylo Housing Registered Provider Limited
- Housing 21
- Progress Housing Association Limited
- Sage Housing Limited
- Sage Rented Limited
- Sanctuary Affordable Housing Limited
- Solo Housing (East Anglia)
- The Abbeyfield Society
- The Fishermen's Hospital
- V&F Homes
- YMCA Norfolk

## Appendix B: Bandings

All qualifying applicants will be allocated to one of the following Bands according to their particular circumstances. Subject to exceptional circumstances as set out in section 4.18, applicants in all Bands apart from Band F will require a local connection.

### Emergency

- Households in emergency housing need where the authority has a statutory duty to provide housing.

### Band A

- Applicants who are homeless and are owed the Main duty including when the Relief Duty has come to an end and they have been assessed as being eligible for assistance, unintentionally homeless, in priority need and have local connection.
- Applicants who are homeless and are owed the Relief Duty and would be owed or likely to be owed the Main duty when the Relief Duty came to an end, because they are or are likely to be in priority need and unintentionally homeless.
- Applicants who are threatened with homelessness and are owed the Prevention Duty on the basis of a valid legal court notice and would be likely to be owed the Main duty if both the Prevention Duty and any Relief Duty that followed on were to end unsuccessfully and they would be, or would likely to be, found to be in priority need and unintentionally homeless.
- Where Great Yarmouth Borough Council require households to permanently move to alternative accommodation to allow redevelopment, regeneration, or demolition to be undertaken.
- Under-occupation by two or more bedrooms by a tenant of Great Yarmouth Borough Council.
- Use and occupation<sup>7</sup> - following the death of the tenant, occupiers of Great Yarmouth Borough Council dwellings who either do not have succession rights or a non-statutory succession cannot be granted as the current property would be under-occupied or considered unsuitable. Following notice served by a tenant and an assignment cannot be granted to the remaining occupants.
- Urgent medical or social welfare need where the applicant's (or member of their household who is moving with them) condition is currently directly affected by their accommodation and an urgent move is needed to have a positive effect on their medical condition, or where as a result of their condition their current accommodation is not suitable to their needs. An investigation will be carried out. For Urgent Medical Need it is generally expected that the property cannot reasonably be occupied as the applicant is either unable to use or has serious difficulty using an essential part of the property, for example, the WC, and the property cannot be adapted.

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<sup>7</sup> Applicants will be entitled to one suitable offer of accommodation.

- Resettlement - applicants have been assessed as ready to move from hostel or other temporary supported accommodation into settled accommodation. Where appropriate, arrangements will be made for tenancy support.

#### Band B:

- Applicants who are threatened with homelessness and are owed the Prevention Duty (with no valid legal notice) and would be likely to be owed the Main duty if both the Prevention Duty and any Relief Duty that followed on were to end unsuccessfully and they would be, or would likely to be, found to be in priority need and unintentionally homeless.
- Applicants who are threatened with homelessness or are homeless and this is not intentional, but are not considered to be in priority need.
- Serious disrepair and/or insanitary accommodation where the Council has deemed the applicant's home to have the presence of Category 1 Hazards, Bands A - C under the Housing Health & Safety Rating System and these Hazards cannot be resolved or reduced to a Category 2 Hazard with six months.
- High medical or social welfare need where the applicant's (or member of their household who is moving with them) condition is currently directly affected by their accommodation and a move is needed to have a positive effect on their condition, or where as a result of their condition their current accommodation is detrimental to health and wellbeing. An investigation will be carried out.
- Overcrowding and requiring two or more additional bedrooms – assessments will be based on the bedroom entitlement at Appendix D. Lodgers will not be included in the assessment.
- Under-occupation by one bedroom by a tenant of Great Yarmouth Borough Council.

#### Band C:

- Applicants who are threatened with homelessness or are homeless, who are in priority need and who will be / are intentionally homeless.
- Reducing re-offending – applicants due to be released from prison where a personal housing plan has been undertaken and a support package is in place.
- Moderate medical or social welfare need where the applicant's (or member of their household who is moving with them) condition is currently directly affected by their accommodation and a move is needed to have a positive effect on their condition, or where as a result of their condition their current accommodation is not suitable to their needs.
- Financial hardship – where the applicant has insufficient finances to be able to maintain living in their current accommodation.
- Disrepair and/or insanitary accommodation where the Council has deemed the applicant's home to have the Presence of Category 2 Hazards, Band D under the Housing Health & Safety Rating System and these Hazards cannot be resolved.



- Overcrowding where there is a need for one additional bedroom – assessments will be based on the bedroom entitlement at Appendix D. Lodgers will not be included in the assessment.
- Sharing essential facilities such as bathroom, toilet or kitchen with family or friends and requiring independent accommodation.

**Band D:**

- Applicants who are threatened with homelessness or are homeless, who are not in priority need and who will be / are intentionally homeless.
- Give or receive support from close family members and / or move closer to local facilities. Where not having a move would result in serious detriment.
- Low medical or social welfare need where the applicant's (or member of their household who is moving with them) condition is currently directly affected by their accommodation and a move is needed to have a positive effect on their condition, or where as a result of their condition their current accommodation is not suitable to their needs.
- Sharing essential facilities such as bathroom, toilet or kitchen with a separate household (not including parents and children).

**Band E:**

- Applicant who is unable to access accommodation to meet their housing need in the open market.
- Applicant for low-cost home ownership accommodation.

**Band F:**

- Applicant is not deemed to have a local connection but identified to be within the class of person set out in section 13.1 (and where there are no exceptional circumstances as set out in section 4.18).

**Definitions:**

**Prevention Duty:** *Places a duty on housing authorities to work with people who are threatened with homelessness within 56 days to help prevent them from becoming homelessness.*

**Relief Duty:** *When the housing authority is satisfied that the applicant is both homeless and eligible for assistance. The housing authority is obliged to take reasonable steps to help the applicant secure suitable accommodation with a reasonable prospect that it will be available for their occupation for at least 6 months. The Relief Duty lasts for 56 days.*

**Main Duty:** *Where a housing authority determines that a homeless applicant is homeless, eligible for assistance, in priority need, has a local connection and is not intentionally homeless.*

## **Appendix C: List of Information Required to Verify an Applicant is Eligible and Qualifies to join the Housing Register**

Please note that this is not an exhaustive list.

### **Local Connection**

A copy of one of the following documents either from the applicant or from the close relative must be provided:

- Council tax bill
- Employment or contract of employment details
- Tenancy agreement

Without the documentation shown above, your local connection will not be verified.

Need more information around the connection by family /relative. Neds to be meaningful and regular contact support and in their lives etc,

### **Identification**

- Passport sized photograph of applicant – can we insist that even if they do not have photo evidence, we have a phot of both main applicants to verify them when they come in to support GDPR etc
- Original or certified copy of birth certificate or passport for applicant and for each household member included on the applicant's application
- Where applicable, proof of name change via Deed Poll
- Where applicable, original or certified copy of Marriage certificate

### **Housing**

- A copy of Tenancy agreement
- A copy of Licence agreement
- A letter from friend or relative confirming the applicant's living arrangements - (letter should state date when the applicant moved in and number of bedrooms to which they have access)
- A current valuation of the applicant's home
- A copy of the applicant's latest mortgage statement
- Confirmation of Tied accommodation
- Signed legal notices or court paperwork

### **Income**

A copy of award letter or bank statements showing the following amounts:

- Employment Support Allowance

- Income Support
- Child Benefit (award letter only)
- Child Tax Credit
- Working Tax Credit
- Incapacity benefit
- DLA
- Carer's allowance
- Pension credit
- State Pension
- Occupational Pension
- Rent income
- Personal Independence Payment (PIP)
- Council tax benefits
- Universal credit
- Child support payments
- Last 3 months or 5 weeks of payslips for each employment
- A copy of self-employed accounts

#### **Assets**

- Independent property valuation
- Current, saving and investments bank accounts
- Premium bonds

*The Council recognises that applicants who have fled domestic abuse or other forms of violence or harm may not be able to provide evidence at the time of application. Therefore, in this situation applications will be assessed whilst evidence is sought.*

## Appendix D: Size and Type of Properties Eligibility Criteria

It is expected that for working age applicants the size of property for which they are entitled is in line with the DWP bedroom standard.

If a person named on an application as being part of the household is aged 16 or over they are classed as a person who is not a child and, therefore, as needing their own single bedroom.

Households will not usually be able to choose the floor level on which they want to live (depending on property type) unless there is an assessed need for a particular floor level. For example, if priority for level access accommodation is recommended on medical grounds. ( this could be accessed from a ground floor or lift in block)

The criteria listed below will usually be used when deciding what property is suitable for a household.

| Household   | Properties usually considered suitable                     |
|---|--|
| Single person of working age <sup>8</sup>   | Room in shared house, bedsit or 1 bedroom flat or bungalow |
| Single person over working age  | Bedsit, 1 bedroom flat or bungalow                         |
| Couple both of working age  | 1 bedroom flat   |
| Couple with one or both over working age  | 1 or 2 bedroom flat or bungalow                            |
| Pregnant woman with no other children   | 1 or 2 bedroom flat, maisonette or house                   |
| Family with one child   | 2 bedroom flat, maisonette or house                        |
| Family with two children aged under 10  | 2 bedroom flat, maisonette or house                        |
| Family with two children aged under 16 of the same sex                                    | 2 bedroom flat, maisonette or house                        |
| Family with two children of different sex, where one or both children are aged 10 or over | 3 bedroom flat, maisonette or house                        |
| Family with three children  | 3 bedroom flat, maisonette or house                        |
| Family with four children   | 3 or 4 <sup>9</sup> bedroom flat, maisonette or house      |
| Family with five or more children   | 4 or 5 <sup>10</sup> bedroom flat, maisonette or house     |
| Household needing 2 bedrooms where all are adults   | 2 bedroom flat or maisonette                               |

<sup>8</sup> Working age includes anyone who is under the State Pension Credit age at the time

<sup>9</sup> Depending on age and sex of children

<sup>10</sup> Depending on age and sex of children

## **Appendix E: List of Local Lettings Plans and Policies**

To be inserted

DRAFT

# Equality impact assessment (EqIA) template

## 1. Title of EqIA

Revised Allocations Policy and Scheme for Consultation

## 2. What is the aim of the proposal? (max. 250 words)

The document sets out Great Yarmouth Borough Council's policy for applications to the Housing Register; the allocation of the housing stock owned by the Council and nominations to housing associations (including those in the Great Yarmouth Housing Partnership<sup>1</sup>), and other organisations, registered with the Regulator of Social Housing (for social and affordable rented and low-cost home ownership<sup>2</sup> properties) and to private landlords.

In the borough of Great Yarmouth the demand for social housing exceeds available supply. Therefore, the allocation policy and scheme seeks to meet the following aims:

- Ensure people in the greatest housing need have the greatest opportunity to access suitable housing that best meets their needs;
- To prevent and relieve homelessness;
- To make best use of all social housing stock;
- To help the Council meet statutory and strategic aims; and
- To help contribute to the development of sustainable communities.

## 3. Context to the proposal

All local housing authorities are required to have an allocations policy and scheme. This must comply with the Housing Act 1996 and the statutory guidance issued by the Secretary of State.

The Council's current allocations policy and scheme was adopted in December 2019 and implemented in March 2023. In February 2024 it was decided that as the policy had been in place for 12 months that a review should be undertaken.

---

<sup>1</sup> Appendix A provides detail on the Great Yarmouth Housing Partnership

<sup>2</sup> With the exception of Homes England grant funded shared ownership properties on non exception sites



#### 4. Who will the proposal impact on?

- ☒ Everyone in Great Yarmouth
- ☒ A particular group or cohort of people - please state who they are:  
[Current and future social housing applicants and existing Council tenants.](#)
- ☒ Employees
- ☒ External organisations
- ☐ Other - Please state if anyone else will be affected:  
[Click or tap here to enter text.](#)

#### 5. The numbers of people affected

[In 2023-24 2,475 persons applied to join the housing register. Currently the housing register contains over 900 applicants.](#)

#### 6. The demographic profile of the people affected

[People of all ages apply to join the housing register and live in social housing.](#)

#### 7. Evidence gathering

**Please tick all the statements that apply.**

**If the proposal goes ahead:**

- ☒ It will help to deliver GYBC's vision and objectives for the borough.  
**If you cannot tick this**, please explain why: [Click or tap here to enter text.](#)
- ☒ Service users will not experience reductions in the quality, standards, services or benefits they **currently** receive.  
**If you cannot tick this**, please explain why: [Click or tap here to enter text.](#)
- ☒ Service users who currently receive a service or benefit will continue to do so. Something will not be taken away from them which they had access to.

**If you cannot tick this**, please explain why:

☐ No changes are proposed to eligibility criteria for services or benefits.

**If you cannot tick this**, please explain why: [The proposed changes are likely to result in certain persons being disqualified from the register due to lack of local connection or having incomes and assets above the thresholds. This is to ensure that those in the greatest need are allocated social housing and to manage expectations of potential applicants.](#)

☒ The proposal will not change how service users experience existing services or benefits – e.g., opening hours or travel arrangements.

**If you cannot tick this**, please explain why: [However, moving forward opening hours will be reviewed.](#)

☒ The proposal will not lead to new or increased costs for service users or employees.

**If you cannot tick this**, please explain why:

☒ There will be no changes to staffing structures or staff terms or conditions.

**If you cannot tick this**, please explain why: [Click or tap here to enter text.](#)

☒ If we consult on the proposal, this will be accessible for disabled people. We will engage people with different protected characteristics.

**If you cannot tick this**, please explain why: [Click or tap here to enter text.](#)

## 8. Potential impact for each protected characteristic

### 8.1. People of different ages

- Will the proposal promote equality and not create disadvantage for people of different ages? [The revised policy and scheme seeks to ensure that social housing is allocated to those in the greatest need, to prevent homelessness and to make best use of stock. Therefore, it seeks to tackle inequality and not create disadvantage. However, it should be noted that only persons 18 years](#)



or over can hold a tenancy and certain schemes will be designated for particular age groups.

## **8.2. Disabled people**

- Will the proposal promote equality and not create disadvantage for disabled people? The revised policy and scheme seeks to ensure that social housing is allocated to those in the greatest need, to prevent homelessness and to make best use of stock, this includes ensuring adapted properties are allocated to those persons who require adaptations and that where necessary support / care packages are in place. Therefore, it seeks to tackle inequality and not create disadvantage..

## **8.3. People from different ethnic groups**

- Will the proposal promote equality and not create disadvantage for different ethnic groups? The revised policy and scheme seeks to ensure that social housing is allocated to those in the greatest need, to prevent homelessness and to make best use of stock. Therefore, it seeks to tackle inequality and not create disadvantage..

## **8.4. People with different sexual orientations**

- Will the proposal promote equality and not create disadvantage for people with different sexual orientations? The revised policy and scheme seeks to ensure that social housing is allocated to those in the greatest need, to prevent homelessness and to make best use of stock. Therefore, it seeks to tackle inequality and not create disadvantage.

## **8.5. Women and men**

- Will the proposal promote equality and not create disadvantage for women or men? The revised policy and scheme seeks to ensure that social housing is allocated to those in the greatest need, to prevent homelessness and to make best use of stock. Therefore, it seeks to tackle inequality and not create disadvantage.

## **8.6. Non-binary, gender-fluid and transgender people**

- Will the proposal promote equality and not create disadvantage for non-binary, gender fluid or transgender people? The revised policy and scheme seeks to ensure that social housing is allocated to those in the greatest need,

to prevent homelessness and to make best use of stock. Therefore, it seeks to tackle inequality and not create disadvantage.

### **8.7. People with different religions and beliefs**

- Will the proposal promote equality and not create disadvantage for people with different religions or beliefs? The revised policy and scheme seeks to ensure that social housing is allocated to those in the greatest need, to prevent homelessness and to make best use of stock. Therefore, it seeks to tackle inequality and not create disadvantage.

### **8.8. Care leavers**

- Will the proposal promote equality and not create disadvantage for care leavers? The revised policy and scheme seeks to ensure that social housing is allocated to those in the greatest need, to prevent homelessness and to make best use of stock, this includes ensuring that care leavers are not “set up to fail” hence requires that support is place prior to the offer of accommodation. Therefore, it seeks to tackle inequality and not create disadvantage.

## **9. Additional information**

**Tip:** You can use this section to provide any other relevant information.  
[Click or tap here to enter text.](#)

## **10. Mitigating actions / reasonable adjustments**

The financial assessment will have regard to the financial resources of the applicant and the cost and availability of alternative suitable accommodation. Such applicants who can demonstrate that they have health or support needs that they are unable to meet in the open market will be considered on their individual merits by the Head of Strategic Housing.

The policy and scheme sets out how Great Yarmouth Borough Council offers personal appointments. In addition, staff are able to signpost applicants to other sources of advice and assistance. In particular, assistance will be provided to anyone who may have difficulty applying due to disability, illness, age, not speaking English as a first language, or any other reason.



## 11. Conclusion

**This proposal is assessed to have the following impact:**

- ☒ **Positive** impact on people with protected characteristics.
- ☐ **Detrimental** impact on people with protected characteristics that can be mitigated.
- ☐ **Detrimental** impact on people with protected characteristics that cannot be fully mitigated.
- ☐ **Positive and detrimental** impacts on people with protected characteristics.
- ☐ **No impacts** on people with protected characteristics.

## 12. Advice for the decision-maker responsible for this proposal

**Tip:** Before making a final decision on the proposal, the decision-maker must:

- Note their duty to give due regard to the [Public Sector Equality Duty](#).
- Give a 'proper and conscientious focus' to this assessment, 'with rigour and an open mind', before deciding whether the proposal should go ahead.
- This means assessing the extent of any detrimental impact and the ways in which this could be eliminated or mitigated before approving the adoption of the proposal.

The proposal can still go ahead even if there are detrimental impacts. as long as the decision maker has:

- Given due regard to equality and the findings of this assessment.
  - Taken reasonable steps to mitigate detrimental impact.
  - Confirmed that the impact is lawful and a proportionate means of achieving a legitimate aim.
- **Please explain here** (if applicable) why it may be necessary to go ahead with the proposal, even if it could have a detrimental impact on some people: [Click or tap here to enter text or mark as not applicable](#).



### 13. Evidence used to inform this assessment.

**Tip:** You need to record the evidence you used to inform this assessment.

**Select all that apply:**

- ☐ [Great Yarmouth population data](#) (provide links to any population data you draw upon, e.g. [Norfolk's Story](#)):
- ☐ Data about existing or future service users - please state:  
[Click or tap here to enter text.](#)
- ☐ Data about the workforce - please state:  
[Click or tap here to enter text.](#)
- ☒ Legislation - please state:  
[Housing Act 1996](#)
- ☐ National/local research - please state:  
[Click or tap here to enter text.](#)
- ☐ Consultation (Tip: Please provide details of any consultation)  

Remember - if a proposal constitutes a change to an existing service or benefit or a removal of an existing service or benefit those affected may have a 'legitimate expectation' to be consulted.
- ☐ Consultancy - please state:  
[Click or tap here to enter text.](#)
- ☒ Advice from in-house/external experts - please state:  
[Considered by a barrister who is a leading expert on housing law](#)
- ☐ Other - please state:  
[Click or tap here to enter text.](#)

### 14. Administrative information

**Tip:** You can update this assessment at any time to inform service planning and commissioning.

**Author** (name and job title): [Melanie Holland, Head of Strategic Housing](#)



**GREAT YARMOUTH**  
BOROUGH COUNCIL

**Decision-maker** (e.g., Full Council, a committee, elected member, working group or officer with delegated responsibility): [Cabinet](#)

**EqlA date:** [16/05/2024](#)

**Contact further information:** [Melanie Holland, Head of Strategic Housing](#)



If you need this document in large print, audio, Braille, alternative format or in a different language please contact [Click or tap here to enter text.](#) [Click or tap here to enter text.](#) [Click or tap here to enter text.](#) (Text relay)



## **15. Annex 1**

Examples of common barriers that people with protected characteristics may face when accessing services or employment:

### **People of different ages**

Older and younger people may experience discrimination or negative beliefs that restrict their professional or social opportunities.

Both older and younger people are likely to be on lower incomes.

Older age is associated with lower use of digital technology and an increased likelihood of disability or long-term limiting health conditions.

### **Disabled people**

Disabled people face barriers to physical environments, information, and communication (as sometimes do people with other protected characteristics).

The nature of these barriers varies tremendously depending upon the nature of someone's disability. It is important to carefully consider the barriers faced by people with physical or mobility impairments; people who are blind or D/deaf; people with learning disabilities; people who are neurodiverse; people with mental health issues or people with a combination of impairments or long-term health conditions.

Disabled people are more likely to experience reduced lifelong outcomes compared to non-disabled people in relation to education, employment, health and housing and barriers to social, sport, leisure, and transport opportunities.

Disabled people may be under-represented in some services; public life; the workforce and participation. They may be more likely to be on a lower income, experience discrimination, hate incidents and social isolation.

### **People from different ethnic groups**

People from some ethnic minority groups (which includes Gypsies, Roma, and Travellers) experience reduced lifelong outcomes compared to White British people and they may be less likely to do well in education, employment and health, and experience barriers in housing, sport, and leisure opportunities.

People from some ethnic minority groups may be under-represented in some services; public life; the workforce; participation; or over-represented (e.g., in



criminal justice). They may be more likely to be on a lower income, experience hate incidents and cultural stereotyping.

People from some ethnic groups (for example Gypsies and Travellers) may have low literacy skills or may not access public sector websites.

### **People with different sexual orientations**

Some public services assume that heterosexuality is the 'norm'. For example, heterosexual couples are usually presented in marketing materials but rarely lesbian or gay couples.

People with different sexual orientations may experience barriers to some services and workforce opportunities, discrimination and hate incidents.

Consider how you will provide welcoming spaces for people of all sexual orientations.

### **Women and men**

Women and men experience different lifelong outcomes - e.g., they may have different experiences or be treated differently in education, employment, health, housing, social, sport and leisure opportunities.

Women may experience different life stages to men – e.g., pregnancy, maternity, menopause which can impact them in many ways. Women and men may have different experiences of caring or parenting.

Women and men may be under or over-represented in some services; public life; the workforce, consultation, and participation. They may experience sex discrimination or barriers to accessing support services.

### **Non-binary, gender-fluid and transgender people**

Check whether your business systems can record a person's sex if the person does not identify as 'female' or 'male', and whether you can meet the needs of non-binary, gender-fluid and trans people.

People who are non-binary, gender fluid or trans may be under-represented in public life and participation. They may experience barriers to some services and workforce opportunities, discrimination and hate incidents.

Remember that some transgender people do not identify as 'trans' – they may identify as 'female', 'male' or non-binary.





Consider how you will provide welcoming spaces that recognise gender diversity (unless you are categorised as a [separate or single-sex service](#)).

### People with different religions and beliefs

Be aware of prayer times, festivals, and cultural practices, where this is appropriate.

“Belief” can refer to an individual’s philosophical beliefs where these are genuinely held and fundamentally shape the way a person chooses to live their life - for example ethical veganism may be a protected belief.

Measures to promote inclusion for people with different beliefs should not impact on the rights of others – e.g., the rights of women or gay people.

People with different religions or beliefs may face barriers to some services; public life; participation and workforce opportunities. They may experience discrimination and hate incidents.

Consider how you will provide welcoming spaces for people with different religions and beliefs.

### Care leavers

A Care Leaver is someone who has been in the care of a local authority for a period of 13 weeks or more spanning their 16th birthday.

Care leavers may experience a range of challenges following their departure from care. These challenges include mental health, unemployment, crime, and homelessness. They may lack access to an emotional support network of people who can provide support them during challenging times.



## **Annex 2**

# **Census 2021 - Great Yarmouth's demographic profile**

### **Introduction**

At the time of the Census 2021, the population of Great Yarmouth was 99,745.

91% of Great Yarmouth residents who responded to the Census said that their address was the same in 2020 as it was in 2021 (this information is collected to show migration).

### **Age**

- 16% of the population are under 15 years, 60% are between 15 and 64 years and 24% are over 65 years.

### **Sex**

- 51% of residents were female and 49% were male.
- Great Yarmouth is the only Norfolk district other than Norwich to have a higher than UK average proportion of people with a trans or non-binary gender identity (0.62%)

### **Disability**

- 9.7% of residents are disabled under the Equality Act definition of 'limited a lot',
- 11.9% are disabled under the Equality Act definition of 'limited a little'
- 78.4% are not disabled under the Equality Act.



### Ethnicity

- 90% of residents (89,995) were born in the UK. Other countries of birth (excluding Europe) include 1.8% from Middle East/Asia; 1.1% from Africa; 0.4% from Americas and the Caribbean and 0.1% from Antarctica and Oceania. This is broadly in line with the rest of Norfolk.
- 94.6% of Great Yarmouth residents are White British (this compares to 94.7% in Norfolk and 81% in England).
- 1.9% (1936 people) of residents are Asian/Asian British/Asian Welsh. This compares to 2.1% in Norfolk and 9.6% in England.
- 1.1% (1104 people) of residents are Black/Black British/Black Welsh/Caribbean/African. This compares to 0.9% in Norfolk and 4.2% in England.
- 1.6% (1575 people) residents are from Mixed or Multiple ethnic groups. This compares to 1.6% in Norfolk and 3% in England.
- 0.8% (774 people) residents are from another ethnic group. This compares to 0.7% in Norfolk and 2.2% in England.

### Religion and belief

- 47% (46564) of residents are Christian
- 45% are of no faith
- 0.7% (723) are Muslim
- 0.5% (537) have a different religion
- 0.4% (351) are Hindu
- 0.3% (267) are Buddhist
- 0.1% (63) are Jewish
- 37 people are Sikh (note figure is too low to provide a percentage)
- 6% did not answer the question.

### Sexual orientation (this was a voluntary Census question only asked of over 16-year-olds)

- 89.48% of residents said they are straight or heterosexual
- 1.31% are gay or lesbian
- 1.06% are bisexual
- 0.26% are pansexual
- 0.06% are asexual
- 0.01% are queer
- 0.02% are another sexual orientation
- 7.8% did not provide an answer (for more information see [Sexual orientation, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/sexualorientationandgender/articles/sexualorientationandgenderinenglandandwales/2015))



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**EXEMPT INFORMATION – NOT FOR PUBLICATION**

The content of the appendices of this report qualifies as exempt information under section 100(A) (4) and paragraph 3 of Part 1 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 holding that information)”

In relation to the “exempt” information, it has been determined that 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.

Accordingly, it is proposed that appendix A should remain exempt.

**URN** 24-087

**Subject:** Beach House Café at the Winter Gardens

**Report to:** Cabinet 11<sup>th</sup> June 2024

**Report by:** Iain Robertson, Executive Director Major Projects

**Responsible Cabinet Member:** Cllr Carl Smith

**Key Decision:** Yes

**SUBJECT MATTER**

Great Yarmouth Borough Council (GYBC) secured grant funding from the National Lottery Heritage Fund to re-imagine the People’s Palace, the Grade II\* listed Winter Gardens. Design and costing work have been completed up to RIBA Stage 3 and the Listed Building consent was granted in November 2023. The Grant Agreement was signed in March 2024 and Permission to Start was issued by the National Lottery Heritage Fund on 16<sup>th</sup> April 2024. RIBA 4 detailed design has commenced. Project is scheduled for opening to the public Easter 2027.

In September 2023, ELT approved the surrender of the protected lease of Beach House Café and approved funds for a RIBA Stage 2 feasibility study into the future use of the Beach house Café and integration with the Winter Gardens. By redeveloping the café, GYBC can take significant design and commercial advantage of expanding the food & beverage offering and enhance the public realm opportunities by improving access to the seafront from the Golden Mile, a key heritage objective. There is no NLHF funding for integrating the café into the Winter Gardens. This is a ‘windfall’ opportunity to add value to the wider Winter Gardens experience, better chances to secure a quality operator to manage both facilities, underpin the business case for the Winter Gardens and provide additional revenue and investment value for GYBC.

**Cabinet are requested to:**

- 1) Approve proposals to redevelop the Beach House Café subject to securing external funding programme. Refer to Confidential Appendix A.**
- 2) Approve the appointment of the professional team to commence RIBA Work Stage 3 design and secure a planning permission to include innovation infrastructure connected to the environmental and sustainability Winter Gardens objectives at an estimated cost of £94,670. Funding will be sourced from the Special Projects Reserve Fund.**
- 3) Approve the relocation of the Winter Gardens takeaway into the Beach House Café. See Business Case Feasibility.**

## 1. Executive Summary

Great Yarmouth Borough Council (GYBC) secured grant funding from the National Lottery Heritage Fund to re-imagine the People's Palace, the Grade II\* listed Winter Gardens. Design and costing work has been completed up to RIBA Stage 3 and the Listed Building consent was granted planning in November 2023. The Grant Agreement was signed in March 2024 and Permission to Start issued by the National Lottery Heritage Fund (NLHF) on 16<sup>th</sup> April 2024. RIBA 4 detailed design has commenced, and critical decisions need to be taken around the Winter Gardens and Beach House Café so as not to delay programme. Winter Gardens is scheduled for opening Easter 2027.

ELT in September 2023 approved the surrender of the protected lease of Beach House Café and approved funds for a feasibility study into the future use of the Beach house Café and integration with the Winter Gardens. By redeveloping the café, GYBC can take significant design and commercial advantage of expanding the food & beverage offering and enhance the public realm opportunities by improving access to the seafront from the Golden Mile, a key heritage objective. There is no Heritage Fund grant approval for integrating the café into the Winter Gardens project but this is a 'windfall' opportunity to add value to the wider Winter Gardens experience and better chances to secure a high quality operator to manage both facilities.

Critical early RIBA 4 design decisions need to be taken around the Winter Gardens and Beach House Café, in particular the proposed takeaway in the north-west corner of the Winter Gardens, rainwater harvesting underneath the public realm, external public realm, and PV's to improve the innovation credits for BREEAM and reaching low energy consumption and carbon embodiment targets.

The current configuration of the takeaway facility inside the Winter Gardens has been compromised by the introduction of other essential facilities such as the Changing Places Facility. The scale of the takeaway has been reduced thus reduced revenue generating potential. Moving this takeaway to the Beach House Café enables good revenue generating opportunities for the whole project, plus reduces the energy costs for the Winter Gardens. Achieving low energy benchmarking is essential for a BREEAM accreditation and the Beach House Café can accommodate other sustainable innovations that the Winter Gardens cannot, e.g. more efficient rainwater harvesting system, PV's.

### **Key Design Justifications for Surrender of Beach House Café**

The key points below indicate why the Winter Gardens design team believe that redeveloping the Beach House Café would be beneficial for the project:

- Better control over the access to the Promenade.
- Greater control over car parking along the service road.
- Improved visibility of redevelopment of the area on the seafront. The 'no man's land' area between the two buildings could be carefully landscaped.
- Better access to the WG for maintenance.
- Mitigating possible conflict between the two competing F&B commercial offers.
- Offers opportunity to increase revenue for the two facilities.
- Offers a more attractive commercial opportunity for the operator procurement.
- Potential for relocating some of the ancillary spaces congesting interior layout e.g. the takeaway on NW corner and the south side of the WG (i.e. expensive excavation for water tanks)
- Potential for complementary food offer (takeaway), and wider area for creating high quality realm.



### **Feasibility Design Team appointed to the Beach House Café Project**

Architect / Lead Consultant  
Burrell Foley Fischer (BFF)

Business Consultant  
David Clarke Associates (DCA)

Catering Consultant  
Kendrick Hobbs (KH)

Structural Engineer  
The Morton Partnership (TMP)

MEP Engineers  
Buro Happold (BH)

Cost Consultant  
Daniel Connal Partnership (DCP)

### **Key Scope of Commission**

- To provide a small food & beverage offer to complement the catering offer at the Winter Gardens
- To enhance the public realm along the promenade, adjacent to the Winter Gardens and attract visitors to the Winter Gardens
- To provide a better control of the vehicle and pedestrian access to the beach
- To provide a highly sustainable construction, complementing the Winter Gardens sustainability strategy
- To demonstrate a viable commercial development opportunity

The key Reports have been received and summarised in this report:

1. BFF Beach House Café Stage 2 Report (Re-purposing or re-development)



2. DCA & KH Feasibility Review
3. DCP Initial Cost Plan (Proposed Demolition and Construction)

The current capacity of the Beach House Café is:

82.5 sqm floor area (no WC)

24 inside covers

200 external covers

Future capacity of the Beach House Café, has potential of:

87 sqm (incl. WC)

40 inside covers

272 external covers

### **Beach House Café**



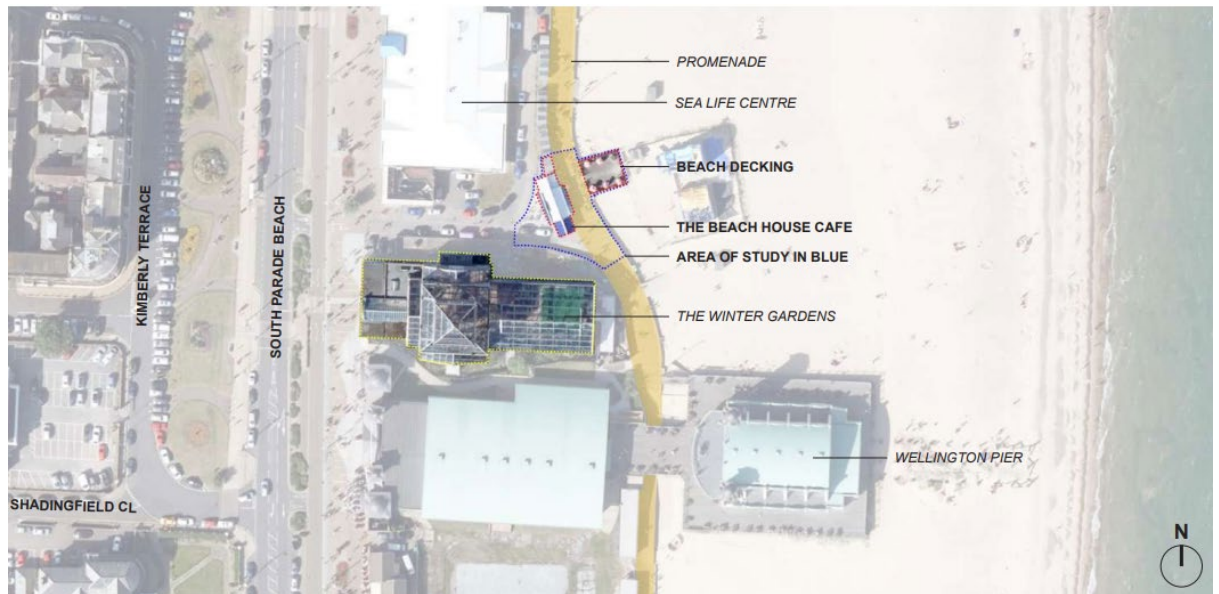
Located immediately adjacent to the Winter Gardens. The Winter Gardens has a limited curtilage and constrained on all elevations reducing opportunities for enhanced public realm improvements. The café trades between February and November with 30 indoor covers and externally some 60 covers.

The café was rebuilt c.2000 and remains in good condition. The building envelope and architectural features do not meet current standards especially in terms of energy performances, comfort and accessibility.

It is a lightweight building made of timber frames spanning 1.7m on a concrete base. There is no evidence of any insulation to the walls.

In 2008 a conservatory was added to the north, providing a seating area. In 2021, the building was extended by 2 no. bays to the south.

Plan showing location of Winter Gardens and Beach House Café





## Town Planning

The site forms part of the Great Yarmouth Seafront Area (Policy GY6) and aims to promote year round sustainable tourism. Buildings that encourage the Borough's tourism offer such as cafes, are encouraged. The close proximity of the café to the Winter Gardens and sea front decking area creates a unique opportunity to enhance the seafront's public realm. A full planning permission will be required.



## Development Options

### KEY

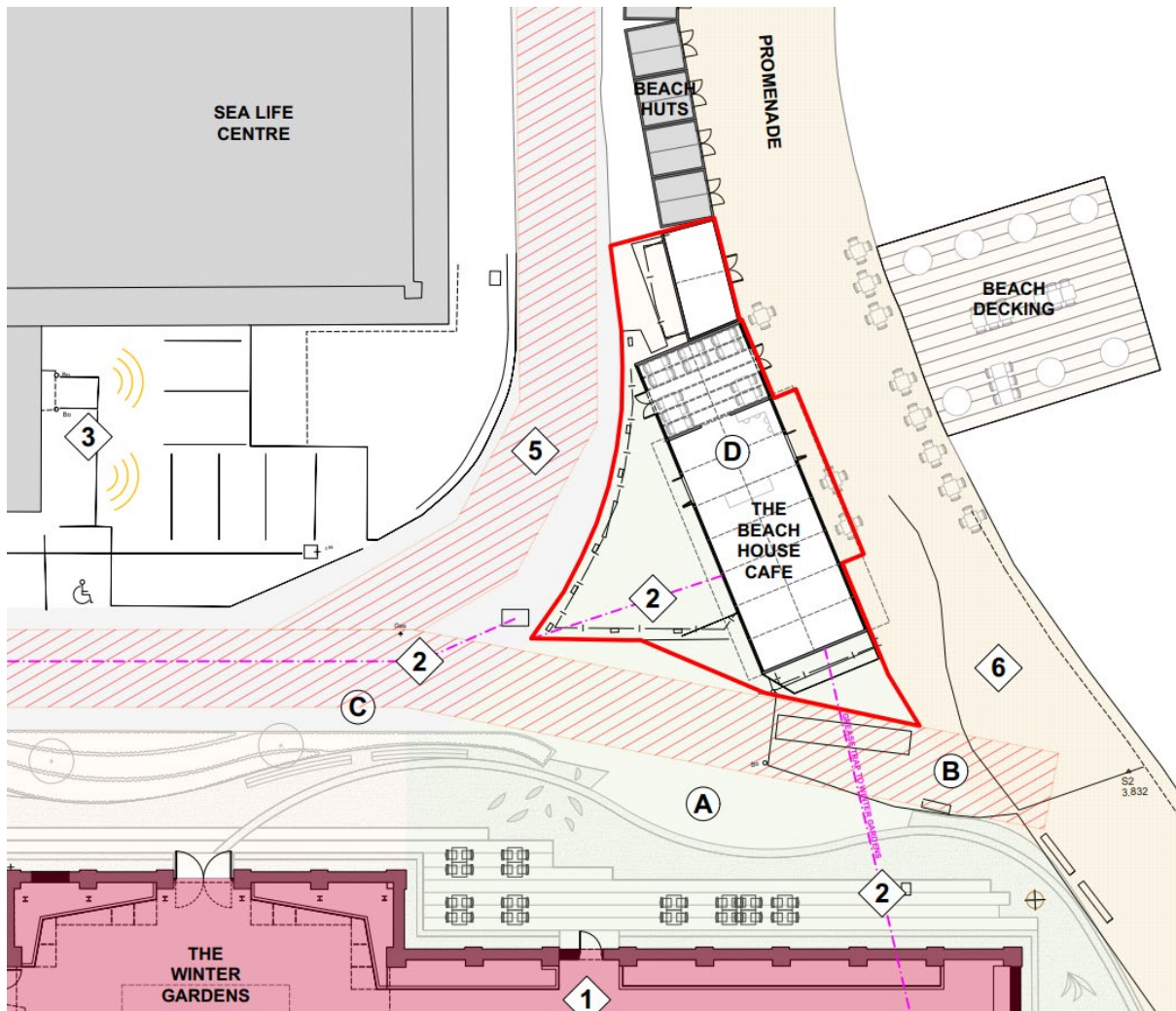
-  Beach House Cafe lease boundary
-  Area of study

### CONSTRAINTS

1. Grade II\* Listed Winter Gardens in close proximity to the Beach House Cafe.
2. Exact location of below ground services unknown.
3. Restrictions on noise and vibrations due to open air sea life enclosure.
4. Private service road and fire vehicle access to be maintained.
5. Service road to SeaLife Centre to be retained; still in use.
6. Integrity of the promenade to be retained.

### OPPORTUNITIES

- A. Opportunity to improve the public realm surrounding the Winter Gardens.
- B. Opportunity to provide a new attractive seafront and reactivate the south area of the Golden Mile.
- C. Opportunity to provide a wider and safer access to the beach along the Winter Gardens and control wild parking along the service road.
- D. Opportunity to provide an attractive commercial offer along the promenade.



### Current Building

Retaining the existing building is a low-cost option but the building does not meet current standards.

**PRO's**

- Minimal capital cost investment.
- Maintain site's familiarity.
- Possibility to generate revenues, ahead of capital project?

**CON's / RISKS**

- Doesn't meet current standard for accessibility, comfort, energy efficiency.
- No flood strategy in place.
- F&B offer restrained by the current configuration of the space.
- Solid gable to the Winter Gardens and later extensions restrict the view and access to the beach from the South Parade.
- No internal storage, minimal external storage in poor condition.
- No toilet provision for staff or customers.

**BRIEF / AREA SCHEDULE**

|                                   |                |
|-----------------------------------|----------------|
| Kitchen .....                     | 44.5 m2        |
| Servery Area .....                | 17.5 m2        |
| Internal storage .....            | 0 m2           |
| Internal Seating Area .....       | 19.5 m2        |
| Accessible WC .....               | 0 m2           |
| <b>TOTAL INTERNAL AREAS</b> ..... | <b>82.5 m2</b> |

External storage (shed).....12 m2

**New Construction**

The demolition and reconstruction of the café is an opportunity to build a highly sustainable small building, complimenting the Winter Gardens. This will maximise the site more efficiently in line with the business plan.

## Preferred Configuration

| PRO's  | GROUND FLOOR PLAN |
|--|-------------------|
| <ul style="list-style-type: none"> <li>• Opportunity to provide a high quality of construction and design, using sustainable materials</li> <li>• Provision for larger kitchen and seating area</li> <li>• Unlocking views to the beach from the South Parade and open servery looking at the WG.</li> <li>• May provide the opportunity to install and provide further below ground rainwater harvesting tanks (from WG roof)</li> <li>• Opportunity for PV panels / renewable energy sources.</li> </ul> |                   |
| CON's / RISKS  |                   |
| <ul style="list-style-type: none"> <li>• Higher capital cost investment.</li> <li>• Full planning required.</li> <li>• Below ground condition unknown.</li> </ul>  |                   |
| BRIEF / AREA SCHEDULE  |                   |
| Kitchen & Servery ..... 42 m2<br>Internal storage ..... 0 m2 (within kitchen area)<br>Circulation / Servery ..... 11.5 m2<br>Internal Seating Area ..... 30 m2<br>Accessible WC ..... 3.5 m2<br><b>TOTAL INTERNAL AREAS ..... 87 m2</b><br>External storage ..... 0 m2   |                   |







**Stage 2 cost assessment**

- Cost report required for to compare the cost implications of both the preferred option and the retention and repair of the existing Beach House Cafe. Including capital and operational/maintenance cost.

**Design development:**

- Stage 3 design and coordination.
- Refining the layout/brief, develop the kitchen design with catering consultant.
- Sustainability assessment, including the energy generation assessment of the BHC roof, and sustainable benefits of removing the takeaway from the Winter Gardens scheme/carbon calculations.
- The introduction of any new equipment, through construction or future operation would need to be assessed due to the proximity of the SeaLife Centre.

**Surveys:**

- Full measured survey may be required if the decision is to retained the existing Beach House Cafe.
- Complete below ground survey required, noting that the current survey does not accurately located below ground drainage/ services.
- Asbestos survey

**Authorities**

- Planning Application.

**Impact on the Winter Gardens scheme**

- New planning & LBC application for the redesign and changes to the front block.
- Revised sustainability and carbon assessment following the omission of the takeaway.
- Integration of the land between the Winter Gardens and the Beach House Cafe into the landscape strategy.

The estimated cost for the RIBA Work Stage 3 design and securing a planning application is detailed in the Confidential Appendix A.

**Business Case Feasibility**

The striking location and beach fronted presence presents a solid commercial opportunity.

In a refurbished and re-organised form, the unit will be useful and attractive to prospective operating partners for the overall Winter Gardens project.

It is recommended that given the siting of the café, this is a better option for the 'takeaway' elements of the overall proposed provision than the constrained north-west side of the main Winter Gardens building. A re-imagined Beach House Café is recommended to replace the currently proposed

takeaway. The use of this space will be released to other non-catering uses and reduce the carbon footprint and energy use for the Winter Gardens.

There will be a need for the catering offer within the Winter Gardens to 'scale up' and 'scale down' to accommodate demand and seasonality. The Winter Gardens will be open all year round and the Beach House Café in a kiosk style takeaway offer format will be a useful addition to the overall proposition and scalability.

There is space around the buildings to house other temporary 'pop up/ kiosks from time to time.

It is worth noting the considerable number of alternative kiosk type catering outlets along the seafront and we should be keen to express to prospective operating partners the need for a complementary offer.

Most of these competitive outlets are closed during the winter months.

With both the Winter Gardens and Beach house Café under one control, the flexibility is likely to be much more readily managed and overall to be competitive and manageable.

The additional space will allow for greater outdoor capacity.

The café could trade longer hours enabling an operator to run reduced operations at the Winter Gardens, thereby reducing costs while maintaining service.

The café increases the business case potential, attract potential operators and in turn will support the wider Winter Gardens business plan.

### ***Type of Outlet***

We envisage a modern beach café providing contemporary, informal snack and light meals, a bakery and deli with fast paced eat in or take away service.

Open all day and early evening, the Beach house should offer great coffee preferably from a local ethical roaster, bakery, pastries, croissants, tray bakes, donuts, etc alongside hot savoury products ideally with bakery or finishing on site.

From lunchtime onwards, we envisage a gourmet street food type operation and super salads along with grab and go offer and spontaneous picnic hampers. We would hope to see local ingredients feature strongly and the operator working with artisan suppliers.

The Beach House offers an exciting addition to the Winter Gardens offering and one that could be very popular between the Spring & early Autumn months.

The Beach House is intended to be a self-contained outlet containing its own storage and production capability. This is because the outlet is located away from the Winter Gardens kitchen but also to allow for an independent operator.

### ***Revenues & Returns (Refer to the Confidential Appendix A)***

The forthcoming procurement will determine levels of interest and how operators deal with each of the principal spaces including the Beach house Café. Different operators will have different visions for each of the spaces and how they will complement each other.

### ***Feasibility Summary (for Financial Feasibility Summary refer to Confidential Appendix A)***

- The Beach House Café offers a strong opportunity to derisk and strengthen the overall commercial opportunity and return at the Winter Gardens
- Its location and relationship to the main building is unique and compelling, not only providing a visible catering outlet in a prominent beach front location but also defining the full operation of the outdoor seating area between the buildings.
- This proposal will not replace the need for the main restaurant, upstairs bar/café and facilities inside the Winter Gardens for daily catering and event catering, which together are still anticipated to make up the balance of the overall proposition. As more commercial events requiring the Winter Gardens to be closed may be enabled, there may also be a knock-on increase in hire fee incomes.
- It is likely that the response and interest from the operator market to the forthcoming market testing and tender exercises will be strengthened by the addition of the Beach House Café. Ideally, we would see both operations in one control to maximise flexibility. A split model may also work if appropriate specialist operators came forward for each proposition.
- The previously identified space in the north-west corner of the Winter Gardens will be released for other purposes and reduce the energy consumption.

## **2 Financial Implications**

- 2.1 Funding for the £94,670 development phase of works (up to end RIBA 3 and planning approval) will be sourced from the Special Projects Reserve Fund.
- 2.2 External programme capital funding needs to be identified and allocated for delivering this project. Funding is not available from the NLHF and did not form part of the Grant Application. The redevelopment of Beach House Café demonstrates a viable commercial proposition at the end of a RIBA 2 feasibility but RIBA 3 will provide more design and cost certainty, particularly around groundworks and utilities & services costs.
- 2.3 Loss of revenue from Beach House Café at the end of summer 2024 will be replaced by savings from use as a contractor's site office and possible compound and a more significant revenue stream after redevelopment.

## **3 Risks**

- 3.1 Loss of revenue at Beach House Café after Summer 2024. Mitigated by securing a strategy for the redevelopment of the site and linking to the long-term sustainable future of the Winter Gardens.
- 3.2 Inability to secure an operator for the Winter Gardens and Beach House Café. Mitigated by procuring an operator just for the Beach House Café, a more straightforward commercial proposition.
- 3.3 Food & beverage operator for Winter Gardens not interested in operating outlet at Beach House Café. Mitigated by demand for F&B facilities along the seafront. A separate procurement can be initiated.
- 3.4 Increasing construction costs due to innovation elements for Winter Gardens. Mitigated by effective contract administration and careful separation of cost elements between the grant funded Winter Gardens and GYBC funded Beach House Café.



## 4 Legal Implications

Procurement will be undertaken in compliance with GYBC Constitution and Public Procurement Regulations.

Vacant Possession will be required at the end of the Summer 2024 Season.

Extent of Highways and GYBC land ownerships needs to be finalised and confirmed.

Access needs to be maintained for Sealife Centre.

## 5 Conclusion

The clear benefits to the Winter Gardens project and operator procurement are set out within this report. Key decisions during early RIBA Stage 4 detailed design need to be taken impacting on design, environmental and sustainability objectives for the Winter Gardens e.g. relocating the smaller takeaway into the larger Beach House Café. Re-development of the Beach House Café provides the opportunity for GYBC to develop a viable commercial asset intrinsically linked to the Winter Gardens long term sustainable future.

## 6 Background Papers

### 6.1 CONFIDENTIAL ANNEX A

*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:                | Consulted  |
| Section 151 Officer Consultation:               | Consulted  |
| Existing Council Policies:                      | Acquisitions & Disposal Policy                   |
| Financial Implications (including VAT and tax): | See above  |
| Legal Implications (including human rights):    | As reported                                      |
| Risk Implications:                              | As reported                                      |
| Equality Issues/EQIA assessment:                | Will be considered as part of design delivery    |
| Crime & Disorder:                               | Will be a design consideration – Safer by design |
| Every Child Matters:                            | Not applicable                                   |